I. Call To Order

II. Roll Call

III. City Council Retreat

IV. 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.
Date: February 26, 2020  
Agenda Item #: III.

To: Mayor and City Council  
Item Type:  
Reports / Recommendation

From: Casey Casella, City Management Fellow  
Item Activity:  
Discussion

Subject: City Council Retreat

ACTION REQUESTED:
None. Discussion only.

INTRODUCTION:
The City Council will hold a retreat on Wednesday, February 26, at 5 p.m. in the Cooper Conference Room at Braemar Golf Course, 6364 John Harris Dr, Edina. The topic is community engagement. The agenda is:

- Reflecting on engagement pilot project
- Aligning intentions with principles, values and perspectives that conduct creates
- Clearly communicating principles, process and promises
- Holding accountable - agreements & next steps

ATTACHMENTS:

Agenda: City Council Retreat
City of Edina – Council Workshop
February 26, 2020 (Braemar Golf Course)

PARTICIPANTS
Members of the public may be present but will not participate.

<table>
<thead>
<tr>
<th>Elected Officials</th>
<th>Staff &amp; Facilitator</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Hovland, Mayor</td>
<td>Scott Neal, City Manager</td>
</tr>
<tr>
<td>Ron Anderson, City Council Member</td>
<td>Lisa Schaefer, Assistant City Manager</td>
</tr>
<tr>
<td>Mary Brindle, City Council Member</td>
<td>Casey Casella, City Management Fellow</td>
</tr>
<tr>
<td>Mike Fischer, City Council Member</td>
<td>MJ Lamon, Community Engagement Coordinator</td>
</tr>
<tr>
<td>Kevin Staunton, City Council Member</td>
<td>Tara Brown, Sustainability Manager</td>
</tr>
<tr>
<td></td>
<td>Heidi Lee, Race &amp; Equity Coordinator</td>
</tr>
<tr>
<td></td>
<td>Chad Millner, Engineering Director</td>
</tr>
<tr>
<td></td>
<td>Sara A. Peterson, Management Consultant</td>
</tr>
</tbody>
</table>

AGENDA
Times are approximate and may vary during the meeting.

4:44 pm        Grab Dinner & Settle In
5:00            Introduction
                *See Workshop Purpose: Reminder excerpt from 2019 discussion – page 2*

5:15            Reflecting on 58th Street Pilot Engagement
                *See Pilot Engagement Recap & Discussion Sheet – page 3-5*

6:15            Break

6:30            Aligning Intentions with Principles, Values and Perceptions that Our Conduct Creates
                *See Situations Discussion Sheet – page 6-7*

7:15            Clearly Communicating Principles, Processes and Promises
                *See Draft Policy & Value Statements Discussion Sheet – page 7*
                – Ethics Policy
                – Values Statements *(if time allows)*

8:50            Holding Ourselves Accountable – Agreements & Next Steps

9:00            Adjourn
                We’ll stretch along the way as needed.

PREP MATERIALS
Please review the pages that follow and give the questions you find some thought in preparation for our meeting.
**Reflecting on Engagement**

In a city of approximately 52,000 residents, approximately 75% of whom are adults, Council and staff members estimate that they hear from maybe 500-1,000 individuals over the course of a year. With this in mind, the Council then delved into its assumptions about those who do/don’t engage. Importantly, the same descriptions to those we hear from could be applied to those we don’t and vice versa. It is not simply a matter of who is willing AND able to “show up.”

<table>
<thead>
<tr>
<th>Who DO we hear from?</th>
<th>What do they want?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Those directly affected</td>
<td>From their participation</td>
</tr>
<tr>
<td>• Those who want to be heard</td>
<td>• To influence the outcome</td>
</tr>
<tr>
<td>• Those in the habit of engaging</td>
<td>• To mitigate potential losses, fears</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Who DON’T we hear from?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Those who trust us to do our job as their representatives</td>
</tr>
<tr>
<td>• Those who do not trust, or have negative views of, the system</td>
</tr>
<tr>
<td>• Those who do not know about or understand the process</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What constrains engagement?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Age or ability</td>
</tr>
<tr>
<td>• Work or child commitments; transportation or income</td>
</tr>
<tr>
<td>• Schedule or duration of meeting; weather or time of day</td>
</tr>
<tr>
<td>• Experiences and perceptions</td>
</tr>
<tr>
<td>• Comfort or ability to interact in a formal public forum</td>
</tr>
<tr>
<td>• Technology access or ability</td>
</tr>
</tbody>
</table>

**Crafting Our Ethics Policy**

Council Members have asked for a formal Ethics Policy. At the same time, all are working for a more effective community engagement process. The Council began this discussion by defining the problem it is trying to solve. The result of this portion of the discussion was agreement that this is largely about managing expectations and perceptions related to Council behavior as individuals and as a group. It is not about fixing emotions or the spread of inaccurate information.

<table>
<thead>
<tr>
<th>Why have a policy?</th>
<th>Where does it come into play?</th>
<th>What are concerns?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure we meet legal obligations</td>
<td>Interactions with the public, staff, each other</td>
<td>We “stumble” when our interactions, processes or conduct (regardless of intent) aren’t perceived as:</td>
</tr>
<tr>
<td>Demonstrate that we have and consistently follow a code of conduct and professionalism above and beyond those legal obligations</td>
<td>• How we treat individuals</td>
<td>Transparent</td>
</tr>
<tr>
<td>Acknowledge the impact of perceptions of our conduct regardless of intent, etc.</td>
<td>• What, how and when we communicate</td>
<td>• Council work sessions</td>
</tr>
<tr>
<td></td>
<td>Community engagement processes</td>
<td>• Long/late Council meetings</td>
</tr>
<tr>
<td></td>
<td>• Process clarity and consistency</td>
<td>Fair/Reliable</td>
</tr>
<tr>
<td></td>
<td>• Our promises to the public</td>
<td>• Public ability to be heard</td>
</tr>
<tr>
<td></td>
<td>• Their expectations of us</td>
<td>• Meetings with interested individuals</td>
</tr>
<tr>
<td></td>
<td>Deliberative and decision-making meetings</td>
<td>• Mid-process changes</td>
</tr>
<tr>
<td></td>
<td>• The structure of meetings/hearings</td>
<td>• Changed decisions</td>
</tr>
<tr>
<td></td>
<td>• Our conduct in and out of meetings</td>
<td>Coordinated</td>
</tr>
<tr>
<td></td>
<td>• Actual and perceived:</td>
<td>• Different “answers” given to resident questions from multiple city sources including staff and elected.</td>
</tr>
<tr>
<td></td>
<td>o Process fairness and respect</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Conflicts of interest</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Promises kept</td>
<td></td>
</tr>
</tbody>
</table>

As discussion continued, the Council also began to re-discover some of its existing policy statements as a starting point for improved practice. All agreed that Council and staff should engage in a review of these policies to bring up to date, fill gaps, and include implementation expectations. This will likely require a workshop in the coming year to:

- Align our intentions with the perceptions that our conduct creates
- Clearly communicate the principles, processes and promises behind decision-making and public participation in it
- Hold ourselves accountable to those principles, processes and promises
Pilot Engagement Recap & Discussion Sheet

The 58th Street project was intended to be a pilot for public engagement, as such it is important that we examine how it worked and where we can improve going forward. This isn’t a matter of good or bad; it is one of learning and aligning for the future. We will discuss considering items such as those below.

**Reflection Questions:**
Think about each of these questions from the perspective of 1) residents, 2) City staff, 3) the Council, and 4) the project.

- **What worked as planned (or didn’t)?**
  - Where was it easy to stick with the plan?
  - Were any steps or communication points unnecessary; were any missing?
  - What goals or outcomes were we pursuing; what helped/hindered those goals; did we achieve them?

- **If there were deviations from the plan, were they necessary or helpful?**
  - What goals or principles did they serve?
  - What were the short and long-term effects of those deviations for staff, residents, Council, or the City?
  - What were the substantive trade-offs we made?

- **Were we all (residents, staff and Council) on the same page re:**
  - The roles and scope of residents, staff and Council?
  - How we would weigh the voices of directly-affected property-owners, potential users, other Edina residents?
  - The influence of individual preference versus industry expertise?
  - The relative importance of cost, maintenance, safety, aesthetics, property value/intrusion?
  - The goal for the project:
    - See Additional Resources page at end of packet
      - Implementing the Edina Park, Recreation and Trails Strategic Plan’s twin loops?
      - Implementing the Pedestrian and Bike Master Plan recommendations?
      - Reduce localized stormwater flooding?
      - Educating stakeholders re what is feasible, minimum or preferred standards?
      - Giving residents a say in the design and decision?
      - Something else?

- **What do we mean by “fair” or equitable?**
  
  **At each step ask who:**
  - Who was/wasn’t:
    - Invited?
    - Able to participate?
    - Heard?
  - What (might have) helped or hindered participation?
  - Who benefitted from the:
    - Process?
    - Result?

- **What can we learn from the pilot; what would we change going forward?**
Excerpts from the 2018 Public Participation Proposal

**Project decision:**

| Staff makes a recommendation to City Council |

**DECISION TO BE MADE:**

Plan Elements for 58th Street Reconstruction.

<table>
<thead>
<tr>
<th>In-scope Elements:</th>
<th>During this process, the public can influence decisions related to street design including:</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Bike Facilities (Lane Widths)</td>
<td>o Bike Facilities (Lane Widths)</td>
</tr>
<tr>
<td>o Parking</td>
<td>o Parking</td>
</tr>
<tr>
<td>o Sidewalks</td>
<td>o Sidewalks</td>
</tr>
<tr>
<td>o Shared Use Path</td>
<td>o Shared Use Path</td>
</tr>
<tr>
<td>o Storm Sewer Opportunities (tree trenches, infiltration basins, rain gardens, etc.)</td>
<td>o Storm Sewer Opportunities (tree trenches, infiltration basins, rain gardens, etc.)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Questions to be answered:</th>
<th>Community feedback needs to include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Should the bike facilities be on street or off street?</td>
<td>o Should the bike facilities be on street or off street?</td>
</tr>
<tr>
<td>o Should on-street parking be provided, if so 1 or 2 sides?</td>
<td>o Should on-street parking be provided, if so 1 or 2 sides?</td>
</tr>
<tr>
<td>o Should there be more than 1 off street pedestrian facility?</td>
<td>o Should there be more than 1 off street pedestrian facility?</td>
</tr>
<tr>
<td>o Should we go above normal practice with storm sewer options?</td>
<td>o Should we go above normal practice with storm sewer options?</td>
</tr>
</tbody>
</table>

**PARTICIPATION LEVEL:**

Consult

See Additional Resources page at end of packet

<table>
<thead>
<tr>
<th>Participation goal:</th>
<th>To obtain public feedback on analysis, alternatives and/or decisions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public promise:</td>
<td>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.</td>
</tr>
</tbody>
</table>

**ENGAGEMENT METHODS**

Examples of methods for “Consult” level

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.

| Will there be a public Hearing? | ☒ No | ☐ Yes, by Planning Commission | ☐ Yes, by City Council |

**DECISION CRITERIA**

Legal or technical requirements:

The project must meet Municipal State Aid, Watershed District, City of Edina and other regulatory minimum design standards.

<table>
<thead>
<tr>
<th>Other considerations:</th>
<th>In addition to public input, the staff recommendation to Council will also consider:</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Cost</td>
<td>o Cost</td>
</tr>
<tr>
<td>o Sustainability goals</td>
<td>o Sustainability goals</td>
</tr>
<tr>
<td>o Sidewalk plan</td>
<td>o Sidewalk plan</td>
</tr>
<tr>
<td>o Traffic impact</td>
<td>o Traffic impact</td>
</tr>
<tr>
<td>o Neighborhood needs</td>
<td>o Neighborhood needs</td>
</tr>
</tbody>
</table>

Out of scope elements:

Sanitary sewer and watermain are outside the scope of this process.

<table>
<thead>
<tr>
<th>Decisions already made:</th>
<th>o A bike facility will be included, although this could be combined with a pedestrian facility.</th>
</tr>
</thead>
<tbody>
<tr>
<td>o At least one sidewalk will be included and could be combined with a bike facility.</td>
<td>o At least one sidewalk will be included and could be combined with a bike facility.</td>
</tr>
</tbody>
</table>
# West 58th Street Public Engagement Recap

**Purpose**

<table>
<thead>
<tr>
<th>PRE</th>
<th>0. Plan/Inform Residents</th>
</tr>
</thead>
</table>

**Techniques**

- Feb: Open House
- Feb-Mar: Online Mapping

**Numbers**

- 3,038 postcards generated
- 45 attended (2/25)
- 30 contributed 319 pins

*The Plan*

---

**INITIAL CONCEPT CREATED USING RESIDENT INPUT**

<table>
<thead>
<tr>
<th>ROUND 1</th>
<th>2. Present and vet initial concept</th>
</tr>
</thead>
</table>

**Techniques**

- Apr: Small Group Discussions
- Apr: Online Forums

**Numbers**

- 51 interested
- 32 participated (4/4,8,15,18)
- 34 contributed
- 255 contributions

---

**CONCEPT REVISED USING RESIDENT INPUT**

<table>
<thead>
<tr>
<th>ROUND 2</th>
<th>3. Clarify among 3 alternatives</th>
</tr>
</thead>
</table>

**Techniques**

- May/Jun: 2 Online Surveys
- May: Input at Council Meeting
- Periodic meetings/interactions between Council & Residents

**Numbers**

- 175 responded
- 5 public comments
- **unknown**

---

**STAFF RECOMMENDATION TO COUNCIL USING RESIDENT INPUT**

<table>
<thead>
<tr>
<th>DECIDE (7/16/2019)</th>
<th>4. Approve design concept</th>
</tr>
</thead>
</table>

**X. Public input, revised concept**

- Dec: Survey
- Dec: Public Hearing
- 50 contributed
- 7 property owners spoke

**X. Final concept approval**

- Jan: Council Meeting

**X. Process Reflection & Debrief**

- Feb: Council Workshop

---

*Adjusted*

---

*The Council changed the concept and approved its version.*
Situations Discussion Sheet

The following is intended to help the Council move toward an Ethics Policy. Each of these situations occurs regularly in the work of Council and City staff. We will discuss our current response to each situation; what should it be; and what will it be going forward.

Reflection Questions:
- What is our goal in each situation?
- What principles and values should we apply?
- What specific scenarios in which each arises for the Council?
- What challenges and perceptions can result?
- What is our current response to the situation; what should it be; what will it be?

Situations

1. Working with Residents

We have already been exploring this in our pilot project discussion. How does that align with these guidelines?

The City Council’s overarching values for working with residents are:

- No public official shall grant any special consideration, treatment, or advantage to any resident beyond that which is available to every other resident.
- Respect confidentiality of personal information from residents.
- Honor our rules regarding public testimony and clearly communicate the rules to members of the public in attendance.

Addressing Concerns of Resident:
City staff is the first call for help for residents. We will refer residents who have concerns to the City Manager. If a resident has contacted the City Manager but is still not satisfied, we will discuss with the City Manager. We acknowledge if a resident receives conflicting information from different City Council Members or staff that is difficult for the resident and causes liability.

Meetings Called by Resident:

If issue already decided: 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 issue is before the City Council: 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.
- Make ourselves available to all parties on an equal basis, and we will not advocate for a certain point of view.
- Be circumspect about how we participate in the meeting, and we will not prejudge the issue before the Council has had a change to deliberate.

If issue is before the City Council and has planned engagement process: Engagement processes have specific plans agreed upon before the process begins. If we are asked to meet with a resident outside of the plan, we will:

- [PLACEHOLDER]

2. Working with Business Interests

The purpose of a City Council meeting is to discuss information needed to decide, review that information and decide. It is not feasible to conduct all business in a public meeting. Particularly around development, business interests might ask a member to meet outside of the City Council meeting to facilitate idea generation about proposals.

Protocol Option 1

- No meetings: Do not meet with business interests outside the City Council meeting.
Protocol Option 2

Meetings if no proposal yet

- If we meet with business interests outside the City Council meetings, it will be to give our personal opinion and not speak on behalf of the City Council. We will not contact other Council Members about that meeting in a violation of Open Meeting Law.
- Helps brainstorm personal ideas so not wasting time developing proposals individuals do not think are valid.

No meetings if submitted proposal

- If the business interest has a proposal pending before the City (application, Planning Commission hearing, Sketch Plan review, City Council agenda item) we will not meet.

3. Working with Staff

City Council Members promises City Staff that they will:

- Respect staff as valued resources and members of our team
- Support the maintenance of a positive and constructive workplace environment for City employees where individual members, City staff and the public are free to express their ideas and work to their full potential
- Provide direction to the City Manager as a body and not direct the work of individual staff.
- Encourage staff to focus on the big picture in reports
- Notify the City Manager in advance of a Council Meeting of questions or requests to pull agenda items from the consent agenda so the appropriate staff can compile the information needed. Information asked of the City Manager will be shared equally with all Council Members.

4. Working with Boards & Commissions

City Council Members promise Boards and Commissions that they will:

- View Boards and Commissions as vitally important resources to support our decision-making.
- Communicate effectively with Boards and Commissions to ensure they have the tools to do their work.
- Give clear direction as a body and take adequate time to review the result of their deliberations.
- Because of the value of the independent advice of boards, commissions, and task forces to the public decision-making process, members of Council shall refrain from using their position to influence unduly the deliberations or outcomes of board, commission, and task force proceedings.
- The expectation is that Council Members will not typically attend Board, Commission, Committee, Working Group or Task Force meetings.
  - However, under special circumstances, if we attend meetings, we will do so only as an observer and prior to attending we will notify the appropriate staff liaison.
  - Strive for good communication by reporting out to other Council Members.

Draft Policy & Value Statements Discussion Sheet

Discussion of these will be relatively brief on the 26th to allow sufficient time for the primary agenda items.

Reflection Questions:

- Did we get the tone/voice right?
- Is it the right level of detail? Does it have the right sections? (Is anything missing, or anything that doesn’t belong?)
- Does it do what you hoped it would?
- Is it something you can comfortably commit to?

Drafts for Discussion: Drafts will be provided in a separate document.

- Ethics Policy
- Values Statements (Community Engagement, Equity, Sustainability)
## Additional Resources

### Roles & Responsibilities:

<table>
<thead>
<tr>
<th>City Council</th>
<th>City Manager &amp; Staff</th>
<th>Advisory Boards, Commissions, Task Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Make policy-level decisions</td>
<td>• Provide best efforts and technical advice to Council</td>
<td>• Provide community perspective</td>
</tr>
<tr>
<td>• Hire &amp; supervise City Manager</td>
<td>• Manage operations &amp; staff</td>
<td>• Propose work plan items</td>
</tr>
<tr>
<td>• Approve</td>
<td>• Propose budget and policies</td>
<td>• Advise Council through Work Plan “Charges”</td>
</tr>
<tr>
<td>o Budget and related work plan</td>
<td>• Carry out Council decisions</td>
<td>• Hold hearings as directed by Council</td>
</tr>
<tr>
<td>o Ordinances and policy decisions</td>
<td>• Deliver services</td>
<td>• Assist as directed in work plan with engagement efforts</td>
</tr>
<tr>
<td>o Development proposals</td>
<td>• Equitably enforce codes &amp; policies</td>
<td></td>
</tr>
<tr>
<td>o Variances and rezoning requests</td>
<td>• Provide community perspective</td>
<td></td>
</tr>
<tr>
<td>• Appoint representatives to boards/commissions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Engagement Principles:

#### 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 participations

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

#### Trust
Above all is trust. Trust with the public is foundational to the City Council’s work.

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*These principles and values were presented to City Council on September 5, 2018. The Council signified trust should be the foundation with the remaining 4 principles. The principles and values will foster an engaged community built on trust by intentionally focusing on equity, diversity and inclusion.*
## Increasing Impact on the Decision

<table>
<thead>
<tr>
<th>Engagement Purpose</th>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Collaborate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Most Appropriate When</strong></td>
<td>To share information to build awareness and understanding</td>
<td>To listen, learn and have a dialogue with the community</td>
<td>To work directly with the community to develop alternatives, solutions and/or recommendations</td>
<td>To partner with the public to develop recommendations or solutions</td>
</tr>
<tr>
<td>A decision has been made and needs to be shared</td>
<td>When a new policy or project is still being shaped or under development and input and feedback is required</td>
<td>When the community’s ideas and concerns are needed and will be considered for the final outcome</td>
<td>When a program is being designed and implemented that requires public buy in and participation</td>
<td>When a program is being designed and implemented that requires buy in and participation</td>
</tr>
<tr>
<td>When input is not going to change the decision, but information needs to be shared with the community</td>
<td>When looking for expert advice from target stakeholder groups</td>
<td>Stakeholder expertise and actions form an integral part of the solution</td>
<td>Stakeholders expertise is required to find solutions</td>
<td>Stakeholders expertise is required to find solutions</td>
</tr>
<tr>
<td>To generate interest and later involvement</td>
<td>We will provide feedback on how input influenced the decision</td>
<td>Long-term commitment and sustainability are key considerations</td>
<td>The solution requires changes at the system level across various institutions and organizations</td>
<td>The solution requires changes at the system level across various institutions and organizations</td>
</tr>
</tbody>
</table>

| City’s Promise to the Community | We will educate, clarify and keep the public informed | We will listen to and keep the public informed; acknowledge concerns and address any impact to the public | We will work with the public to ensure input is understood and reflected in the options that are developed | We will work with the public for input in developing and forming solutions |
| We will work to ensure that concerns are reflected in the options we develop | We will provide feedback on how input influenced the decision | We will include the public’s input and advice into the final outcome to the maximum extent possible | We will work with the public to incorporate their advice and recommendations into the decision | We will work with the public to incorporate their advice and recommendations into the decision |

| City’s Action | To provide the public with clear information to help them understand a project, change, issue, potential solutions, decisions made and next steps | To obtain community input about options or decisions | To work directly with the community throughout the process, including developing options and identifying the preferred direction | To partner with the community in each aspect of the decision-making including development of alternatives and options as well as, identification of preferred options |

| Community’s Responsibility | Learn about projects and decisions made | Participate in opportunities to give input to the city | Partner with the City to share ideas and recommendations | Work jointly with the city on solutions |
| Make the final decision | Acknowledge input and make an effort to incorporate | Consider the public’s recommendations | In partnership with the community, make the final decision |

| Council’s Responsibility | Make the final decision | Make the final decision | Make the final decision | Make the final decision |

| Staff’s Responsibility | • Provide information • Report to the community | • Allow opportunities for the community to provide input • Report input to Council • Report back to the community | • Provide opportunities to influence decision making by sharing views and concerns • Report views and concerns to Council • Report back to the community | • Provide opportunities to influence decision making, sharing views, concerns and setting priorities together • Report views, concerns and priorities to Council • Report back to the community |

| Communication Style | City to community One-way | City to community, community to City | City to community, back to City and then to community Two-way and interactive | City to community, community to City and back and forth multiple times Iterative |

Page 9 of 10
Excerpted from Pedestrian and Bike Master Plan and Related Information

**Guiding Principles**
- Improve safety, perception of safety, and user comfort
- Develop facilities and address gaps
- Use an “All Ages and Abilities” approach to provide safe routes for all
- Networks provide the framework for improvement
- Connectivity for everyday uses and needs
- Connect to regional and local assets and destinations
- Evaluation is the foundation for continuous improvement
- A “tactical urbanism” approach supports experimentation and innovation
- A year-round approach
- A sustainable, resilient network

**Proposed Pedestrian Network**
- New shared-use path

**Proposed Bicycle Network**
- New separated / protected bicycle lane (long-term: shared-use path)

**Local 1% Annual Chance Flood**