

**Agenda**  
**City Council Work Session**  
**City of Edina, Minnesota**

**Tuesday, July 16, 2019**  
**5:30 PM**

- I. Call To Order
- II. Roll Call
- III. Community Engagement Strategy Update
- IV. Joint Meeting: Human Rights & Relations Commission
- V. Adjournment

The City of Edina wants all residents to be comfortable being part of the public process. If you need assistance in the way of hearing amplification, an interpreter, large-print documents or something else, please call 952-927-8861 72 hours in advance of the meeting.



## CITY OF EDINA

4801 West 50th Street

Edina, MN 55424

[www.edinamn.gov](http://www.edinamn.gov)

**Date:** July 16, 2019

**Agenda Item #:** III.

**To:** Mayor and City Council

**Item Type:**  
Reports / Recommendation

**From:** MJ Lamon, Community Engagement Coordinator

**Item Activity:**  
Discussion

**Subject:** Community Engagement Strategy Update

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### ACTION REQUESTED:

None; discussion only.

### INTRODUCTION:

The West 58th Street Reconstruction project was used as a pilot project for the development and implementation of community engagement standards.

Staff will debrief the Pilot Project and review the Community Engagement Strategy framework.

Staff will also discuss next steps for the Council ethics and protocols policy discussion that began at the last council retreat.

### ATTACHMENTS:

Participation Proposal: W 58th Street

Draft Engagement Strategy Framework

Staff Presentation: Draft Engagement Strategy Framework

Current Ethics Policies

Staff Presentation: City Council Ethics Policy

# City Council Public Participation Proposal



## Project: 58th Street Reconstruction - Wooddale Ave to Xerxes Ave

<b>Proposal date:</b>	December 4, 2018
<b>Prepared by:</b>	Project Coordinator MJ Lamon & Engineering Director Chad Millner
<b>Project decision:</b>	Staff makes a recommendation to City Council
<b>Project timeline:</b>	December 2018 to June 2019 <ul style="list-style-type: none"><li>Decision made by June 2019 for construction in 2020.</li></ul>

### I. DECISION TO BE MADE: Plan Elements for 58<sup>th</sup> Street Reconstruction.

<b>In-scope Elements:</b>	<i>During this process, the public can influence decisions related to street design including:</i> <ul style="list-style-type: none"><li>Bike Facilities (Lane Widths)</li><li>Parking</li><li>Sidewalks</li><li>Shared Use Path</li><li>Storm Sewer Opportunities (tree trenches, infiltration basins, rain gardens, etc.)</li></ul>
<b>Questions to be answered:</b>	<i>Community feedback needs to include:</i> <ul style="list-style-type: none"><li>Should the bike facilities be on street or off street?</li><li>Should on-street parking be provided, if so 1 or 2 sides?</li><li>Should there be more than 1 off street pedestrian facility?</li><li>Should we go above normal practice with storm sewer options?</li></ul>

### II. PARTICIPATION LEVEL: Consult

<b>Participation goal:</b>	To obtain public feedback on analysis, alternatives and/or decisions.
<b>Public promise:</b>	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.

### III. STAKEHOLDERS

<b>Outreach will include the following stakeholders:</b>	<ul style="list-style-type: none"><li>Adjacent Property Owners</li><li>Pamela Park Neighborhood Association</li><li>Chowen Neighborhood Association</li><li>Parks and Recreation Commission</li><li>Running Community</li><li>Cycling Community</li><li>Hennepin County</li><li>School District</li><li>City of Minneapolis</li><li>Transportation Commission</li></ul>
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#### IV. ENGAGEMENT METHODS

<b>Examples of methods for “Consult” level</b>	Staff will develop and implement a public participation plan and timeline that includes methods needed to obtain feedback from identified stakeholders. Examples of methods for “Consult” include surveys, polls, field trips, and open houses.
<b>Public hearing legally required:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Will there be a public Hearing?</b>	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, by Planning Commission <input type="checkbox"/> Yes, by City Council

#### V. DECISION CRITERIA

<b>Legal or technical requirements:</b>	The project must meet Municipal State Aid, Watershed District, City of Edina and other regulatory minimum design standards.
<b>Other considerations:</b>	<p>In addition to public input, the staff recommendation to Council will also consider:</p> <ul style="list-style-type: none"><li>• Cost</li><li>• Sustainability goals</li><li>• Sidewalk plan</li><li>• Traffic impact</li><li>• Neighborhood needs</li></ul>
<b>Out of scope elements:</b>	<ul style="list-style-type: none"><li>• Sanitary sewer and watermain are outside the scope of this process.</li><li>• Decisions already made:<ul style="list-style-type: none"><li>○ A bike facility will be included, although this could be combined with a pedestrian facility.</li><li>○ at least one sidewalk will be included and could be combined with a bike facility.</li></ul></li></ul>



# **Engagement Strategy Framework**



# WHY

The City of Edina [City] recognizes that good public process and engagement make the community more effective and in tune with the needs of those served. In the past City departments have been charged with leading participation and engagement around specific projects. While we have had many successes, the City's decision makers saw the opportunity to better meet the expectations and build trust with the community.



Foster an inclusive and engaged community

In fall of 2017, City Council took a big step towards community engagement by developing budget goal number four which is to foster an engaged and inclusive community. This commitment launched city staff into learning more about internationally recognized best practices as developed by International Association for Public Participation (IAP2). Over the past two years, staff has worked towards completing budget goal four. Strategies, principles, protocols and processes were established as the framework.

## *Benefits of a strategy:*

- A city-wide **vision** for community engagement
- Set of **principles** and **goals** to guide engagement
- Clear and transparent **decision making process** to create trust
- Established **protocol** to provide clarity on expectations
- Ensures the community is **informed** of the outcome and how their participation influenced the decision

## GUIDE CONTENTS

Section 1: WHY

Section 2: WHAT

Section 3: WHO

Section 4: HOW

Section 6: GOALS



# WHAT

## VISION

*Foster an engaged community built on trust by intentionally focusing on equity, diversity and inclusion.*

**Engagement** is an active, expansive relationship between the city and the community that includes any level of public participation; this typically encourages two-way dialogue.

**Public Participation** is a type of engagement that usually occurs in decision-making processes. It can define minimum standards, such as public meetings, community comment and open records. It also can indicate a range of public involvement approaches from informing to partnering.

**Communication** refers to the methods used to inform the public. Communication articulates what has happened, what is going to happen, and how to get involved.

**Equity** occurs when barriers have been removed for all to thrive.

**Diversity** is recognizing individuality. It is about the unique dimensions, qualities and characteristics people possess.

**Inclusion** is the intentional interaction with everyone in the community, representing all aspects of diversity, to make all feel invited and valued.



# PRINCIPLES & VALUES

## Relationships

Make relationships foundational

Strengthen relationships and build new ones

Develop a trust between the City and residents

## Inclusion

Strive to provide meaningful engagement opportunities

Invite underrepresented groups to participate

Make all feel welcomed and valued

## Equity

Engage with residents where they are

Remove barriers for participation

Provide multiple options for participation

## Accountability

Make a plan

Do what we say we are going to do

Communicate how participation influences decisions

# T R U S T





# WHO

# ROLES

*Everyone plays a role to ensure the city-wide vision for community engagement is reflected in the plan and process.*

## **City Council**

- Endorse the engagement strategy framework
- Embed the strategy in the culture
- Review any information gathered prior to making decisions
- Make sure City employee proposals, individual concerns and overall public benefit were considered

## **Edina Employees**


- Actively implement the principles of the engagement strategy
- Ensure the public engagement process is inclusive, all information is available and is clear, simple and informative
- Make sure final reporting identifies resident feedback and explains how feedback will be considered in final recommendations and/or decisions
- Guide consultants and facilitators undertaking public engagement activities on behalf of the City to comply with the public engagement framework

## **Resident or Community Partners**


- Actively implement the principles of the engagement strategy
- Initiate change by bringing forward ideas which may help the City and community find creative solutions to challenges
- Participate and work collaboratively with fellow participants, facilitator, council and City employees
- Identify concerns and issues early in the process and request alternative ways to participate

# Community Engagement Coordinator


The city has created a dedicated position with the responsibility of creating, improving and strengthening engagement opportunities which are inclusive. The success will require a balance of leadership, coordination, prioritization, learning spaces and collaboration with fellow city employees and the community. The coordinator cannot design, conduct and evaluate every engagement effort of the City. In collaboration with others, the coordinator will support effective engagement by:




Identifying opportunities to include more voices in city processes and developing approaches that make all feel invited and welcome to participate




Coaching and being a resource for department project teams as they create and implement effective engagement plans




Promoting innovation in the design or selection of engagement opportunities and tools; ensuring the community receives feedback on how their input was used



Identifying potential projects; assisting project teams to identify an appropriate level of engagement and related techniques



Creating measurements for success in the short and long term in addition evaluation and adjusting processes as needed



Creating and updating staff resources around effective engagement including tools and templates



# HOW

## ENGAGE

*Edina has made a commitment to the continuum of participation as designed by the International Association for Public Participation (IAP2)*

The IAP2 spectrum illustrates that there are different levels of participation, depending on the public participation goals, commitments made to the public, time frames and resources.

### **Public Engagement Expectations**

The community can expect:

- Identifying timelines for the whole project
- Making all background information available as early as possible in the process
- Identifying how input will be received and used to make a recommendation and/or decision

### **What not to expect**

Public engagement does not mean that everyone will always agree on decisions that are made within the City. Edina is made up of a diverse population with very different interests and approaches. The City will listen to all the different opinions and, where possible, incorporate them in the decision-making process in a strategic and balanced way.



# Public Participation

## OUR PROMISES

- ▶ We will work hard to inform and listen every day.
- ▶ We will consult when appropriate and share how input influenced a decision.
- ▶ We will communicate formal, defined processes when we involve and collaborate.

### INFORM

#### DEFINITION

Educate, clarify and keep the public informed.

#### GOAL

- Provide the public information to assist in understanding and preparing for an issue.

#### MOST APPROPRIATE WHEN

- A decision has been made and needs to be shared.
- Input is not going to change the decision, but information needs to be shared with the community.
- The community is impacted by a new policy or program, life/safety event, construction or infrastructure repair.

### CONSULT

Collect the aspirations and concerns of the public.

- Obtain feedback from the public. We seek feedback on drafts and proposals by creating opportunities for the community to give input.

- A new policy or project is being shaped or under development and input and feedback can influence the decision.
- The City seeks feedback from target stakeholder groups.

### INVOLVE

#### DEFINITION

Work with the public to ensure their concerns and aspirations are understood and reflected in the final decision to the maximum extent possible.

#### GOAL

- Interact directly with the public to ensure perspectives are consistently understood and considered.

#### MOST APPROPRIATE WHEN

- A program is being designed and implemented that requires public ownership.
- Stakeholders' expertise and experiences can help shape the solution.
- Long-term commitment and sustainability are key considerations.

### COLLABORATE

Work together to form solutions and incorporate advice and recommendations into the final decision.

- Work with the public in each aspect of the decision-making process, beginning to end. We will look to the public for advice and innovation in formulating solutions and recommendations.

- Projects/topics are subject to different desired outcomes.
- Stakeholders' expertise is required to find solutions.
- The solution requires changes at the system level.





# GOALS

## OBJECTIVES

### Provide clear and meaningful engagement

- Public knows what to expect
- Participants believe there is value in participating
- Participants are satisfied with the process (not the outcome)

### Provide a variety of ways to participate

- Participants know how /when they could participate
- Participants feel confident input was valued and considered regardless of the intake method
- Visits and participation on Better Together

### Build authentic and on-going relationships

- Participants trust the process
- Participants feel included in the process
- City develops new partnerships with stakeholders and groups

### Support staff & build community engagement

- Staff feel comfortable developing a process to meet the objectives of the project
- Staff follows the plan—did what we said we were going to do
- Staff utilizes tools available to them

## STRATEGIES

- Start engagement with a plan
- Determine the decision to be made
- Implement consistent processes to support the creation and use of effective and appropriately-scaled engagement plans.
- Communicate clearly about opportunities for timely and meaningful public input.
- Follow set meeting schedules as much as possible
- Define roles

- Use the right tools and techniques
- Mirror in person opportunities with on-line or other
- Assess current and existing engagement tools and techniques and choose those that most effectively allow us to reach desired audiences
- Recognize the value of using multiple channels, printed materials, digital and in-person methods.
- Maintain centralized engagement website

- Develop a process that is fair, inclusive, and accessible
- Enhance existing relationships with those affected by city decisions through positive and constructive dialogue
- Pilot new approaches to invite and encourage all impacted individuals and groups to participate in ways that are inviting and comfortable to them.
- Work in partnership with community organizations and groups

- Develop and sustain internal infrastructure/resources to support and coordinate public engagement
- Strengthen / formalize procedures
- Develop tools and templates to guide engagement.
- Support city staff in the development and coordination of public engagement.
- Conduct evaluation of processes to demonstrate commitment to engagement and the ability to evolve.



# **Engagement Strategy Framework—DRAFT**

July 16, 2019



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# GOALS

## OBJECTIVES

## STRATEGIES

Provide clear and meaningful engagement practices	Provide a variety of ways to participate	Build authentic and on-going relationships	Support staff & build community engagement capacity
<ul style="list-style-type: none"> <li>Public knows what to expect</li> <li>Participants believe there is value in participating</li> <li>Participants are satisfied with the process (not the outcome)</li> </ul>	<ul style="list-style-type: none"> <li>Participants know how /when they could participate</li> <li>Participants feel confident input was valued and considered regardless of the intake method</li> <li>Visits and participation on Better Together Edina</li> </ul>	<ul style="list-style-type: none"> <li>Participants trust the process</li> <li>Participants feel included in the process</li> <li>City develops new partnerships with stakeholders and groups</li> </ul>	<ul style="list-style-type: none"> <li>Staff feel comfortable developing a process to meet the objectives of the project</li> <li>Staff follows the plan—did what we said we were going to do</li> <li>Staff utilizes tools available to them</li> </ul>
<ul style="list-style-type: none"> <li>Start engagement with a plan</li> <li>Determine the decision to be made</li> <li>Implement consistent processes to support the creation and use of effective and appropriately-scaled engagement plans.</li> <li>Communicate clearly about opportunities for timely and meaningful public input.</li> <li>Follow set meeting schedules as much as possible</li> <li>Define roles</li> </ul>	<ul style="list-style-type: none"> <li>Use the right tools and techniques</li> <li>Mirror in person opportunities with on-line or other</li> <li>Assess current and existing engagement tools and techniques and choose those that most effectively allow us to reach desired audiences</li> <li>Recognize the value of using multiple channels, printed materials, digital and in-person methods.</li> <li>Maintain centralized engagement website</li> </ul>	<ul style="list-style-type: none"> <li>Develop a process that is fair, inclusive, and accessible</li> <li>Enhance existing relationships with those affected by city decisions through positive and constructive dialogue</li> <li>Pilot new approaches to invite and encourage all impacted individuals and groups to participate in ways that are inviting and comfortable to them.</li> <li>Work in partnership with community organizations and groups</li> </ul>	<ul style="list-style-type: none"> <li>Develop and sustain internal infrastructure/resources to support and coordinate public engagement</li> <li>Strengthen / formalize procedures</li> <li>Develop tools and templates to guide engagement.</li> <li>Support city staff in the development and coordination of public engagement.</li> <li>Conduct evaluation of processes to demonstrate commitment to engagement and the ability to evolve.</li> </ul>



# **CITY COUNCIL GUIDING PRINCIPALS**

Guiding Principles were developed at a two-day retreat of the Edina City Council, the City Manager and the Assistant City Manager in May 2009.

## **Working Together Effectively**

We are all part of a team committed to the residents of Edina both today and in the future. To be effective we must come to meetings with an open mind, think strategically about City issues and delegate details of implementations to staff. We will strive to maintain a culture of trust, respect and candor as a Council and when working with staff.

## **Addressing Concerns of Residents**

City staff is the first call for help for residents. We will refer residents who have concerns to appropriate City staff. If a resident has contacted City staff but is still not satisfied, we will refer the resident to the City Manager and inform the City Manager of the concern.

## **Meetings Called by Residents**

If we are invited to a resident meeting about an issue the Council has decided upon, we will explain how the Council arrived at the decision.

If we are invited to a resident meeting about an issue that will be before the Council in the future, we will keep an open mind and explain that we are interested in their point of view, as well as others. We will make ourselves available to all parties on an equal basis, and we will not advocate for a particular point of view. We will be circumspect about how we participate in the meeting, and we will not prejudge the issue before the Council has had a chance to deliberate.

## **Working with Boards and Commissions**

We view our Boards and Commissions as vitally important resources to support our decision-making. We will communicate effectively with Boards and Commissions and ensure they have the tools to do their work. We will give clear direction and take adequate time to review the result of their deliberations. If we attend meetings of Boards and Commissions, we will do so only as an observer. If we attend a meeting, we will strive for good communication among Council members and between Council members and staff.

## **Effective Meetings and Decision Making**

- We will be consistent in policy and process.
- To be effective, we may need to slow down the process at times, look at the big picture and consider the strategic implications of the decisions we make. We will encourage staff to focus on the big picture in their reports.
- We will respect our staff as valued resources and members of our team.
- We will honor our rules regarding public testimony and clearly communicate the rules to members of the public in attendance.

## Principles & Values for Community Engagement

The principles & values were presented to City Council on September 5, 2018. The Council signified trust should be the foundation with the remaining four principles. The principles and values will foster an engaged community built on trust by intentionally focusing on equity, diversity and inclusion.

### Relationships

- Make relationships foundational
- Strengthen relationships and build new ones
- Develop a trust between the City and residents

### Inclusion

- Strive to provide meaningful engagement opportunities
- Invite underrepresented groups to participate
- Make all feel welcomed and valued

### Equity

- Engage with residents where they are
- Remove barriers for participation
- Provide multiple options for participation

### Accountability

- Make a plan
- Do what we say we are going to do
- Communicate how participation influences decisions



## Edina Board & Commission Members Code of Ethics

- I have been entrusted by the Edina City Council to perform my duties and services as a volunteer Board or Commission Member in manner that is always in the best interests of the community of Edina.
- While honest differences of opinion may develop, I will work harmoniously with other Board or Commission members to assure residents the services they require.
- I will invite all residents to express their opinions, so I may be properly informed prior to making my decisions. I will make them based solely upon the facts available to me. I will support the final decision of the Board or Commission.
- I must devote the time, study and thought necessary to carry out my duties.
- I understand that the Board or Commission members recommend policies, the City Council establishes policies and the staff is responsible for administering the policies of the City Council.
- I understand that as a Board or Commission Member, I have no authority outside of the proper meeting of the Board/Commission.
- I understand that all Board/Commission meetings shall be open to the public, except as provided by law.
- I understand that it is my duty as a Board or Commission member to treat all residents, staff and fellow Board and Commission members in a respectful and professional manner at all times.
- I will withdraw from discussions and decision-making actions in cases where I have a conflict of interest and I will disclose those conflicts of interest when they arise

## Other related guidelines in Edina Boards & Commissions Handbook

### Conflict of Interest

Definition: any member who has a financial interest in, or who may receive a financial benefit as a result of, any BC action or if there is potential for the appearance of conflict of interest.

Members who have a conflict of interest must:

- Disclose the conflict of interest to the group, and
- Abstain from discussing or voting on the matter.

### Gifts

- Members may not receive gifts from any “interested person” in conjunction with their BC duties.
- BC can recommend acceptance of general gifts through the City’s donation policy.

### Respectful Behavior

Members should strive to:

- Treat people with courtesy, politeness and kindness.
- Encourage others to express their opinions and ideas.
- Listen to what others have to say.
- Use the ideas of others to improve decisions and outcomes.
- Recognize and respect differences.

Members should avoid:

- Speaking over or cutting off another individual’s comments.
- Insulting, disparaging or putting down people or their ideas.
- Bullying other members by displaying a pattern of belittling, demeaning, judging or patronizing comments.

Violence or the threat of violence will not be tolerated. The Chair or the Staff Liaison can call for the removal of any anyone who threatens or commits an act of violence.



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# City Council Ethics Policy

## 1. **Current practices to reaffirm or revise**

- Community Engagement Values
- City Council Guiding Principles
- Council Meeting Protocols

## 2. **Topics to consider adding**

- Legal Requirements
- Council/Staff/Commission Roles
- Code of Ethics Statement

## 3. **Determine Next Steps**



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# Current Practices

1. Community Engagement Values
2. City Council Guiding Principles
3. Council Meeting Protocols

# Council Guiding Principles



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1. Working Together Effectively
2. Addressing Concerns of Residents
3. Meetings Called by Residents
4. Working with Boards and Commissions (& Task Forces)
5. Effective Meetings and Decision Making

## **Consider adding:**

- Meetings with developers, vendors, or business interests?



# Council Meeting Typical Protocols



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- **Fri.:** Packets posted online, prior to Tuesday meeting.
- **By Tues. morning:** Council Members email any questions and/or plans to pull an item from consent.
- **1:00 Tues.** City Staff meeting to discuss questions and ensure appropriate staff are available to respond.
- Questions and responses will be shared with all Council Members.
- Any revisions made after packet is posted are highlighted in electronic packet.

# Topics to Consider Adding:

1. Legal Requirements
2. Council/Staff/Commission Roles
3. Code of Ethics Statement



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# Legal Requirements

- Individual vs. Council authority
- Conflict of interest
- Gift law
- Open meeting law
- Fiduciary responsibility/confidentiality

# City Roles



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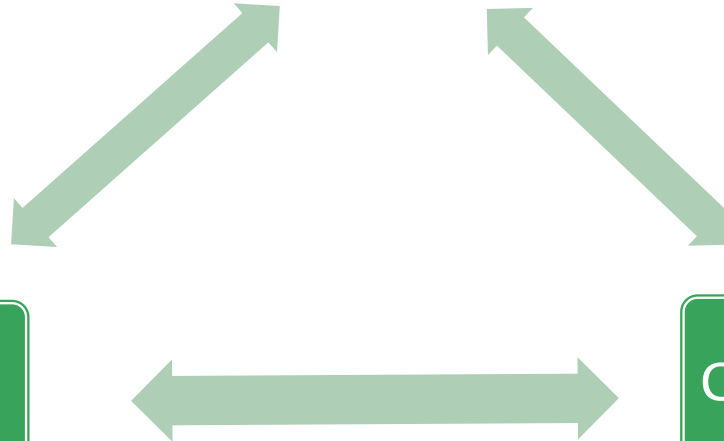
## Decide Strategy



**Advise Council**  
(Technical analysis &  
evaluation) &  
**Implement policy**



**Advise Council**  
(Community needs  
& values)



# City Roles

City Council	City Manager & Staff	Advisory Commissions
<ul style="list-style-type: none"><li>➤ Hire &amp; supervise City Manager</li><li>➤ Approve budget and related work plan</li><li>➤ Approve ordinances and policy decisions</li><li>➤ Approve development proposals</li><li>➤ Approve variances and rezoning requests</li><li>➤ Appoint representatives to advisory boards and commissions</li></ul>	<ul style="list-style-type: none"><li>• Manage operations and staff</li><li>• Propose budget and policies</li><li>• Provide best efforts and technical advice to Council</li><li>• Carry out the will and decisions of Council</li><li>• Deliver services</li><li>• Equitably enforce codes &amp; policies “All are equal before the law”</li></ul>	<ul style="list-style-type: none"><li>• Proposes work plan items</li><li>• Advises the Council through Work Plan “Charges”</li><li>• Holds hearings as directed by Council</li><li>• Assists Council with engagement efforts</li></ul>

# Code of Ethics Statement



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- Similar to Board & Commissions



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# Determine Next Step

- A. Staff compile a first draft and distribute to Council for feedback
- B. Council subcommittee
- C. Facilitated work session
- D. Other?





## CITY OF EDINA

4801 West 50th Street

Edina, MN 55424

[www.edinamn.gov](http://www.edinamn.gov)

**Date:** July 16, 2019

**Agenda Item #:** IV.

**To:** Mayor and City Council

**Item Type:**

Reports / Recommendation

**From:** Heidi Lee, Race & Equity Coordinator

**Item Activity:**

**Subject:** Joint Meeting: Human Rights & Relations  
Commission

Discussion, Information

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### **ACTION REQUESTED:**

None; discussion only.

### **INTRODUCTION:**

The HRRC will briefly review the Commission's progress on their 2019 work plan (attached).

### **ATTACHMENTS:**

2019 HRRC Work Plan with status updates

## HUMAN RIGHTS AND RELATIONS COMMISSION

[illegible]

[illegible]





[illegible]

[illegible]

[illegible]



[illegible]

[illegible]



[illegible]

**Parking Lot:** (These items have been considered by the BC, but not proposed as part of this year's work plan. If the BC decides they would like to work on them in the current year, it would need to be approved by Council.)

School District Partnership (Stringer Moore/Meek)