



Salt Lake City's Guide to

ENGAGEMENT PLANNING

Created by The Civic Engagement Team
Spring 2023



INTRODUCTION

Communities work best when residents, businesses, and institutions are engaged and working together. Salt Lake City values diverse perspectives and encourages community members to be informed and involved in shaping how decisions are made.

Salt Lake City seeks to improve outreach and participation during city projects and initiatives. An increased level of communication and collaboration between the City and constituents leads to better decision-making processes and more sustainable solutions and policies.

The guide for Engagement Planning is a step-by-step tool designed to provide a simple path for broadening public outreach. Project Managers and Outreach Teams can use this guide, coupled with the guide for [Engagement Methods](#) and with the help of the Civic Engagement Team, to create an effective engagement plan. This guide outlines the process for creating that engagement plan, provides instructions for how to report engagement findings, and offers a warning on the impact of bad engagement. Following this guide will help teams determine the appropriate level of outreach, the target audience, engagement timing, methods to add new voices to the conversation, and using public engagement throughout the entirety of a project.

This guide can also be given to consultants to outline engagement expectations.

For questions about this guide or assistance in implementing its principles, please contact the Civic Engagement Team: CivicEngagementTeam@slcgov.com

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PURPOSE OF ENGAGEMENT

SEEKING CONNECTION, TRANSPARENCY & EQUALITY.

Creating engagement that is people focused, rooted in governmental transparency, and is accessible for all people enables the city to make sustainable and effective decisions.

OPEN GOVERNMENT

PROMOTING TRANSPARENCY & COLLABORATION

Engaging the public in the City's decision-making processes for projects and policies is not only good practice, but also a requirement of the Salt Lake City Code. In 2009, the Mayor and City Council adopted a Joint Resolution on Open and Transparent Government and the Open Government Initiative. The Resolution states, "An open government facilitates communication and collaboration, both internally with employees and externally with constituents, leading to a more responsive, efficient and effective government."

Under the Open Government Initiative, a city policy promoting transparency and open government was adopted, codifying requirements regarding notifying and engaging the public.

The Recognized Community Organizations section of the City Code (Section 2.60.050) states:

- A. Education: The City shall adequately educate the public on City policy, procedures, and actions.
- B. Each City department shall strive to utilize best public engagement practices to educate, engage, and receive input from the public at a level that is consistent with the scope of impact of a proposal or project.
- C. Recognized Community Organization Notification.
- D. Notice Procedures: The City departments shall develop policies and procedures to show how they will provide notice and early participation opportunities for pending major city actions. These include, but are not limited to, public meetings, development projects, planning activities, grant and funding opportunities, which may have a significant impact on the membership of a registered community organization. Notice shall be given to affected community-based organizations in a timely manner, including information on the time frame for a response.
- E. & F. Requirements for Recognized Community Organizations & Notification to public on existence of community-based organizations....

See full ordinance [here](#).

PEOPLE FOCUSED

THE KEY TO EFFECTIVE ENGAGEMENT



Every project or initiative will require decisions that will affect the public one way or another. Good decisions take into account the public's needs and opinions regarding the project or initiative. Effective engagement allows the public to voice their needs and opinions, giving decision-makers relevant information during the decision-making process.

The "public" includes any individual or group that can be affected directly or indirectly by the outcome of a decision. When creating an engagement plan and choosing engagement methods, think about who may be affected by the project. Customize engagement efforts to match their specific needs and expectations.

Each group or individual will have a different level of interest in or impact on project decisions. Identify how "close" a person or group may be to these decisions to determine how often and in what way they should be engaged. Someone "closer" to the issue may have strong influence on the decision, may be significantly affected by the decision, or be very involved and vocal during the decision-making process. The closer a person or group is to the decision or issue, the more focus should be devoted to them in engagement efforts. Engagement efforts should be designed to meet the needs of the different levels of the public.

NOTE:

People may move between levels of interest through the duration of a project or initiative.

PARTICIPANT LEVELS DIAGRAM:



LEVELS

- 1 DECISION MAKERS**
Make final decisions or have veto power over a decision.
- 2 PLANNERS**
Involved in planning commissions, neighborhood communities, or funding agencies. They are extremely involved and have influence on decisions.
- 3 ADVISORS**
Commit time and energy to have an influence on decisions. They care deeply about the issue and often participate in engagement at any opportunity.
- 4 REVIEWERS**
Interested in the issue and will get involved in simple ways. They may get involved upon request, but it is not a priority for them.
- 5 OBSERVERS**
Informed but unless they become concerned about the project, tend to not get involved.
- 6 UNSURPRISED**
Aware of the project, but choose not to participate due to lack of time or interest. They are uninterested or unsurprised by decisions.
- 7 UNINFORMED**
Don't know about the project or the associated decisions.

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www.iap2.org
(c) City of Roseville Community Engagement Toolkit
www.cityofroseville.com/AgendaCenter/ViewFile/Item/5708?fileID=34688

INCLUSION & FAIRNESS

INCLUSIVE ENGAGEMENT LEADS TO MORE INCLUSIVE OUTCOMES

During engagement efforts, it can be easy to gather the voices of those who are geographically close by, already involved, or have the time and resources to be involved. However, only hearing the voices that are easy to gather leads to solutions that may not effectively address or solve the problem.

Effective engagement brings all voices to the table. This means seeking out people who may be overlooked or even actively excluded from the conversation. This includes finding ways to engage the public where they are at, providing opportunities that are accessible and fair for all. When planning engagement, be intentional about how, when and where you are engaging to make it as inclusive as possible.

Inclusive engagement leads to robust feedback. It is hard to make good decisions when we don't have all the data. Giving all voices an opportunity to be heard leads to better understanding of the issues and can bring about new innovative and creative solutions, resulting in better decision making. Inclusive engagement is effective engagement.

Throughout your planning process, think about how you can make the engagement more accessible, inclusive and fair. Take note of the accessibility notes throughout the guide for ideas of how to do so.

RESOURCES:

Collaborate with the Civic Engagement Team to brainstorm ways to make engagement more inclusive and fair for your specific project.

CivicEngagementTeam@slcgov.com

Contact the City's ADA specialist to request accommodations or to learn more about accommodation options.

ADA@slcgov.com

Connect with the Mayor's Office of Inclusion & Equity to gain access to toolkits, training, best practices and support in equity and inclusion efforts.

DEI@slcgov.com

Engage with outside DEI consultants to specialize efforts for diversity, inclusion, and equity for your project.



ENGAGEMENT PLANNING

CREATE A SPECIFIC PLAN FOR CONTINUOUS ENGAGEMENT

Make a deliberate plan for how you will engage with the public throughout the project, whether it is asking for their input, collaborating on ideas or simply informing them of decisions. Make sure there is a specific yet flexible plan in place before you begin the project.

GETTING STARTED

ENGAGEMENT FORM & MINIMUM STANDARDS

ENGAGEMENT FORM

Project managers are encouraged to start the engagement planning process by filling out this [Civic Engagement Planning Form](#). This form will ask about project specifics which will be used to create the engagement plan. Submitting this form will notify the Civic Engagement Team and a team member will contact the project manager directly to set up a time to discuss the project and create an engagement plan.

If desired, email the team at CivicEngagementTeam@slcgov.com to fill out the form with a team member.

MINIMUM STANDARDS

Based on the scope of the project, the following level of planning is encouraged to achieve minimum standards:

NOTE:

Some projects may fit into one or more of these categories.

CITY WIDE PROJECT	DISTRICT WIDE PROJECT	NEIGHBORHOOD WIDE PROJECT	SINGLE STREET PROJECT
2-3 months of engagement. Use 4-5 different methods of engagement to gather representative voices, including all demographics.	2-3 months of engagement. Use 3-4 different methods of engagement to gather representatives voices, including neighborhood councils and community groups.	1-2 months of engagement. Use 3-4 different methods of engagement to gather representative voices including HOA and neighborhood groups.	1-2 months of engagement. Use 2-3 different methods of engagement to gather gather brief feedback and inform residents.



THREE PHASES OF PLANNING

PROJECT DETAILS, ENGAGEMENT LOGISTICS & CLOSING THE LOOP

Engagement planning can quickly become overwhelming. There are numerous tasks and details to consider, making it hard to know where to start and what to do next. This section will guide you through three phases of engagement planning, including specific tasks to help you create and carry out an effective engagement plan.

PHASE	ACTION	TASK
1 PROJECT DETAILS	Establish Baseline Information	<ul style="list-style-type: none"> Project Summary Project Goals Project Timeline Stakeholders & Issues
	Determine The Decision-Making Process	<ul style="list-style-type: none"> How & When Decisions are Made Who Makes the Decisions What the Public Needs
	Identify Supporting Elements	<ul style="list-style-type: none"> Roles & Contacts Funding & Budgeting
2 ENGAGEMENT LOGISTICS	Decide Engagement Level	<ul style="list-style-type: none"> Public Participation Objectives Engagement Levels Engagement Matrix
	Plan Engagement Techniques	<ul style="list-style-type: none"> Engagement Methods Engagement Timeline
	Create Message Strategy	<ul style="list-style-type: none"> Communication & Audience Key Messaging
3 CLOSING THE LOOP	Record & Analyze Data	<ul style="list-style-type: none"> Recording Feedback Analyzing Data
	Share Engagement Results	<ul style="list-style-type: none"> Engagement Reports Spreading the Word
	Make Changes	<ul style="list-style-type: none"> Internally Externally

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PHASE ONE: PROJECT DETAILS

When planning public engagement, start with the basics. Along with the following tasks, the Civic Engagement Planning Worksheet will help you identify necessary project details. Put all project information in one place, making it easy to access by all contributing team members and, when applicable, the public. Make sure everyone on the team is on the same page. Each person should understand the project scope and goals, the decision-making process and any other supporting elements of the project. Identify the needs and purpose of engagement and determine how findings from engagement will be used in the decision-making process. Ensure the project expectations and goals are clear from the beginning as they will help determine the style and frequency of engagement.

ESTABLISH BASELINE INFORMATION

Project Summary

This should be a few short paragraphs explaining the scope and purpose of the project or initiative. This included information about the problems the project is addressing, why changes need to be made, and how this project will make those changes. In addition, this summary will identify the need and use of engagement, specifically how the engagement outcomes will be used in the decision-making process. This summary should be used both internally and externally to help both the team and the public know the focus of the project.

External Project Summary Example

Project Goals

Establish expectations for desired accomplishments. Each goal should be specific and measurable to ensure it will be achieved. Be sure to include both overall project goals and goals specific to engagement and messaging. Each goal should include expanded talking points. Setting a goal for your community engagement will provide a benchmark. Establish outreach goals that include the community members and groups you are trying to engage. Keep track of what worked and what didn't, and include that information in a Final Engagement Report.

Project Goals Example

Project Timeline

Create a timeline that corresponds with the project's goals and metrics. This timeline should identify important deadlines such as when decisions need to be made. It can be easier to start with the end in mind, working backward from the determined final date. Be clear on which dates are flexible and which ones are non-negotiable. The timeline should include anticipated dates for various engagement stages.

Project Timeline Example



Stakeholders & Issues

Answer the following questions to identify stakeholders

- Who will be affected by the project and decision(s)?
- Does this project or decision affect the entire city, one neighborhood, a single block, or a specific interest group?
- What groups or demographics may go unnoticed but still affected?

Think about who will be affected by this decision. Consider what aspects of the project will be important or intrusive for them. Identify which issues pertain to them specifically. Try to anticipate any support or pushback you may receive from various groups. Design outreach to connect with these specific populations. Keep in mind any city requirements for engagement at various stages of the project. Consider what stakeholders will need and what you will need from them at all stages of engagement.

Stakeholder Groups Examples:

- Residents directly/indirectly impacted
- Transit Users
- Members of the ADA Community
- Business owners
- Area based groups (Community Councils)
- Interest based groups
- Faith based groups
- Renters

ACCESSIBILITY NOTE:

Ask yourself: who is missing from the conversation. Talk with other project managers about past initiatives and possible groups that were left out. This may require some background research to make sure no group is left out of the picture.

RESOURCES:

The Mayor's Community Outreach Team has a detailed, updated stakeholder list. Consult them and the Civic Engagement Team when determining who to inform.
MayorsLiasons@slcgov.com

DETERMINE THE DECISION MAKING PROCESS

From the start of the project, it is important to define how decisions will be made, who will be making them and what role the public will play in that process. Clearly establish the process internally and then identify what the public needs to understand and, when applicable, contribute to each stage of the process. The decision-making process should be accessible and easy to understand externally.

How & When the Decision is Made

First, identify if there is a decision to be made or if all elements of the project have already been decided. If there is no decision to be made, focus engagement on informing the public on what has already been decided. Avoid asking the public for input on a decision they don't have the opportunity to change. If there are decisions to make, determine when decisions need to be made and what required activities must lead up to that point. Think about what is needed to make the decision. Identify what data needs to be collected, what voices should be heard, and how soon this information is needed.

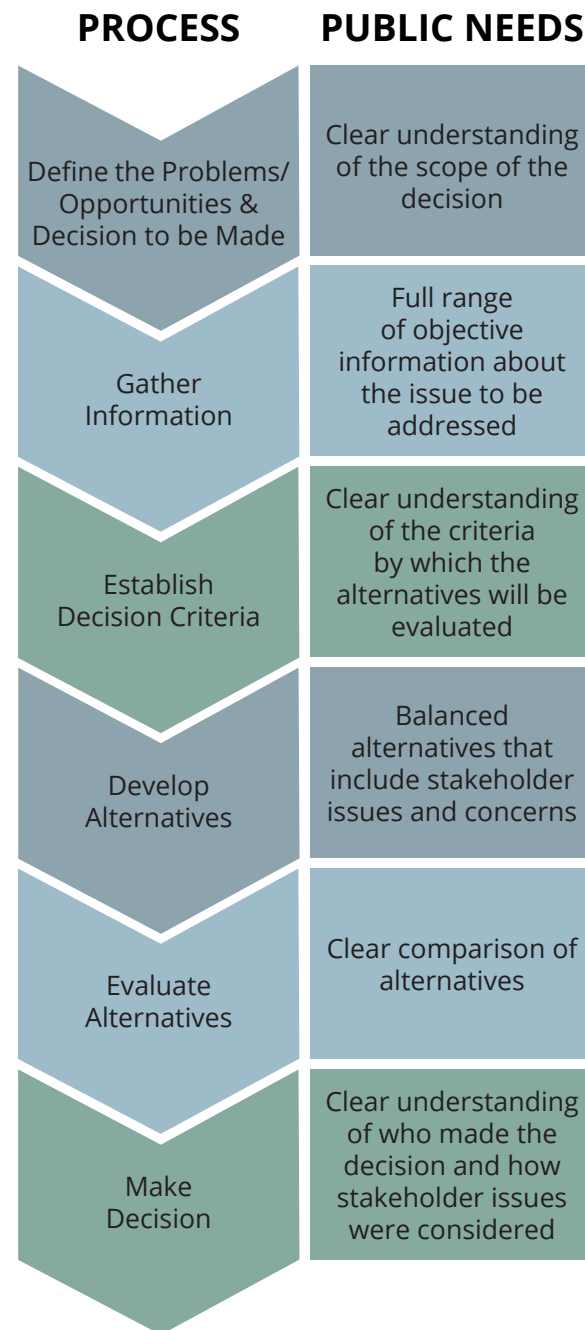
Who Makes the Decisions

Determine who will be making the final decisions for the project. Will it be elected officials, administrators, boards or commissions, work groups, ad-hoc committees? Establish what influence the public has on the final decision. This information will build understanding about the scope of the project and how much additional public engagement should be done.

What the Public Needs

At each point of the decision-making process, think about what the public needs from you in order to be fully informed and to participate as needed. Make the decision-making process accessible for the public so that they know their role in the process. Following a logical and transparent process that allows for the public to participate, be active in the decision-making process, and know why and how a decision was made is imperative to building trust and understanding.

This diagram is an example of a decision-making process with specific public needs at each stage.



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IDENTIFY SUPPORTING ELEMENTS

Roles & Contacts

Clearly identify who will be involved in the project, what role they will play and how to contact each person. Decide what information will be shared with the public so that they can stay connected. Consider using a hotline, project email, and/or project webpage to keep communication open between the project and the public. This should be done at the very beginning of the project and consistently used. Be sure to provide the information in other languages as needed (Spanish at a minimum.)

Roles Example

Details & Contact Information Example

(located at the bottom of the page)

Funding & Budgeting

Identify details on how the project is being funded. This can include grants, federal funding, or city funding. Make sure the internal team knows the project budget, specifically what will be used for engagement purposes. Be transparent with the public about how much money is moving and where.

Funding Transparency Example



PHASE TWO: ENGAGEMENT LOGISTICS

With a clear understanding of the project, key stakeholders and the decision-making process, it's time to start planning how to engage with the public. Keep in mind that engagement styles and levels will need to change at different stages of the project. Sometimes a previously successful method for one project is not the right method of engagement for the next project. Take time to customize engagement efforts for each stage of the project.

DECIDE ENGAGEMENT LEVEL

Public Participation Objectives

Look back on the decision-making process and the determined public needs at each stage of the process. Think about what you need to do in order to meet those needs. Determine specific objectives for what public participation should look like to fulfill those needs.

CONSIDER THE FOLLOWING:

- What are the participation process goals?
- What is the desired gain from engaging with stakeholders?
- What does the public expect or need from engagement?
- What are the stakeholders' perceptions and level of interest?
- What key issues have been raised by the project team, community leaders and stakeholders?
- What challenges might you face at the start of and throughout the decision-making process?
- What past participation processes have worked or failed?



Engagement Levels

With the objectives for public participation in mind, it's time to decide which level of engagement to use for each stage of the process. These levels identify to what extent the public should be included throughout the project and decision-making process.

This section lays out those various levels and when they are most effective. Different project types and even different stages of the project will require different levels of engagement. No one level of engagement is better than another, as long as they are implemented according to the public's needs. When deciding what level of engagement to use, think about how the public's participation could affect the project and decision(s) both negatively and positively.

Remember, there is no "right" way to engage. It's okay to fail and learn from mistakes as long as there is constant effort to improve outreach and participation for better informed decision-making. Be willing to make changes and updates as needed throughout the project.

ACCESSIBILITY NOTE:

Consider how the chosen level of engagement will reach various groups of stakeholders. At times, you may need to have multiple methods within one level in order to reach all groups of stakeholders.

NOTE:

With each level, you should be reporting back to the public how you are using their input and what influence it has on decisions.

	LEVELS				
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOALS	Provide clear information to help the public understand the problem, potential solution(s) and/or final decision(s).	Gather feedback on alternative solutions and/or decision(s).	Work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	Partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE	We will keep you informed.	We will listen to and acknowledge concerns and aspirations.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed.	We will look to you for advice and innovation on formulating solutions. We will incorporate your advice and recommendations into the decisions.	Provide clear information to help the public understand the problem, potential solution(s) and/or final decision(s).
EXAMPLE	Project Website	Survey or Polls	Comment Forms	Focus Groups	Committees

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Engagement Matrix

The Engagement Matrix can further help determine what levels of outreach are appropriate for each stage of the current project. Think about what the project needs from the public throughout the process and how their input will be considered in making the final decision. Based on the type of project, the level of engagement may vary. Some projects have multiple levels of engagement depending on the stage of the decision-making process.

NOTE:

No matter what project type or what stage of the project, there should always be efforts to inform the public. Consistent communication is key.

PROJECT TYPE	 CONSULT	 INVOLVE	 COLLABORATE
Minor City Projects Program Update Service Delivery Change	YES	NO	NO
New Project or Program Program Expansion or Change	YES	YES	MAYBE
Land-Use Decision Development Project	YES	YES	MAYBE
New Law Major Plan Change/Creation Major Policy Change/Creation Large Impacting Issue	YES	YES	YES

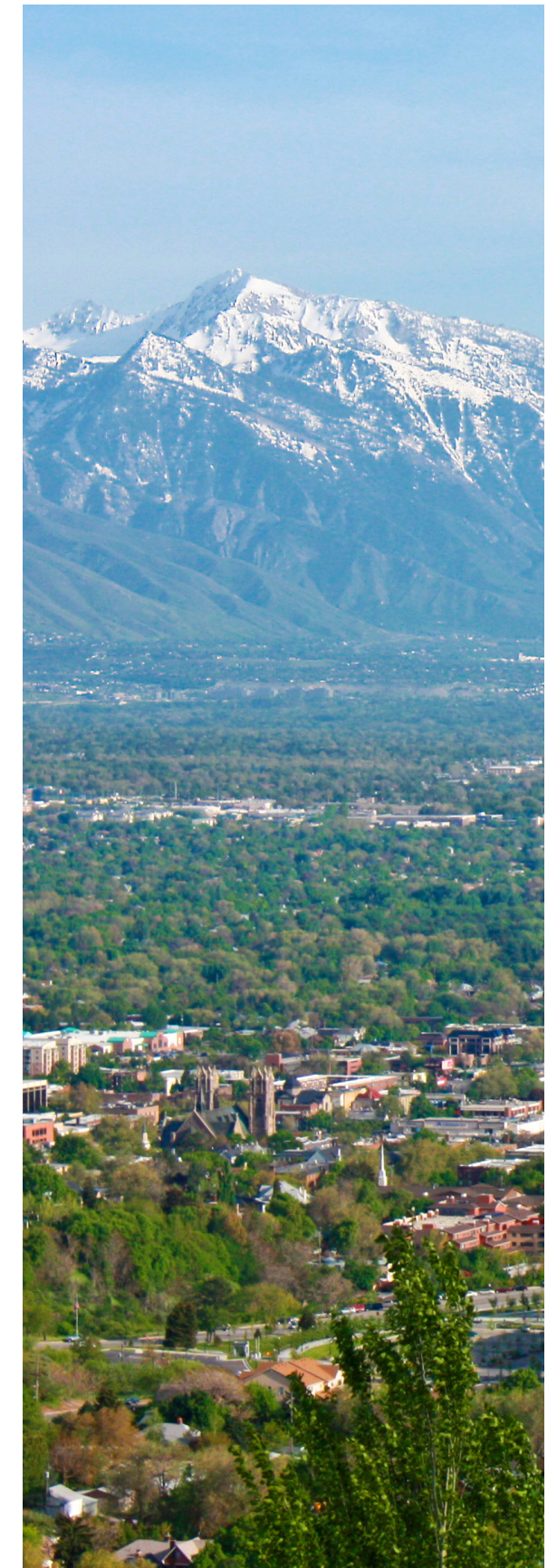
PLAN ENGAGEMENT TECHNIQUES

Engagement Methods

For each stage and level of engagement, choose a method to achieve engagement goals and the public participation objectives. List out the methods of engagement activities and events to be used throughout the course of the project. For ideas and techniques see the [Engagement Methods Guide](#).

Engagement Activities Write-Up Example:

1. PROJECT WEBPAGE - The project webpage will provide background information and links to other sources of information to provide project context. Project webpage will also include all contact information for the project. (Develop project email and phone number, if needed)
2. FACEBOOK LIVE Q&A - This project has community benefits and a neighborhood impact. City representatives will first describe the project then answer questions from the community via SLCgov Facebook page, Twitter, YouTube, and other platforms. Team will work with SLC Media Services to coordinate the live stream. (Example of this event is 2700 S Virtual Town Hall)
3. COMMUNITY COUNCIL MEETING PRESENTATIONS - Staff will attend all community council meetings in the project area. This project impacts three Community Councils including Central 9th, Downtown, and Ballpark.
4. ON SITE COMMUNITY CONVERSATION - Staff will meet with interested community members on site to discuss the project. Advertise the event on Nextdoor, Facebook, Twitter, Mayor and City Council newsletters.
5. BUSINESS COMMUNITY OUTREACH - Staff will coordinate with Economic Development to host business outreach. This will include a meeting where local businesses are invited or one-on-one meetings at the businesses.



Engagement Timeline

Pulling together the project timeline, list of stakeholders, the decision-making process, chosen engagement levels and list of engagement activities from previous steps, it is time to create an engagement timeline. This will include all in-person, digital and hybrid methods of outreach, listing everything from social media posts to large scale events. Your timeline should include essential details such as staff, location, needed supplies, and associated dates.

When assigning dates, consider when engagement needs to happen in order to achieve the project goals. Try to be specific while also being realistic with the project's over arching timeline. Be willing to make and share adjustments to the timeline as they come.

Remember, it's best to start engagement as early as possible in the project timeline. For projects that will have a big impact or will take a long time to complete, outreach at several different points in the process will be necessary.



Engagement Timeline Example: (short version)

- March 2: Launch website & survey, Social media post #1
- March 8: Send newsletters and deliver flyers
- March 20: Community Presentation with Liberty Wells Community Council
- March 30: Social media post #2
- April 17: Tabling event at Resource Fair
- April 20: Send out mailers
- April 25: UNP Community Presentation
- May 4: Stakeholders update meeting
- May 7: Social media post #3
- May 16: Pop-up Event at Liberty Park
- May 28: Close Survey
- June 15: Analyze data
- June 24: Engagement Report goes public, update website
- June 30: Presentation to City Council
- July 7: Final Decision Made

NOTE:

After each engagement activity has been assigned a date, think about what action items need to happen in order for you to be prepared for that activity. Add in those deadlines with specific team members assigned to those tasks.

WHEN CREATING THIS TIMELINE, CONSIDER THE FOLLOWING:

- The overall project timeline
- Time needed for promoting engagement opportunities
- Time for preparing needed material for engagement
- The city's review process
- The city's requirement for engagement
- Time for analyzing engagement data
- Time for thanking participants and reporting about how engagement findings are being used

IDENTIFY MESSAGING STRATEGY

Communication Objectives & Audience

Internally decide what objectives there are for communicating with the public. Determine what impact you hope comes from communication with the public throughout the project. Consider how the communication will make people feel or what they'll do in response and if that supports your initial objectives for public participation.

Identify which audience groups you will be engaging at all stages of the project and how to best connect with them. Keep in mind that different audience groups will inevitably have differing levels of understanding about the project and unique barriers to understanding more fully. Anticipate how to overcome barriers and give people the information they need to enable full participation. In addition, consider preferred methods of receiving and exchanging information for these groups.

Key Messaging

With every aspect (purpose, goals, timeline, etc.) of the engagement plan, make a decision on how each of them will be shared with the public. Create clear and concise talking points based on those decisions that team members can use when engaging with the public.

CONSIDER THE FOLLOWING:

- Consider what is needed from the public based on their predetermined role in the project and decision-making process.
- Anticipate what questions the public may have and create a FAQ.
- Adjust messaging as the project moves forward to match the current stage of the decision-making process and determined level of engagement.
- Remember that at times messaging may fail or new questions will arise requiring further adjustments.

ACCESSIBILITY NOTE:

When planning communication objectives, consider how different generations best receive information. For example, older generations may prefer to get a mailer with project information while someone of a younger generation may prefer to see social media posts about a project.



PHASE THREE: CLOSING THE LOOP

As engagement for a project comes to an end, it's important to share with the public what was learned and how that information was used in the final decisions. Plan ahead for how feedback will be recorded and analyzed. This will help guide which engagement methods are used. Make sure that all voices gathered are included in the recording and analysis of feedback. In addition, take time to discuss internally the outcomes, effectiveness of engagement methods used, and other lessons learned.

RECORD & ANALYZE DATA

Recording Feedback

Feedback can be received in different ways, including: telephone, email, comment cards, online surveys, and in-person. When building your engagement plan, think about the type of feedback you will be receiving and the means for transcribing the feedback in a way that is easy to analyze. Open ended comments should be transcribed verbatim, to the fullest extent possible, and then categorized and paraphrased as is applicable to the project. To make analyzing feedback easier, try to mirror in-person and digital engagement as much as possible.

When gathering feedback, make sure to note the method of engagement, who was reached and how many people provided feedback. Always include some form of demographic questions as they will help in further analysis. In addition, try to record how many people you talked to from each of the 7 Council Districts. Council Members frequently ask for this number when reviewing engagement reports.

Analyzing Data

Once feedback is recorded, work with the Civic Engagement Team to analyze the data. Look for trends within the scope of the project.

Make sure there is sufficient time for analyzing data after the engagement period ends and before decisions need to be made. It is recommended to give a minimum of two weeks for analysis. The larger the project and outreach, the more time should be allotted.



SHARE ENGAGEMENT RESULTS

Engagement Reports

Reporting back to engagement participants on what you heard and how their feedback influenced the decision-making process is just as important as the engagement for the public's future participation and feedback. The public wants to know that their suggestions and complaints were heard and being used in the final decision. If a project includes multiple rounds of engagement, it could be helpful to have multiple occasions of reporting back to the public what was learned. At the very least, it is required to have a final report at the end of the project. Make the results easy to understand and accessible.

Sharing engagement results can come in many different forms. Some forms include:

Engagement Reports: a full description of engagement methods, feedback results, and analysis of results as it pertains to the project. This can include graphs and visuals to represent data. Make sure raw data is also accessible where applicable.

Mini Reports: a simplified version of a full report, only sharing information that is absolutely necessary. This often includes infographics and visuals rather than just data.

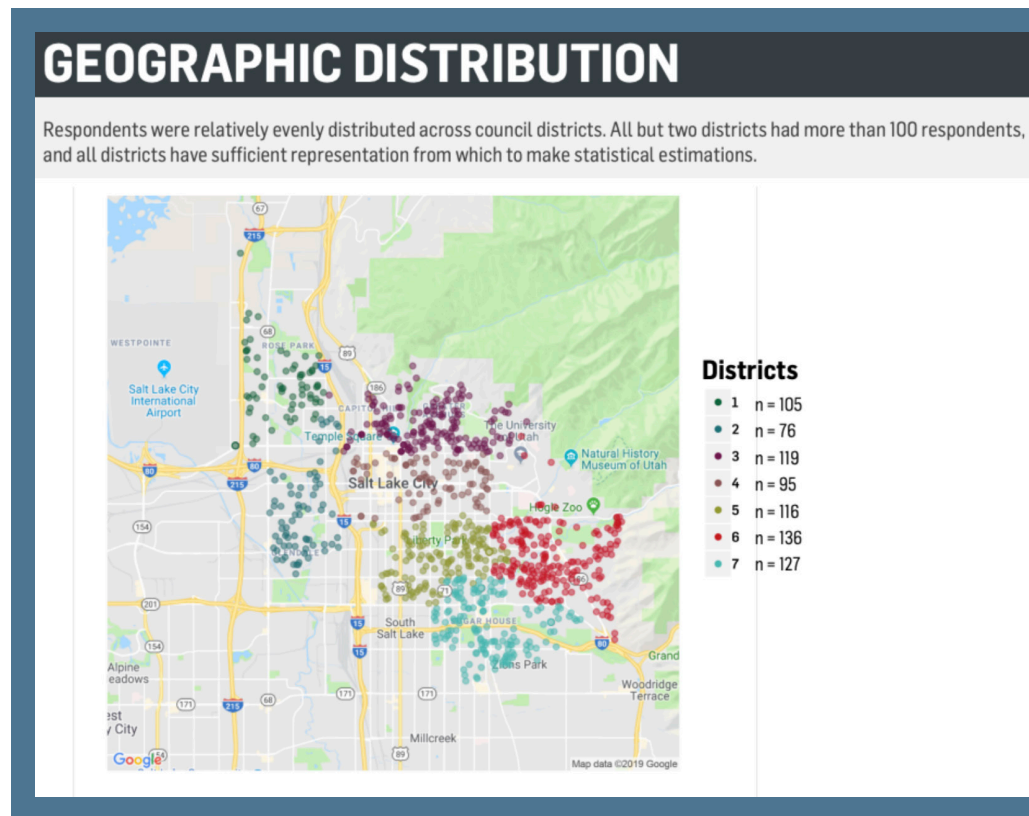
Mini Report Example

NOTE:

All methods NEED to include the feedback received, how the feedback was used, and what decision was made in the current step of engagement.

Engagement Report Example

Presentation: using information from the reports, add a verbal element to sharing results by being able to explain the trends and findings from the various feedback received and analyzed. (If presenting to Council, prepare engagement numbers broken down by Council District).



Spreading the Word

Think about how the report or presentation will be shared to the needed audiences.

Email results to engagement participants. Using the email addresses on sign-in sheets or list serves for the project, draft an email to all who participated. Thank them for their participation and provide them with a summary report of the feedback received, and if a decision was made, how their feedback influenced that decision.

Wasatch Hollow Park Off-Leash Dog Policy

Public Lands closed a survey on September 2nd which asked Wasatch Hollow Park (1650 E 1700 S) users and nearby residents to describe current and desired uses in the park and weigh in on the existing off-leash dog policy.

An engagement report was completed to share with Wasatch Hollow Community Council and other interested residents. Public Lands will continue to examine the survey results to determine best next steps for Wasatch Hollow Park.

Action	Percentage
Improved signage of off-leash rules	54.53%
Fencing to separate park users	48.67%
Education efforts	34.99%
Changing off-leash hours	22.65%
Changing off-leash area	18.6%
Other	12.7%

[Engagement Report](#)

Share on **Social Media** main ideas from the reports and let the public know where they can access more detailed information.

Salt Lake City Government @SLCgov · Aug 13, 2020
The Typologies Guide is a unique opportunity to reimagine #SLC's streets. The project created 15 new typologies & designs, & applied one to each block of each street in the City. Share your feedback by August 15, at slc.gov/transportation... @slcmayor @slccouncil @slcmoves #utpol

Salt Lake City Government @SLCgov
Thanks for the update, @transport_tom. Due to popular demand, the public comment period for the #SLC Typologies Guide has been extended until August 31st! Spread the word and get your input submitted soon at: slc.gov/transportation...

#utpol @slcmayor @slcCouncil @slcmoves

5:13 PM · Aug 14, 2020

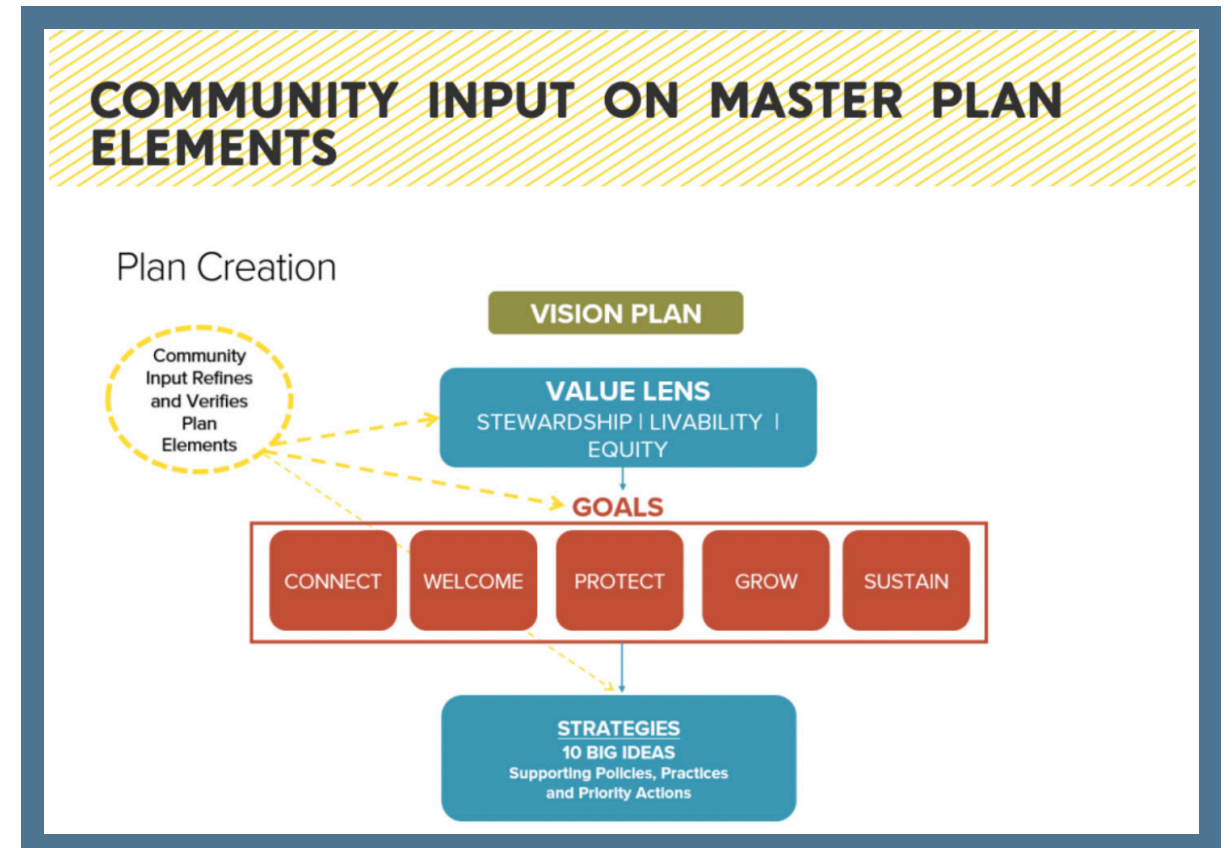
MAKE CHANGES

Internally

Take time to discuss with the project team what worked and what didn't for this project in regards to engagement. Discuss which goals were and were not met and why. Make sure findings and evaluations are recorded and shared with the Civic Engagement team. Internal evaluations should take place throughout the project if there are multiple rounds of engagement. At the very least, an evaluation discussion should take place at the very end of the project, when all engagement results are shared with the public. Such discussions will help project managers and the Civic Engagement Team to be more effective in their public engagement, whether it is for the project at hand or future projects.

Externally

Now that you have obtained feedback from the public, put it to use. Implement feedback where possible, whether that is making changes to a project plan, adjusting goals and metrics or changing how you interact with the public. Show the public that they are being heard and their opinions are valued.



RISKS OF BAD ENGAGEMENT

BE AWARE OF THE IMPACT OF BAD ENGAGEMENT

Quick surveys or last minute events may seem like an easy method to receive feedback. However, without appropriate attention to target audiences, sample sizes and messaging, you may experience negative repercussions.

KNOW THE RISKS

BAD ENGAGEMENT CAN BE WORSE THAN NO ENGAGEMENT

Take the time to learn about the risks of bad engagement and think of how these can be avoided throughout the project's engagement plan.

LOSS OF PUBLIC TRUST

It is important to build a relationship based on trust between City staff, elected officials and the public. Such a relationship is based on respect, confidence, and transparency. Public outreach efforts that don't clearly explain to the public what options are being considered by the City and how feedback will be used can make the public feel ignored, talked down to and confused. To avoid loss of public trust, scholar Judith Petts says a proper engagement process "demands very careful (and adequately resourced) attention to [participant] recruitment, the open and collaborative framing of debate, and the mode of participation of officials and experts. Most importantly, clarity of impact on the decision is essential."

PROJECT DELAYS OR FAILURES

The public should be brought to the table early and best practices should be used to ensure feedback is unbiased and representative of the broad community we serve. If engagement isn't soon enough or executed improperly, it puts the project in jeopardy of failures and delays. Decisions may not be properly made, leading to the failure of the project. Decisions may take longer to determine without enough public feedback or having to backtrack to get the voices needed, leading to delayed projects. To prevent project failure or delays, public engagement should be considered with the same care as project design and implementation.

CIVIC DISENGAGEMENT

Actions speak louder than words. It doesn't matter if staff and elected officials verbally encourage public involvement if actions say otherwise. Mixed messages are broadcasted when:

- Claiming to want to include underrepresented groups but using engagement methods that exclude them
- Using jargon and difficult-to-understand language without any definition, guide, or explanation
- Failing to make engagement events ADA compliant
- Asking the public for input but creating the impression the input is not being considered

Mixed messages harm the City's relationships with the public, producing the perception the city is checking a box rather than valuing thoughtful comments and discussion. If sections of the public are ignored through biased engagement methods and public engagement isn't used to create solutions, the public will be less likely to continue engaging with the City in the future.

(c) Petts, Judith. (2008). *Public Engagement to Build Trust: False Hopes?*
(c) Risk of Bad Engagement

