

# Community Engagement Guide

2016



MAPC's outreach objective: to inform, engage, and empower the people of Metropolitan Boston to participate in activities that will influence the decision making processes and planning of the region.



# MAPC's Community Engagement Guide

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Inform, Engage & Empower

## [Overview]

The Metropolitan Area Planning Council (MAPC) is a regional planning agency serving the people who live and work in the 101 cities and towns of Metropolitan Boston. Our mission is to promote smart growth and regional collaboration. Making sure we are working for the best interests of everyone in Metro Boston is a critical component of MAPC's mission.

Therefore, effective community outreach and civic engagement is at the core of our success!

## [What is community engagement?]

For this guide's purpose, community engagement is a two way communication process between local government and the public. It provides a platform for people to voice their opinions and inform the decisions that impact their lives.

Inclusive community engagement practices have the capacity to create a shared vision for a city or town's future; and when successful, the outcome will reflect the community's values and likely increase their support.



As our region grows and becomes more diverse, a successful planning process must include thoughtful community engagement strategies that reflect the needs of each municipality.

Regardless of people’s race, income, language, educational attainment, and where they live, the planning process must facilitate meaningful civic participation, collaboration, and dialogue between members of a community in order to build a shared vision.



## [Why the need for the guide and who is it for?]

There is no one-size fits all approach when it comes to community engagement. A range of activities are necessary to reach stakeholders, engage the people most critical to the project, and motivate those people to participate.

This guide proposes a framework that breaks down the process of creating a public participation strategy. It also provides best practices and case studies for thoughtful community engagement in the lifecycle of place-base projects.

MAPC’s Community Engagement Guide is a tool for municipal staff in Metro Boston to assist cities and towns enhance their outreach practices. However, the techniques can be adapted and used by anyone doing similar work.

# Creating the Strategy

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## [The Timeline & Process]

When starting a project and brainstorming how to best engage your community, it is very easy to get caught up in identifying tools first. Most people gravitate to discussing how many meetings to hold, what Twitter hashtag to use, or what new innovative tool they can pilot before actually going through the strategic process of designing a community engagement plan.

The more thought you put into how to engage people at the beginning of the project, the more efficient your outreach plan will be, and hopefully it can help save time and money throughout.

The process below breaks down a place-based planning project into three parts: Creating the Community Engagement Strategy, Implementation & Modifications, and Finalizing the Project. As you create your own engagement strategy, this can serve as a visual aid to show you where certain activities fit in the planning process.



## [The 5 Steps of Creating a Community Engagement Strategy]

This guide identifies 5 steps to take when creating a community engagement and outreach strategy.

### The 5 Steps of Creating a Community Engagement Strategy

1. Purpose of Engagement
2. Stakeholders
3. Resources, Opportunities & Scale of Engagement
4. Messaging
5. Approach & Tips

<h1>COMMUNITY ENGAGEMENT STRATEGY CHART</h1> <p>Be specific. List all the possibilities. Develop a timeline.</p>  <p><b>For more information:</b> Metropolitan Area Planning Council Community Engagement Division – 617-933-0735 60 Temple Pl. Boston, MA   www.mapc.org</p>	
<h2>1. Purpose of Engagement</h2> <p><b>Ask yourself these questions:</b></p> <ul style="list-style-type: none"> <li>• Why is community input and involvement necessary to the project?</li> <li>• What does successful engagement look like in the short and long-term? (<i>turnout, outcomes, etc.</i>)</li> </ul> <p><b>Are you looking to inform, engage, or empower?</b></p> <p>To Inform: Sender → Message → Receiver</p> <p>To Engage: Sender → Message → Receiver Receiver → Feedback → Sender</p> <p>To Empower: Sender → Message → Receiver Receiver → Feedback → Sender Action!</p>	<h2>2. Stakeholders</h2> <p><b>Know the community:</b> Who will be directly or indirectly impacted by the outcomes of the project? (<i>Think: community groups, residents, business owners, committees, etc.</i>)</p> <p><b>Create a list of stakeholders.</b> Examine demographic and socioeconomic data.</p> <p><b>Is anyone being left out of the process?</b></p> <p><b>Things to consider:</b></p> <ul style="list-style-type: none"> <li>• Are people already organized?</li> <li>• Are there any language barriers?</li> <li>• Is the project contentious?</li> <li>• Is there government mistrust?</li> <li>• Is there education that needs to be done on a particular topic?</li> </ul>
<h2>3. Resources, Opportunities &amp; Scale of Engagement</h2> <p><b>List the resources you bring to the project.</b> Consider budget, staff time, local partners, established relationships in the community.</p> <p><b>Are there any opportunities or challenges that can strengthen or limit your efforts?</b></p> <p>★</p> <p><b>Identify your project's Scale of Engagement:</b></p> <ul style="list-style-type: none"> <li>• <b>Broad:</b> Most opinions are taken into account for the outcomes of the project.</li> <li>• <b>Moderate:</b> Some stakeholders' opinions are taken into account.</li> <li>• <b>Limited:</b> Minimal public input is needed to aid the planning process.</li> </ul>	<h2>4. Messaging</h2> <p><b>A. Appeal to people's self interest.</b> What is in it for them? Why should they care?</p> <p><i>*Best practice: talk to community leaders to find out community interests and concerns in advance.</i></p> <p><b>B. Tailor your message to each audience.</b> Why [stakeholder X] should I care about the outcomes of the project?</p> <p><b>C. Delivering the message.</b></p> <ul style="list-style-type: none"> <li>• Who is the best messenger?</li> <li>• How can the message be delivered most effectively? (<i>flyers, social media, radio, local TV</i>)</li> <li>• Does anything need to be translated?</li> </ul>
	<h2>5. Approach &amp; Tips</h2> <p>Now, with message and stakeholders in mind, list tools and techniques you'll use.</p> <p><b>To Inform:</b></p> <ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Websites/flyers</li> <li>• Social Media</li> </ul> <p><b>To Engage:</b></p> <ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Surveys/polling</li> <li>• Community mapping</li> </ul> <p><b>To Empower:</b></p> <ul style="list-style-type: none"> <li>• Advisory groups</li> <li>• Advocacy trainings</li> <li>• Participatory decision-making</li> </ul> <p><b>Tips for good turnout:</b></p> <ul style="list-style-type: none"> <li>• <b>50% Rule:</b> If 20 people told you they are attending, expect 10.</li> <li>• <b>Face-to-Face:</b> The most effective contact you can make with people.</li> <li>• <b>Do 3 Contacts:</b> Face-to-Face, email, phone call.</li> <li>• <b>Give People Roles:</b> When assigned roles for an event, people take commitments more seriously.</li> </ul>

## [ 1. Purpose of Engagement ]

The very first step is to clearly identify the purpose of community engagement in your project. Basically, why are people's input and involvement necessary to the process? What information/actions do you need from the community to help you accomplish the project's goals?

Be very intentional and transparent when explaining to the public how decisions will be made. Being clear about what you need from your audience is essential to help you set expectations.

### Questions to consider:

- What is it that you want people to do? Get new ideas? Obtain feedback? Approval?
- What does successful engagement look like in the short and long-term?
  - Think about number of participants and community representation. Consider the quantity and quality of the feedback you need.
- What are the interests of project partners? To what degree will partners welcome public input and/or involvement?
- With your public engagement, are you looking to inform, engage, or empower?

Be specific in your answers. These questions will define your engagement strategy.

## [2. Stakeholders]

The next step is to identify decision makers, landowners, and people who live, work, and visit the study area. Who will be directly or indirectly impacted by the outcomes of the project? Think about local leaders, community groups, non-profits, business owners, and City or Town commissions that could influence the project and its implementation.

### Types of Stakeholders

There are three main types of stakeholders and each will likely require different communication and outreach strategies.

**Project Partners** – these are people who you originally worked with to create the scope of the project. In some cases, these people may be considered your “client.”

**“Usual Suspects”** – these are people who usually participate and show up at most community meetings. They typically have a great interest in the project and are on top of things.

**Community Stakeholders** - these are people who may not have knowledge about the project, but will likely be the most impacted by its outcomes. These are people you do not know yet. Go out and look for them.

### Know the community

To figure out whom your project’s stakeholders might be, do some research and learn about the different communities and groups in the study area. Consider the following questions:

1. Who in your immediate network could provide you with contacts to follow up with?
2. Who are the “usual suspects”? Who do you already know as a stakeholder?
3. Who else should be invited to participate in this project from the community?
4. Were you able to visit the study area for a walking/windshield tour? If not, then go out there! Make some observations, collect information, and ask people questions. The more people you interact with, the more stakeholders you’re likely to uncover.

### Who is missing?

In context to your priorities, is anyone being left out of the process? Inevitably, some stakeholders will be overlooked. In order to identify most groups, we encourage you to think outside the box and step out of your comfort zone. Go beyond “Usual Suspects” and engage the diverse audiences that exist in our region. When we say “diverse audiences” we are talking about all demographics, not just race or ethnicity. Demographics include age, race/ethnicity, religion, disability status, sexual orientation, gender identity, whether one rents or owns the home they live in, language, income, and educational attainment.

Research the cities/towns that are involved in the project. What are the demographics of these areas? Use the demographics of the area as a point of reference when brainstorming a list of people that may be stakeholders.

What are the demographics of the area that you are working in?

- Age
- Race/ethnicity
- Home ownership: Rent, own home
- Language Spoken
- Income
- Educational attainment

### Make a Specific Stakeholders List

You want your stakeholder list to be as specific as possible. For example, sometimes we think to reach out to the “**general public**”. This term is too vague. By being specific when crafting a stakeholder list, you can create a very intentional and inclusive engagement strategy.

### When you say...

- ...“**residents**” – who are they exactly? Are these the residents you want to engage the ones who live on the border of where the project is being held? Or right along the transportation corridor? Are the residents that you want to engage seniors? Perhaps, more specifically, are they seniors that live in a housing complex that is in the town that you are working in?
- ...“**businesses**” – what kind of businesses do you mean? Are you referring to small businesses? Perhaps small businesses that are only located on the corridor? Or small businesses that are owned by immigrants because there are many in the area?
- ...“**non-profits**” – identify the list of non-profits that work with the target populations you want to hear from.

### Are there people you did not plan for?

Be prepared for people that come into the project on their own or show up at your meetings. Do not be caught off guard! Just know that it can happen and be prepared to work with new stakeholders.

### Things to consider:

- Are your stakeholders already organized?
- Are there language barriers?
- Is there disagreement to the project?
- Is there government mistrust?
- Is there education that needs to be done on a particular topic?

## [3. Resources and Scale of Engagement]

### Resources

Next, conduct an honest assessment of available resources and funding that may be allocated to outreach and engagement activities in the project. Take into account if there are any internal and/or external factors that can limit or strengthen your efforts. What are some restrictions, if any? What are some opportunities to take advantage of?

Some examples may be:

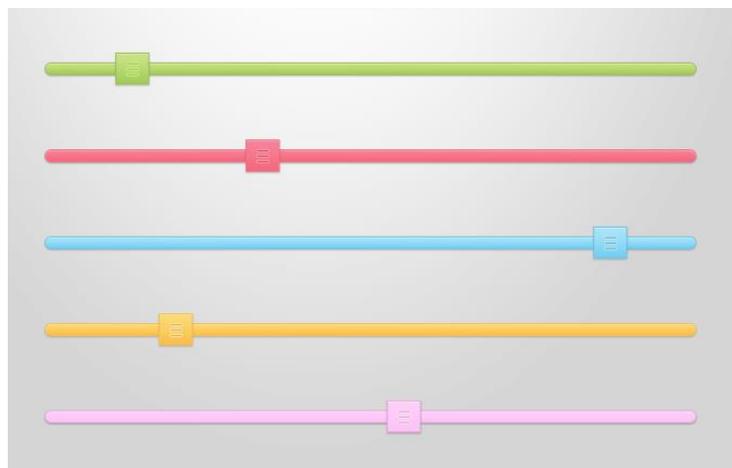
- staff time
- local partners
- established relationships in the community
- timing of year
- project timeline
- your stakeholder's interests in the project's topic

Ultimately, your engagement strategy should match the available resources. And in some cases, you may have to make some changes, obtain different resources, or look for additional funding to achieve your engagement goals.

### Scale of Engagement

Now that you are aware of the constraints and opportunities, you can decide the scale of engagement. We suggest three levels to choose from that build upon each other: Limited, Moderate, and Broad. Based on the type of project, engagement goals, stakeholders, and resources... would you need a limited, moderate, or broad approach?

Based on your scale of engagement, you can estimate how many people you want to reach. For instance, if a *limited* community engagement strategy is chosen, you have a very targeted list of stakeholders in comparison with a *broad* strategy – where the goal is to reach to a much wider audience.



## Scale of Engagement

- **Broad:** Most groups and stakeholders' opinions are taken into account for the outcomes of the project.
- **Moderate:** Some stakeholders' opinions are taken into account.
- **Limited:** Minimal public input is needed to aid the planning process.

What are the implications of your scale of engagement in the outcomes of the project?

In the Appendix, you will find a Community Engagement Scale Chart with specific examples of the types of projects and engagement approaches used at MAPC. You will also find examples and approximate percentages of project budgets associated with each level.

## [4. Messaging]

Now that you have identified stakeholders and scale of engagement, craft a message that will engage your audience. The message is extremely important. The wrong message may turn people away.

At this point, you should have a clear idea of the type of input/actions needed from stakeholders; now, put yourself in their place. What message can be used to engage this person or group?

### Tips

1. **Appeal to people's self interests.**

- What is in it for them?
- Why should they care?

Use your research and modify your messages. Test them out and see what sticks.

2. **Tailor your message for each audience.**

*If I was [stakeholder X] why would I care about [goals of the project]?*

3. **Delivering the message.**

- Who is the best messenger?
- How can the message be delivered most effectively (*flyers, social media, radio, local TV*)
- Do materials need to be translated?

## [5. Approach]

Now that you have chosen the purpose of engagement (to inform, to solicit feedback, etc.,) your scale of engagement (limited, moderate, broad,) and have identified a list of specific stakeholders and messages, you are ready to think through diverse approaches to reach stakeholders.

Consider these questions when deciding how to reach out to your target list of stakeholders:

- How are you going to contact stakeholders?
- Where are your stakeholders and where do they congregate?
- How to engage stakeholders in an ongoing manner?

Examples of tactics may include:

To inform	To engage	To empower
<ul style="list-style-type: none"> <li>• Fact Sheets</li> <li>• Project Brochure</li> <li>• Website</li> <li>• Flyer</li> <li>• Power Point presentations</li> <li>• Email/Listserv</li> <li>• Social Media</li> </ul>	<ul style="list-style-type: none"> <li>• Call directly, informal conversation</li> <li>• Meet in person, schedule a meeting (lunch or coffee)</li> <li>• Focus Groups</li> <li>• Surveys/Polling</li> <li>• Walkshops/Tours</li> <li>• Community mapping</li> <li>• Visioning workshops</li> <li>• Open Houses</li> </ul>	<ul style="list-style-type: none"> <li>• Resident advisory committees</li> <li>• Advocacy trainings</li> <li>• Participatory decision-making</li> </ul>

Tips for good turnout

- **50% Rule:** If 20 people told you they are attending, expect 10.
- **Face-to-Face:** The most effective contact you can make with people.
- **Do 3 Contacts:** Face-to-Face, email, phone call.
- **Give People Roles:** When assigned roles for an event, people take commitments more seriously.

In the end, make sure the approaches you choose are in context and make sense to your audience. Also, have fun with it! Be flexible and open to using creative ways to reach people. For more tips and tools, please check out the next chapter.

## [Implementation & Modification]

Now that you have chosen your engagement strategy you will begin to implement your plan and evaluate it! Take some time to reassess your progress at various points during the project while paying attention to new or different factors. Make sure to learn from the responses you are receiving and modify as needed.

### Questions to consider:

- Have you met new stakeholders that you originally did not know about? Is the strategy to contact and engage your stakeholders working?
- Are people attending your meetings, events, forums, etc.?
- Are you receiving feedback from your various stakeholders? What kind of feedback are you receiving?

### Is your strategy not working? Check these factors:

#### Messaging

Do your messages need to be modified? Is what you are saying getting people's attention? Ask any strong allies for their opinion on how they think you should reach out to people, and the types of messages should be using to engage them.

#### Mode of Communication

Perhaps your messages are right on target but you are not sending them through the proper channels.

#### Feedback Loops

Are people able to get in contact with you through email, phone, or a project website? Do you have someone recording public comments at the meeting, and also gathering comments informally after? Some people are more comfortable sharing their thoughts in person after a meeting or at public event, rather than speaking in front of a group or writing them down on a feedback form.

#### Location of the Meetings

Are you conducting your meetings in locations that are difficult to get to via public transportation? Is it in a setting that people do not often go to or might not be comfortable going to such as City Halls or municipal offices? Try changing the location to a school, public hall, restaurant, or a space where people naturally congregate. Also, think about the layout of the space. Is it conducive for your needs and discussions?

## [Finalize Project]

### Follow Up with Stakeholders Post Project & Capture Relationships in Database

The relationships made during a project are very important. Capture your contacts in a database, and make sure you enter relevant notes about the person's contributions during the process and what their main interests were. By doing this, if someone else from your organization does a project in the same location, your new contact may be useful to their project, especially if there is an implementation phase. It enables your coworkers to pick up where you left off, and the contact will still be engaged with your organization even if it is not directly with you.



# Best Practices

## Tips and Tools

### [Outreach: Connecting with Stakeholders]

- Meet them where they are
- How to work with certain groups
- Organizers' top 10
- Creative ideas & ice breakers
- Types of meetings
- Youth outreach

#### Where do your stakeholders congregate?

Are there any upcoming events where you can get the word out by setting up an information table?  
Consider outreach at the following non-traditional events:



#### Festivals

**Pros:** meet general public, meet organizations and businesses that could be potential partners

**Cons:** have to have a clear and concise message to connect with people. Festivals offer many distractions and it can be challenging to get people's attention.

#### Farmer's Markets

**Pros:** There are fewer distractions at a Farmer's Market versus a Festival. It is a more laid back event. Also, it's not a one time opportunity.

**Cons:** People might just go to the tables they are interested in, and not spend time at your table because you are not selling groceries.

#### Open Mic Nights

**Pros:** Engage a new audience. You are "going to them". You are meeting the community where they are and giving them the opportunity to express their interests on local planning issues. This allows people the freedom to talk about what they are passionate about.

**Cons:** The community may be passionate about things that we as planners do not have control over. It is important to set expectations and let people know that you are there to listen.

## Examples of how to connect with certain groups

### Faith-Based Organizations

The best way to get in touch with leaders of Faith Based Organizations is to attend their services. Breakfast/Brunch Meetings are popular with these groups as long as you do not schedule something on their religious holidays or during services. These institutions also have some very active congregations. You may find that a person who is very active in a faith-based group, is also very active in community affairs.

### Small Businesses

Local small businesses that are popular with the community make great partners. The challenge is that you are competing with the priorities that take up their time. Many small business owners work all, day every day. Chambers of Commerce are good to connect with because these businesses may be on their listservs, but if you really want to engage them, go to their place of work.

Small businesses with a lot of foot traffic are also a great place to hang flyers. When approaching a location for flyering, try to speak to a manager and really explain and promote the public meeting or event. Always leave a business card in case someone wants to follow up with you.

Small businesses, like restaurants or stores, may serve as a good venue to hold small community meetings. Food is always a bonus. Maybe you can work with a restaurant to donate some snacks for an event or give you a discount. There are some places that would love to fill the place on a Monday night when otherwise it may be empty!



### Community Health Centers

Community Health Centers throughout the Region are overseen by The Massachusetts League of Community Health Centers. Most have a strong connection with the local community, and are known as a safe and trusted place to go not only for medical advice, but for social services as well. If you find the right person at one of these Centers, they may be able to help identify community leaders and organizations – especially from minority or immigrant groups.

### Fitness & Family Centers

There are many of them in our Region. One example is the YMCA. Their mission falls in line with making places a better place to live and work.

### Community Development Corporations

MAPC has a strong relationship with the Massachusetts Association of Community Development Corporations. If you need to find one closest to your project area, look it up on their map <http://www.macdc.org/members/macdc-members>

### Colleges/Universities/Academic Institutions

This is an excellent place to make contacts and meet people that are interested in supporting community projects, or at least will connect you with other useful contacts. Think of colleges and universities as small cities or towns. There is a network of civically engaged people to tap into. Most of the time students are also looking for opportunities to volunteer, especially on projects that they can add to their resumes!

- **Related Departments** – contact the Head of the Department or Professors.
- **Research Institutions** – these institutions have a strong network of specific groups that use their research. You can obtain information from research institutions, ask them for related contacts in the community or ask them to help publicize your event.
- **Student Groups** – there are numerous student groups that are active on college campuses. Find that ones that relate directly with your project. Or, if you are working on a robust community engagement strategy, there are public relations and marketing students that can help spread the word on projects and events.
- **Career Services** – if you have some work that students can do, connect with the career center to publicize internships or short-term work.
- **Government or Public Affairs** – most colleges and universities are interested in ways that give back to the community. They are especially interested in projects that will enhance the community that they are in as it is a draw for prospective students. These institutions do not pay property taxes so some are committed to giving back to the community in various ways. Find out if your project fits under the institution's interests.
- **Community Service Office**- some universities have students that are looking to do community service throughout the year.
- **School Newspaper** – if you are not familiar with a school, check out their school newspaper. It may give you a sense of who is who at the university and what their current issues are.

## Organizers' Top 10

Here is some advice from organizers! Below are ten things to keep in mind when working with the local community.

1. Listen! And then listen some more.
2. Relate to people.
3. Be creative.
4. Empower the community.
5. Expose people to different things.
6. Set “winnable” outcomes for the community and actions that can be achieved in 8-12 weeks.
7. Be specific.
8. Set clear targets.
9. Build organization.
10. Keep their self-interests in mind.

### Creative Ideas & Ice Breakers

A great way to get people warmed up if they are shy or don't know each other. “Name one thing that no one knows about you...”

#### Photo booths

Can easily be put together with some fabric and pipes. Photo booths make for some great pictures, especially when paired with the chalkboard word clouds!

#### Blue Wall

It is a light weight fabric made of [rip-stop nylon](#) that has been sprayed with a [repositionable adhesive](#). You can tape it nicely on the wall with painter's tape. Make sure to use the tape almost like a frame so it doesn't look too messy. You can then use it to post pieces of paper for all types of activities. The paper sticks easily and it stays up; however, you can peel it off and move it around. This is great for ice breakers, open house styled meetings, brainstorming, etc.

#### Dots

Used as a tool for prioritizing, voting, etc. You can also track the dots by numbering them per participant

#### Timeline Activity

The Timeline Activity is way for people to learn about an area's history, as well as stories from other participants from the study area. An exercise can be done in pairs or as a group. It is a great way for people to get to know each other and their community.



### Engagement Advisory Committee

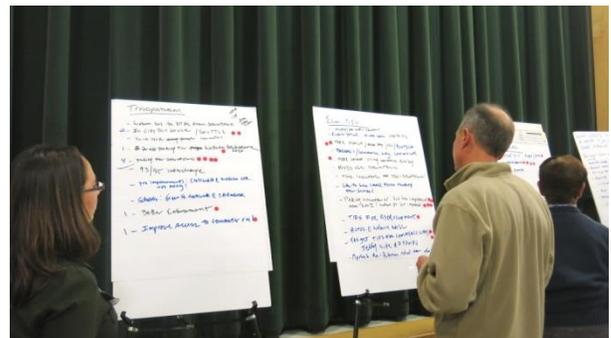
Can take an active role in doing the outreach in many ways

- Matt Smith’s Stoneham EAC posted flyers, contacted local cable, made calls, invited others, etc.
- A local bank in Stoneham actually displayed the meeting info on their ticker

### Type of Meetings

#### Open House styled meetings

- Structured stations but open timed event. People can drop by or stay the whole time.
- Staff guides people through the stations. You could use project partners to volunteer as well
- Great way to get people to talk to each other in a fun atmosphere
- First station could be a power point presentation with a voiceover on a loop. In that way people can stay and listen or move on
- Interactive stations are excellent ways to collect information



## Outside of Meetings

### Tactical Urbanism

- People painted old chairs and placed them at bus stop that needed seats
- Interactive Site Walk

### ILEAD: Institute on Leadership in Equity & Development

- Empowering community members and teaching them about getting involved in the process before the planning/development project comes to their neighborhood...all with an equity lens!

### Pop-Up Meeting

- Interface Studios <http://interface-studio.com/>
- Design Studio for Social Intervention [www.ds4si.org](http://www.ds4si.org)

## Youth

Involving school kids in planning

- **Photovoice**
- **High School Students & Master Planning** – integrate high school students into the planning process.
- **Kids table** – have kids build a neighborhood with Legos... great for adults too!
- **Showcasing kid's artwork at meetings**. Kids were asked to draw their neighborhood
- 



# Case Studies

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## Study 1: Downtown Framingham Small Business

Small businesses generate growth, innovation, and are essential to the strength of local economies. In recent years, Downtown Framingham has become a hub for entrepreneurs from all over the world — having at least twenty different nationalities among its local business owners.

To recognize the diversity, contributions, and vibrancy that small businesses bring to Framingham, the Framingham Downtown Renaissance (FDR), the MetroWest Regional Collaborative (MWRC), Welcoming Framingham, and the Metropolitan Area Planning Council (MAPC) worked together as part of the MetroFuture Walks & Talks to host the first Tour of Small Businesses in Downtown Framingham.



### Overall challenges in Downtown Framingham

- Apathy and disenfranchisement, especially among immigrant business owners;
- Disconnect from local government;
- Social problems such as drug consumption and homelessness;
- Poor pedestrian infrastructure;
- Perceptions of the downtown as a dirty and not welcoming place.

## Goals of the Event

- Create a space for participants from the public, private, and non-profit sector to connect around issues relevant to Downtown Framingham;
- Showcase how Framingham's diversity could give the Town a competitive advantage;
- Start the conversation about an upcoming Downtown Framingham Transit Oriented Development study;
- Have town leaders set priorities that directly support the growth of small businesses in Downtown Framingham.

## Project Partners

- **Metropolitan Area Planning Council:** MAPC is the regional planning agency serving the people who live and work in the 101 cities and towns of Metropolitan Boston. MAPC's mission is to promote smart growth and regional collaboration.
- **Framingham Downtown Renaissance:** FDR's mission is to promote, drive, and implement the revitalization of Downtown Framingham by collaborating with residents, Town of Framingham officials, and private stakeholders supporting a shared vision. They are committed to making Downtown Framingham a great place to live, work and visit.
- **MetroWest Regional Collaborative:** As one of MAPC's subregions, the MetroWest Regional Collaborative (MWRC) serves the MetroWest region of Eastern Cochituate Aqueducts, Natick, from I-95 to I-495 along the Route 9 corridor. They facilitate inter-local collaborative planning and problem solving to enhance the quality of life and economic competitiveness of the MetroWest region.
- **Welcoming Framingham:** Welcoming Framingham is a community-wide initiative seeking to affirm Framingham as a welcoming place for all. They encourage conversations in an effort to promote understanding among diverse people and celebrate the positive contributions that individuals from various walks of life make to the community.

## Outreach to Participants

The focus was placed on inviting a broad spectrum of Framingham leaders to the tour, including Town staff, the business community, service organizations, immigrant advocates, news media, developers, brokers, local colleges, and active citizens. The tour was organized in this manner because collaboration among public, private, and the non-profit sector are key to the successful revitalization of any downtown area. An initial list of 60 attendees was created by FDR, MWRC, and MAPC.

## Outreach to Small Businesses

After canvassing over 80% of small businesses in the downtown area, a total of sixteen business owners agreed to participate in the tour. Entrepreneurs were prepared to share their stories and explain why they chose Framingham as a place to invest and grow. A special effort was placed in highlighting how their contributions strengthen the local and regional economy.

## Event Description

Over the course of two and a half hours, fifty five town leaders came together to learn about the diversity of businesses in its downtown area; and to hear the stories, challenges, and contributions of these entrepreneurs.

After a brief “Welcome and Introductions,” participants were divided into four color-coded groups and guided through four small businesses along the downtown area (sixteen small businesses in total.) Each group stayed a maximum of twelve minutes in each location before moving on to the next host.

**Group** ●

- Brandolini Shoe Repair (Ukraine)  
Tony  
56 Union Avenue
- Attitude Fashion (Brazil)  
Elias + Joanne  
137 Concord Street
- La Casa del Chicharron (Dominican Republic)  
Francisco  
16 Irving Street
- Padaria Brasil (Brazil)  
Elias + Tania  
61 Hollis Street

**Group** ●

- Anastasia's Oven + Grill (Egypt)  
Mena  
12 Union Avenue
- Party Flowers | Gaseta Photography (Brazil)  
Nubia + Roberto  
83 Concord Street
- Pupusas y Tacos Dona Sofia (El Salvador)  
Mirna Polanco Family  
20 Concord Street
- Ta Chic (Brazil)  
Jasmine  
55 Hollis Street

**Group** ●

- Pueblito Paisa (Colombia)  
Adieli Jaramillo  
66 Hollis Street
- Neca's Bakery (Guatemala)  
Neca  
22 Irving Street
- Urbano's Furniture (Brazil)  
John Oliveira  
84 Concord Street
- Crystal Nails (Vietnam)  
Ana and Winnie  
28 Union Avenue

**Group** ●

- Tropical Café (Brazil)  
Solange + Gil Moura  
85 Hollis Street
- Inter Latin (Colombia)  
Gabriel Ferraro  
68 Hollis Street
- Frescafe (Brazil Americana)  
Pablah Linhares + Vinicius DiPaiva  
82 Concord Street
- Pho Dakao (Vietnam)  
Dang Pham  
101 Concord Street

**Downtown Framingham  
August 14, 2014**

Once the visits were finished, participants gathered at the initial reception area to debrief, have small group discussions, and grab lunch.



## Outcomes

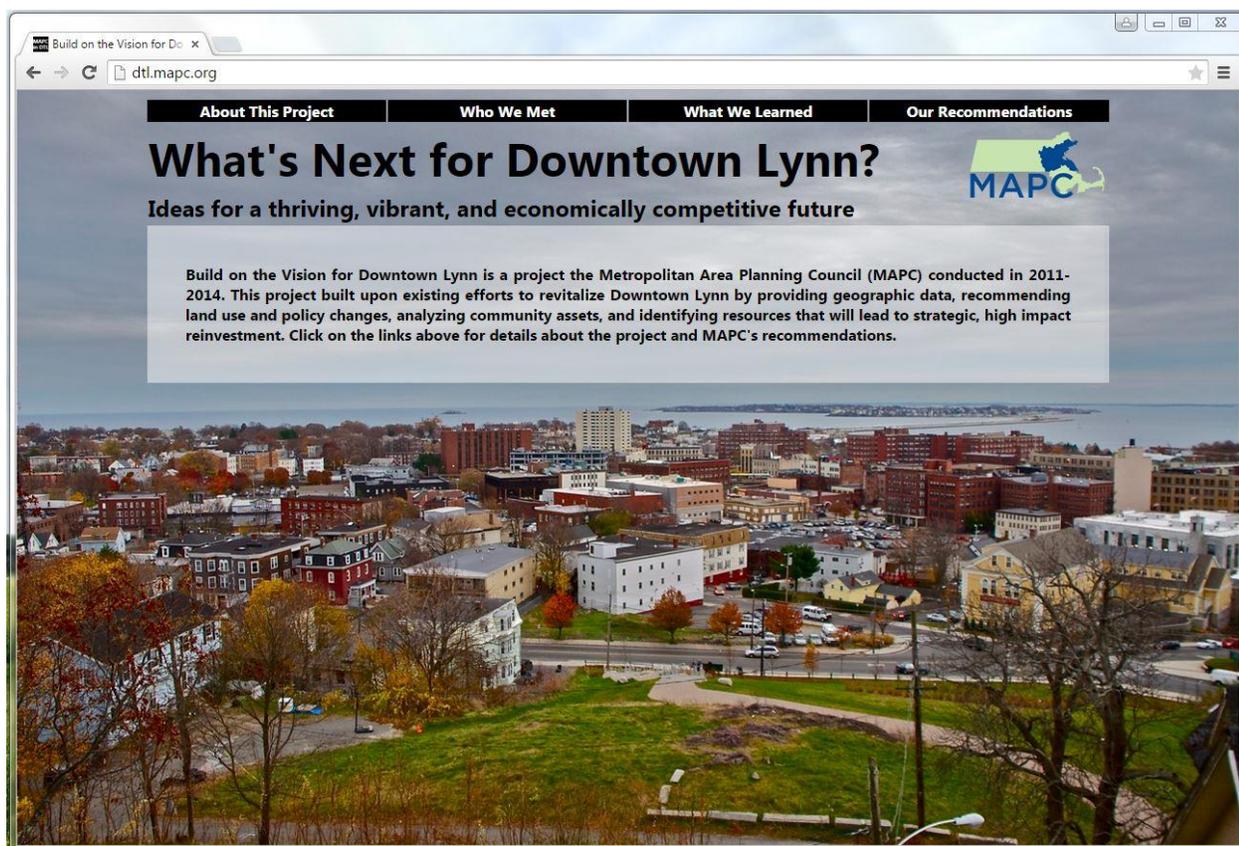
- MAPC strengthened relationships with the Town of Framingham and other project partners.
- Relationships between local entrepreneurs and community leaders were reinforced.
- Sixteen small business owners and fifty five town leaders were engaged in a conversation about priorities for Downtown Framingham, with a focus on its diversity as a competitive advantage.
- Increased participation of small business owners in subsequent public meetings about the future of Downtown Framingham.
- Coverage of the event by two local newspapers:
  - [Officials get familiar with downtown's vast array of businesses](#), *MetroWest Daily News*
  - [PHOTOS: Story Tour in Framingham](#), *MetroWest Daily News*
  - [Framingham Downtown Story Tour Highlights the People Behind the Businesses](#), *Framingham Patch*

## Timeline of Activities

TASKS:	June				July				August
	2-6	9-13	16-20	23-27	30-4	7-11	14-18	21-25	7 - Tour!
Team Check-in		X		X			X	X	
Event Logistics	X	X							
Outreach to Businesses	X	X		X	X		X	X	
Outreach to Participants		X		X		X	X	X	
Media						X		X	

# Study 2: Build on the Vision for Downtown Lynn

Build on the Vision for Downtown Lynn is a project the Metropolitan Area Planning Council (MAPC) conducted in 2011-2014. This project built upon existing efforts to revitalize Downtown Lynn by providing geographic data, recommending land use and policy changes, analyzing community assets, and identifying resources in hopes that the final recommendations would lead to strategic, high impact reinvestment. The project had an emphasis on community engagement and developed a website (<http://dtl.mapc.org>) instead of a final report. Below are the excerpts from the website's community engagement section.



## Community Engagement

**Community Engagement was a critical component of MAPC's efforts to build on the vision for Downtown Lynn.** We learned about Downtown Lynn and its needs by convening a project Team of Advisors, conducting interviews with community leaders, giving presentations to community-based organizations, attending community events, talking with people we encountered on the street or at local businesses, interacting with community members using social media such as Facebook as well as via email, collecting land use and property data using local volunteers, and by hosting two public forums in Downtown. We know we did not meet everyone with something to share about the future of Downtown Lynn, but our hope is that this targeted approach gave us an informed perspective to guide our recommendations.



Photos by James K. Lindley, from the May 23, 2013 Open House and Public Forum held at the Lynn Museum.

### Team of Advisors

**The project's Team of Advisors met three times:** on November 21, 2012, February 12, 2013, and April 10, 2013. The City of Lynn Department of Community Development, Lynn Housing Authority and Neighborhood Development, and MAPC identified community leaders that could provide diverse, informed perspectives on Downtown Lynn quality of life, land use planning, and real estate development issues. Meetings were held on weekday mornings. Membership on the "Team of Advisors" was loosely defined; outreach was primarily by invitation, but participation was open to anyone with interest. Not all who were interested were able to attend meetings; we incorporated their input through one-on-one or small group interviews. Participants who attended one or more of these meetings are listed below, along with links to meeting notes, presentations, and other materials.

### Team of Advisors Co-Chairs:

- [City of Lynn Department of Community Development](#): Director of Project Operations Don Walker (Team of Advisors Co-Chair)
- [Lynn Housing Authority and Neighborhood Development](#): Planning and Development Specialist Jeff Weeden

### Team of Advisors Meeting Participants:

- Mayor Judith Flanagan Kennedy, [City of Lynn Mayor's Office](#)
- Jamie Cerulli, Chief of Staff, [City of Lynn Mayor's Office](#)
- James Cowdell, Executive Director, [Lynn Economic Development and Industrial Corporation](#)
- William Bochnak, Project Coordinator, [Lynn Economic Development and Industrial Corporation](#)
- Michael Donovan, Inspectional Services Chief and Building Commissioner, [City of Lynn Inspectional Services](#)
- Ralph Sevinor, [Lynn Area Chamber of Commerce](#) Immediate Past Chairman, Founder and President of [Wayne Alarm Systems](#)
- Taso Nikolakopoulos, Lynn Area Chamber of Commerce Vice Chairman and [Government Affairs Committee](#) Chair, Owner and President of [John's Roast Beef and Seafood](#)
- Lou Markakis, real estate consultant and Producer/Host, North Shore 100, [BostonNorth.tv](#)
- Christopher Bibby, [Bibby Real Estate Corp.](#)
- Gordon Hall, President and CEO, [The Hall Company, Inc.](#) Real Estate Owners, Managers and Developers
- John Olson, President, [Columbia Insurance Agency, Inc.](#)
- Kit Jenkins, Executive Director, [RAW Art Works](#)
- Catherine Anderson, Special Assistant to the President, President's Office, [North Shore Community College](#)
- Daniel Cahill, Councilor At Large (2012-2013), [Lynn City Council](#)
- Brendan Crighton, Ward 5 Councilor (2012-2013), [Lynn City Council](#)
- Carly McClain, New Lynn Organizer, [New Lynn Coalition](#)
- Jeffrey Crosby, President of the [North Shore Labor Council](#), New Lynn Coalition
- Steven Godfrey, Executive Director, [Community Minority Cultural Center](#) Community Development Corporation
- Corey Jackson, President, Managing Director, and Producing Arts Director, [Arts After Hours](#) and [DowntownLynn.com](#) blog founder
- Julie Menendez, Senior Member Services Representative, [Community Credit Union](#)
- Steven Smalley, Legislative Aide, [Office of Senator Thomas M. McGee](#)

**Team of Advisors Kickoff Meeting, November 21, 2012:** The first Team of Advisors meeting included an overview of the project and initial analysis of Downtown Lynn, including MAPC's review of previous plans and tax assessment data. For more information, please review the [invitation](#), [agenda](#), and [notes](#) and click through the [slideshow](#) and [presentation](#) shown on the right.

**Team of Advisors Meeting 2, February 12, 2013:** The second Team of Advisors meeting included a discussion of the city's zoning and development needs, as well as discussion about community engagement strategies for the project. For more information, please review the [agenda](#), [discussion materials](#), and [notes](#) and the [presentation](#) shown on the right.

**Team of Advisors Meeting 3, April 10, 2013:** The third Team of Advisors meeting included an update on who MAPC had met with to date and shared highlights about what we heard from those we interviewed regarding community leadership and coordination, development successes and challenges, Downtown assets and challenges. We also discussed the upcoming Downtown Lynn Data Walk. For more information, please review the [meeting agenda and notes](#) and the [presentation](#) shown on the right.

### [Downtown Lynn Data Walk](#)



Downtown Lynn Data Walk participants pose for a group photo outside Centerboard in City Hall Square.

**On Saturday, April 13, 2013, the MAPC project team invited volunteers to assist with the Downtown Lynn Data Walk.** Volunteers, including a high school youth group from Reading, Downtown Lynn residents, a real estate developer, and a land use data aficionado who drove down from New Hampshire to help out, got to participate with MAPC in a piloting a smartphone/ tablet application called LocalData which they used to collect information on property and lot conditions within the Downtown Lynn study area. This event was publicized by the [Downtown Lynn Neighborhood Association](#), on the [DowntownLynn.com](#) blog, on the [Without Borders Magazine Facebook page](#), on the [Code For Boston meetup](#) page, by email and phone to the Team of Advisors and a group of North Shore Community College staff students, and via its own [Facebook invitation](#). Participants met at [Centerboard](#) and were given an overview of the field survey questions, trained in how to use the application, and broke up into four groups to cover the entire Downtown study area. It was a cold day for mid-April, and in about four hours, the volunteers surveyed about 330 parcels, or 75% of the study area. MAPC finished surveying the remaining parcels over the next few weeks.



189 Oxford St

Choose one or both options below to describe this parcel.

This parcel includes a building.

This parcel includes a yard, garden, park, parking lot, or vacant lot.

The outside of this building:

Is well-maintained.

Screenshot of what survey participants would see on their smartphones or tablets while surveying a property, provided to MAPC by Data Walk participant Will Ward.

### Questions in the Downtown Lynn Parcel Survey:

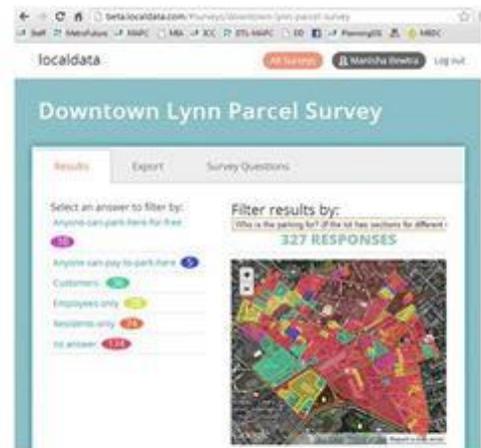
Choose one or both options below to describe this parcel.

- A. This parcel includes a building.
- B. This parcel includes a yard, garden, park, parking lot, or vacant lot.

A. If "This parcel includes a building." is selected:

A1. The outside of this building (select one):

- Is well-maintained.
- Needs repairs or maintenance.
- Is vacant and boarded.



Example of the real-time information a survey administrator (in this case, MAPC) can see when logged into the survey on a desktop computer.

**A2. Are any of the following visible on this building? (select all that apply):**

- Flower box
- Mural or other artwork
- Peeling or faded paint
- Broken or cracked windows
- Bars on windows
- Tinted windows
- Boarded windows or doors
- Obvious structural damage (such as water-damaged wood, cracks in façade)
- Red pipe for indoor sprinkler system

**A3. The ground floor use for this building is currently (select all that apply):**

- An office
- A restaurant, bar, or cafe.
- A theater, museum or other entertainment/tourism venue
- A convenience store or grocery store
- A retail shop (electronics, apparel, discount goods, fabric, crafts, other)
- A spa or salon
- A laundry facility or dry cleaner
- A bank or credit union
- A gas station
- An auto repair, service, supply, or sales shop or showroom
- A school or daycare
- A hotel/lodging facility
- A residence
- A church/place of worship
- A parking garage
- Vacant
- None of the above

**A3.1. If "A restaurant, bar, or cafe." is selected: Does this food service establishment have seating?**

- Yes.
- No, it is carry-out only.

**A4. Does the building include (select all that apply):**

- Signs written in English
- Signs written in languages other than English

**A5. How many non-permanent signs are visible from the front of this building (on the outside of the building or inside windows)?**

- 0
- 1
- 2
- 3
- 4
- 5
- 6
- 7 or more

**A6. This building has a (select all that apply):**

- For sale sign
- For rent sign
- For lease sign
- None of the above

**B. If "This parcel includes a yard, garden, park, parking lot, or vacant lot." is selected:**

**B1. This is (select all that apply):**

- An unpaved lot with no landscaping/greenery.
- A landscaped lot, lawn, garden, or park with little to no pavement.
- A playground with equipment such as a jungle gym or swings.
- A paved lot that does not appear to be for automobile parking.
- A parking lot.

**B1.1. If "A parking lot." is selected: Who is the parking for? (If the lot has sections for different users, select all that apply).**

- Employees only
- Residents only
- Customers
- Anyone can pay to park here.
- Anyone can park here for free.

**B2. Pavement on this lot:**

- Is well-maintained.
- Needs repairs.
- Not applicable -- this lot does not have pavement.

### B3. Landscaping on this lot:

- Is well-maintained.
- Needs attention.
- This lot does not include any greenery.

### Open House & Public Forum

On Thursday, May 23, 2013 the MAPC project team held an Open House and Public Forum at the Lynn Museum. MAPC, the Team of Advisors, and other community leaders reached out to dozens of individuals, groups, and organizations to raise awareness about the project and to invite them to the event. MAPC flyered several Downtown businesses with flyers in [English](#) as well as [Spanish](#). MAPC also reached out by directly contacting those who had already participated in the project, using a [Facebook invitation](#) as well as sending information by public post or private message to several Lynn-related Facebook pages and personal profiles of individuals we had connected with. Thanks to support from many community leaders, information was posted in community newsletters and magazines. The Facebook event invitation was also a place to host a conversation about ideas for Downtown Lynn online.

The [agenda](#) included an "Open House" which featured **refreshments from Downtown Lynn businesses**: Dominican food from [Rincon Macorisano](#) and cupcakes from [Cakes by NeeNee](#), an **opportunity to view the exhibits** at the [museum](#) and **minge with other participants**, and a **gallery of posters and participation stations**. The posters featured data and maps about Downtown Lynn demographics, community assets, transportation networks, zoning regulations, property conditions, and public and private investments made in Downtown. Alongside these posters were tables set up with brown paper, markers, and sticky notes with questions about what's next for Downtown Lynn. Participants were invited to share their experiences and opinions about what they envision for Downtown, using the information presented on the posters to prompt conversation and commentary. MAPC staff were available at the participation stations as well as floating around the room to collect quotes from participants. MAPC also hired Spanish-language interpreters to facilitate participation in all aspects of the meeting for Spanish speakers.

The more structured portion of the evening's agenda, the "Public Forum," opened with **words of inspiration** from Lynn's own spoken word and hip-hop artist, [Walnut-da Lyrical Geni](#). Walnut invited participants to use this opportunity to "come closer": to get to know one another, to explore and understand the data, and to get involved in building a better Downtown Lynn. Following his performance, Project Manager Manisha Bewtra introduced key aspects of the project and led the audience through a **series of questions using electronic polling devices**. Each audience member was given their own device to answer questions about themselves, as well as questions about Downtown and its future, and results of everyone's responses were immediately displayed so participants could get a sense of who else was in the room and what they were thinking.

**Walnut performed again** to "rap it up," and participants were again asked to visit the participation stations and provide additional comments if they wished to do so. View the two presentations on the right to see what participants had to say.

**About 40 people attended** this event, and more than a third of these participants had not previously met any MAPC staff or participated in any events related to this project. Similarly, about a third of participants were not very familiar with previous and current planning efforts such as the Waterfront Master Plan, Washington Street/Sagamore Hill Gateway District Plan, Downtown/Market Street Vision Plan, the Northeastern Economic Development Self Assessment Tool, the Downtown Lynn Cultural District, or recent local investments and zoning changes. Another third indicated they were only somewhat familiar.

**Participants included** Downtown residents (22%), residents of Lynn who live outside Downtown (46%), and people who live outside Lynn (32%). The audience included renters and homeowners, with a variety of ages, professional backgrounds, and household income levels. More than half of the audience owned property and businesses in Lynn. Three-quarters of the audience identified as white, and 17% identified as Hispanic or Latino. Similarly, more than three-quarters of the audience primarily speak English at home and about 16% speak Spanish at home. While participation at the meeting seemed to represent diversity in terms of household income, homeownership, property and business ownership, and professional affiliations, the composition of the audience was less racially, ethnically, and linguistically diverse than the community.

For graphs showing the results of each keypad polling question, click through the [audience participation presentation](#) shown above. **A few highlighted results** regarding Downtown's the experience of visiting Downtown, needed amenities, and types of development desired are included below.

**Community assets:** Participants identify some of Downtown Lynn's assets as its arts and culture scene, variety of restaurants, multicultural diversity, historic architecture, the commuter rail, and variety of restaurants. They identified many specific destinations and other [community assets](#) as well.

**Walking environment and safety:** Participants generally feel safe walking in Downtown during the day, and most feel somewhat safe during the evening. But more than half of the participants do not think that Downtown Lynn offers an attractive, inviting environment for walking around. In another question, 38% of participants answered that the amenity Downtown needs most is more attractive streets, sidewalks, buildings, and lots.

**Things to do in Downtown:** Besides more attractive streets, sidewalks, buildings, and lots, 29% of the audience identified "more dining and entertainment options" as the amenity Downtown needs most, and 21% identified "activities and destinations for families" as the amenity Downtown needs most. 94% of the audience wanted to see more shopping, eating and entertainment options in Downtown Lynn, and want to see this area become a regional entertainment, dining, and shopping destination.

**Would you live in Downtown?** Two-thirds of the participants would not like to live in Downtown the way it is now. If Downtown had more amenities, however, 56% indicated they would like to live there, and only 25% of the audience said they still would not like to live in Downtown.

**Types of development needed:** Three-quarters of the participants said they would like to see more residential development in Downtown Lynn, while 22% were not sure and 3% of the participants

disagreed. Nearly all participants, 94%, said they would like to see more "mixed use" development with retail, office, and residential combined.

**Barriers to revitalization:** Participants identified the following as the biggest barriers in the way of a thriving future for Downtown: "Not being able to attract people to spend their money here" (27%), "The perception people have of Lynn" (21%), "Regulations and politics make new development harder" (21%), and "Empty buildings and environmental hazards" (21%).

**Reasons that the audience selected for why they attended the event were:** because they are really excited about Downtown's future (45%), they want to participate in a civic process (28%), they want to get involved in neighborhood activities (14%), they want to start a business or renovate property (10%), or they want to meet new people (3%).

### Interviews, Presentations, & Events

**Community Interviews, Presentations, and Events:** In addition to Team of Advisors meetings and other project events organized by MAPC, the project team gave presentations about the project at events organized by other groups and interviewed several individuals and organizations on their perspectives regarding the future of Downtown Lynn.

#### Presentations at events organized by others:

- January 15, 2013: Presentation to the Lynn Area Chamber of Commerce Government Affairs Committee
- April 25, 2013: Presentation at the DTL Cultural District Community Collective
- May 15, 2013: Bilingual (Spanish and English) presentation at the North Shore Latino Business Association General Meeting

#### Interviews and small group meetings with the MAPC project team:

- September 12, 2012: Carly McClain, New Lynn Coalition Organizer
- January 28, 2013: Cathy Anderson, North Shore Community College Special Assistant to the President
- February 12, 2013: Phone conversation with Chris Bibby of Bibby Real Estate Corporation regarding real estate and development in Lynn, following the second Team of Advisors meeting
- February 21, 2013: Mark DeJoie, Heather Hildebrand, and Roxanne Nealon at Centerboard
- February 21, 2013: Seth Albaum, Founder and President of the Downtown Lynn Neighborhood Association and Editor of LynnHappens.com
- February 21, 2013: Martha Almy, consultant who developed the Downtown Lynn Cultural District branding initiative
- March 3, 2013: Martha Almy and Lynn Museum Executive Director Kate Luchini
- March 11, 2013: Phone meeting with Dr. Nancy Lee from Northeastern Dukakis Center to discuss the work she, Dr. Barry Bluestone, and their team have done in Lynn.
- March 20, 2013: Julie Menendez, Community Credit Union

- March 22, 2013: Corey Jackson, President, Managing Director, and Producing Arts Director, Arts After Hours and DowntownLynn.com blog founder
- March 26, 2013: Joy Winkler, Lynn resident and former North Shore Community Development Corporation Community Organizer
- March 28, 2013: Reverend Jane Gould, St. Stephen's Memorial Episcopal Church
- March 28, 2013: Frances Martinez, President/CEO of the North Shore Latino Business Association
- April 4, 2013: Executive Director Lori Abrams Berry, Marketing and Communications Manager Cynthia Steger-Wilson, and Community Relations Manager Debbie Smith Walsh at the Lynn Community Health Center
- May 17, 2013: Marc Draisen and Manisha Bewtra met with members of the New Lynn Coalition

#### **Impromptu interviews and meetings:**

- November 5, 2012: Met Phil Ouellette, *The Daily Item* General Manager and other *Item* staff
- November 5, 2012: Met Jason Cruz, RAW Art Works Clinical Supervisor and toured RAW gallery
- November 5, 2012: Met with Charlie and Dotty Christopoulos at Charlie's Junction Deli
- February 12, 2013: Met Bob Matthias, Building Curator at the Grand Army of the Republic Museum. Bob gave the project team a tour of the facility following the Team of Advisors meeting held there.
- February 23, 2013: Met Wig Zamore at an event in Somerville and learned more about environmental contamination concerns at the former Hawthorne's restaurant site
- March 15, 2013: Met Matt O'Neil, Blue Ox Chef/Owner while dining at the restaurant, which included a brief conversation about the project
- March 15, 2013: Met Carly McClain and Jeff Crosby at the New Lynn Coalition office
- April 4, 2013: Met staff at the Gordon College satellite office in Downtown Lynn
- April 4, 2013: Met staff of the Lynn Public Library and followed up with correspondence to the library director
- April 13, 2013: Met Bernie Quintanilla, owner of Bernie's Place, following the Downtown Lynn Data Walk
- May 15, 2013: Met Kimberley Luck at Girls, Inc. and toured facility
- May 15, 2013: Met Zimman's staff and manager
- May 15, 2013: Met Lupita's restaurant staff and manager
- May 15, 2013: Met Shaw's supermarket manager
- May 15, 2013: Met Bernie Quintanilla at Bernie's Place again
- May 15, 2013: Met Basilio Encarnación, owner of Rincon Macorisano
- May 17, 2013: Met Saif Yousif, Manager, and other staff at Baghdad Convenience Store

#### **Community events the MAPC project team attended:**

- January 30, 2013: RAW Art Works "They Look Like Me" reception, where Manisha Bewtra and Emily Torres-Cullinane met RAW staff Shelby Morrison and Masiel Encarnación as well as youth and young professionals interested in getting more involved in local events and civic participation.
- February 5, 2013: Lynn Area Chamber of Commerce Annual Meeting and Awards Dinner
- March 28, 2013: RAW Art Works Career Night

- May 5, 2013: Lynn Area Chamber of Commerce Government Affairs Committee Meeting
- November 13, 2013: Lynn Area Chamber of Commerce Government Affairs Committee Meeting

**Meetings with municipal partners and local officials:** In addition to Team of Advisors meetings, the project team had numerous meetings with our municipal partners and local officials to update them on our progress and to get their feedback regarding the direction of the project. This list represents most of the meetings MAPC had with the City of Lynn Department of Community Development (formerly called the Office of Economic and Community Development or OECD), Lynn Housing Authority and Neighborhood Development (LHAND), the Mayor's Office, the Inspectional Services Department, the Economic Development Industrial Corporation (EDIC), and Lynn City Councilors. Some additional communications such as email correspondence and phone conversations are not included.

- August 16, 2011: MAPC Senior Regional Planner and Project Manager, Manisha Bewtra, met with James Marsh and Don Walker from OECD and Jeff Weeden from LHAND to develop project scope of work and to tour Downtown Lynn
- October 3, 2011: Manisha Bewtra and MAPC Land Use Division Director Mark Racicot met with James Marsh, Don Walker, and Jeff Weeden at Lynn City Hall to further define scope of work
- February 7, 2012: Manisha Bewtra met with James Marsh, Don Walker, and Jeff Weeden to finalize the project scope.
- March 27, 2012: Prior to approval of the project scope by the Metro Boston Sustainable Communities Steering Committee, MAPC Executive Director Marc Draisen and Project Manager Manisha Bewtra met with Mayor Judith Flanagan Kennedy at Lynn City Hall.
- April 11, 2012: Scope of Work approved by the Metro Boston Sustainable Communities Steering Committee
- May 11, 2012: MAPC Economic Development Manager and Interim Project Manager Steven Winter met with Don Walker and James Marsh at Lynn City Hall
- August 30, 2012: Manisha Bewtra met with City of Lynn Director of Special Projects Donald Arthur at MAPC
- September 12, 2012: Manisha Bewtra met with Don Walker, Jeff Weeden, Don Arthur, and From Mills to Main Streets (another Metro Boston Sustainable Communities project) coordinators Marcia Hohn from the Immigrant Learning Center and Juan Carlos Ferrufino from Ferrufino Consulting & Associates.
- October 11, 2012: Manisha Bewtra and MAPC Senior Community Engagement Specialist Emily Torres-Cullinane met with Don Walker and Jeff Weeden at Lynn City Hall
- November 5, 2012: Manisha Bewtra, Emily Torres-Cullinane, and MAPC Research Analyst Clayton Martin visited Downtown and met with Don Walker and Jeff Weeden to plan Team of Advisors Kickoff meeting
- November 21, 2012: Team of Advisors Kickoff Meeting. Don Walker helped with outreach for this meeting and the City provided refreshments.
- January 23, 2013: Meeting with Mike Donovan, Don Walker, Jeff Weeden, Bill Bochnak
- February 12, 2013: Team of Advisors Meeting 2. Don Walker helped coordinate the meeting at the GAR museum and the City provided refreshments.
- February 22, 2013: Manisha Bewtra and Emily Torres-Cullinane met with Ward 5 Councilor (now Councilor-at-Large) Brendan Crighton, who also worked in the Office of Senator Thomas M. McGee.

- March 7, 2013: Manisha Bewtra and MAPC Senior Regional Planner Matthew Smith met with LHAND Director of Planning and Development Norm Cole, Neighborhood Development Manager Peggy Phelps, and Jeff Weeden at LHAND office.
- April 10, 2013: Team of Advisors Meeting 3. Don Walker helped coordinate the meeting at Lynn City Hall and the City provided refreshments.
- May 17, 2013: Manisha Bewtra met with Mayor Judith Flanagan Kennedy and Mayor's Chief of Staff Jamie Cerulli
- May 23, 2013: Manisha Bewtra spoke with Council President Tim Phelan on the phone
- May 23, 2013: Open House and Public Forum
- June 25, 2013: Manisha Bewtra and Marc Draisen met with Mayor Kennedy at Lynn City Hall
- August 22, 2013: Manisha Bewtra, Emily Torres-Cullinane, Matt Smith, and Mark Racicot met with Mayor Kennedy, Jamie Cerulli, James Marsh, Don Walker, Norm Cole, Peggy Phelps, Jeff Weeden, Jim Cowdell, Mike Donovan, and LHAND Executive Director and EDIC Chairman Charles Gaeta at City Hall to discuss preliminary recommendations, need for additional outreach, and plan for completion.
- September 3, 2013: Manisha Bewtra, Matt Smith, Mark Racicot, and Marc Draisen met with Lynn City Council President Tim Phelan at City Hall to share project details and discuss additional outreach to City Councilors.
- January 14, 2014: Final presentation of project at Lynn City Hall, coordinated with help from the Mayor's Office.

# Appendix

## [Stakeholders Shopping List]

### Who to involve?

Below is a sample list of the people, groups, and organizations that might need to be involved in a community planning initiative. You can tailor your own “shopping list” for future projects.

Academic Institutions	English as a Second Language Programs (ESL)
Academic Institutions	Day Care Centers
Academic Institutions	Colleges & Universities – Target related Departments or Offices
Academic Institutions	Schools – Administration
Academic Institutions	Schools – Parent Teacher Associations
Academic Institutions	Research Organizations (at academic institutions)
Art/Culture	Art Associations
Business	Bakeries
Business	Bookstores
Business	Chambers of Commerce
Business	Coffee Shops
Business	Developers and Real Estate Professionals
Business	Farm/Farmers
Business	Financial Institutions
Business	Gyms/Sports Related Centers
Business	Hair Salons & Barbershops
Business	Hotels
Business	Large Corporations
Business	Libraries
Business	Local businesses owners/small businesses
Business	Transportation Companies
Business	Restaurants
Business	Grocery Stores/Local Food Market
Business	Whole Foods
Business	Stop & Shop
Business	Commercial Centers
Business	Green Jobs
CDCs	Community Development Corporations
Commissions	Conservation Commissions
Commissions	Historic Commissions
Community Leadership	Local councils, politicians, and administrators
Environment	Wildlife Groups
Faith Based Institutions	Churches, Temples, Synagogues, etc.
Government Agencies	Regional agencies and key staff

Health	Community Health Centers & Hospitals
Health	Health Workers
Health	Sports Groups
Health	YMCA's
Interest	Senior Groups
Interest	Youth Groups
Interest	Professional Networks
Interest Group	Disability Groups
Interest Group	Immigrant Groups or Support Groups
Interest Group	Local History Groups
Interest Group	Migrant Worker Groups
Interest Groups	Bike & Pedestrian Groups
Media	Local Cable Access Television
Media	Media (local and regional)
Media	Local Social Media Presence ex: Bloggers
Media	Radio Stations
Media	Authors of related editorials
Municipality	Municipal Partners
Municipality	Planners and planning committees
Municipality	Town/City Hall
Non-Profit	Mass Audubon
Non-Profit	Red Cross
Non-Profit	Voter Engagement Groups
Non-Profit	City Year
Non-Profit Organizations	Community & Voluntary organizations
Non-Profit Organizations	Environmental non-profits, groups and societies
Non-Profit Organizations	Local Disability Organizations
Non-Profits	Museums (especially local history)
Resident	Neighborhood/Resident/Civic Associations
Resident	Senior Housing
Residents	Friends and Neighbors
Residents	Landowners
Residents	Board of Directors at related organizations/hospitals/universities, etc.
Youth	Girl/Boy Scouts
Youth	Boys & Girls Clubs

Want more? [www.communityplanning.net/useful/docs/who\\_to\\_involve.pdf](http://www.communityplanning.net/useful/docs/who_to_involve.pdf)

# Community Engagement Scale



Level of Engagement	Limited Outreach	Moderate Engagement	Deep Public Participation	Intense Outreach for Wide Audience
Type of Project	Municipal service consolidation; simple bylaw change	PDAs & PPAs; major bylaw change	District revitalization project; corridor planning project	Community visioning; master planning
Type of Engagement	Focused on municipality; public is informed but input is not actively solicited	Public input on proposals is solicited through public meeting(s)	Community leaders and some members of the public active in developing products; public input solicited outside of meetings	Public actively engaged in developing products through a series of public meetings
MAPC Examples	Ashland & Hopkinton Fire Services, Bolton	South Coast Rail, North Shore 6 communities, 495 compact, Littleton village center and ag. preservation	Battle Road Scenic Byway, Lynn downtown revitalization, Weymouth Landing, Green Line Extension	Malden master plan, Everett community visioning
Approximate Percentage of Project Budget	5-15%	30-50%	40-60%	50-75%

DRAFT – Prepared by Emily Torres-Cullinane,  
Community Liaison, MAPC, March 2012

# COMMUNITY ENGAGEMENT STRATEGY CHART

Be specific. List all the possibilities.  
Develop a timeline.



**For more information:**  
Metropolitan Area Planning Council  
Community Engagement Division – 617-933-0735  
60 Temple Pl, Boston MA | www.mapc.org

## 3. Resources, Opportunities & Scale of Engagement

**List the resources you bring to the project.**  
Consider budget, staff time, local partners, established relationships in the community.  
**Are there any opportunities or challenges that can strengthen or limit your efforts?**

**Identify your project's scale of engagement:**

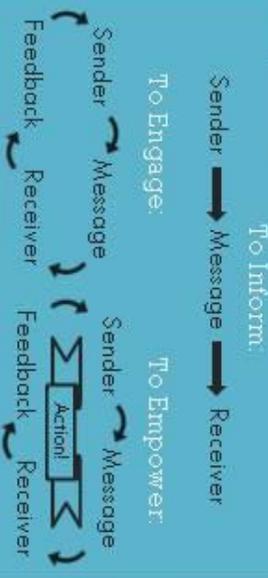
- **Broad:** Most opinions are taken into account for the outcomes of the project.
- **Moderate:** Some stakeholders' opinions are taken into account.
- **Limited:** Minimal public input is needed to aid the planning process.

## 1. Purpose of Engagement

**Ask yourself these questions:**

- Why is community input and involvement necessary to the project?
- What does successful engagement look like in the short and long-term? (*turnout, outcomes, etc.*)

**Are you looking to inform, engage, or empower?**



## 4. Messaging

**A. Appeal to people's self interest.**  
What is in it for them? Why should they care?  
*\*Best practice: talk to community leaders to find out community interests and concerns in advance.*

**B. Tailor your message to each audience.**  
Why [stakeholder X] should I care about the outcomes of the project?

**C. Delivering the message.**

- Who is the best messenger?
- How can the message be delivered most effectively? (*flyers, social media, radio, local TV*)
- Does anything need to be translated?

## 2. Stakeholders

**Know the community:**  
Who will be directly or indirectly impacted by the outcomes of the project? (*Think: community groups, residents, business owners, committees, etc.*)

**Create a list of stakeholders.**  
Examine demographic and socioeconomic data.

**Is anyone being left out of the process?**

**Things to consider:**

- Are people already organized?
- Are there any language barriers?
- Is the project contentious?
- Is there government mistrust?
- Is there education that needs to be done on a particular topic?

## 5. Approach & Tips

Now, with message and stakeholders in mind, list tools and techniques you'll use.

**To Inform:**

- Fact sheets
- Websites/flyers
- Social Media

**To Engage:**

- Focus groups
- Surveys/polling
- Community mapping

**To Empower:**

- Advisory groups
- Advocacy trainings
- Participatory decision-making

**Tips for good turnout:**

- **50% Rule:** If 20 people told you they are attending, expect 10.
- **Face-to-Face:** The most effective contact you can make with people.
- **Do 3 Contacts:** Face-to-Face, email, phone call.
- **Give People Roles:** When assigned roles for an event, people take commitments more seriously.