

**Scott Chazdon**

Evaluation Specialist, University of Minnesota

**Susan Jakes**

Associate State Program Leader, CRD, NC State

**Mary Simon Leuci**

Assistant Dean, College of Agriculture Food and Natural Resources, U of Missouri

*CDS Annual Conference, Lexington, KY*

*July 22, 2015*

# **BUILDING THE CASE FOR ENGAGEMENT**

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# We'll Talk About...

- What we mean by engagement
  - Why engagement matters
  - A brief overview of the Engagement Toolbox
  - The “so what”
    - Long-term evaluation of community engagement
    - Ripple Effect Mapping as one possible tool
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# **WHAT DO WE MEAN BY ENGAGEMENT?**

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# Citizens are “engaged” when they play an effective role in:

- Community learning
- Relationship building
- Priority-setting
- Decision-making
- Implementation
- Evaluation



# Effective Engagement...

- Is sensitive to the community-context in both Strategies and Processes
  - Lets go of some of the traditional reins of power
  - Trusts that citizens, and partner organizations, agencies, or governments can and will effectively engage in the issues
  - Builds effective and genuine partnerships
-

# Community Development

## Paradigm Change in CD

### Modernization

#### Approach

- Problem focused
- Expert initiated
- One size fits all
- Solutions come from outside the community
- Focus on financial and built capital
- Importance of knowledge/expertise

### Post Modern/ Information Age

#### Approach

- Solution seeking
- Community-based
- Place specific applications that emerge from community discourse
- Focus on cultural, human and social capital
- Importance of knowledge management and learning systems

# Why strive for Effective Community Engagement?

It Offers Opportunities to...

- Create local networks
- Build social capital
- Unearth underlying concerns and values
- Increase trust in community organizations and local governance
- Builds from understanding of community history
- Leverage assets
- Reframe conflict and controversy



# Integrating and *Respecting* of All Knowledge Types

- Local knowledge
- Historical knowledge
- Managerial, legal and regulatory knowledge
- Institutional knowledge
- Scientific knowledge





# Critical Considerations

- What are your engagement goals?
    - Engagement according to whom and how? Organizers and the public may not always agree on what constitutes successful PP
  - What is the scale and authority of your issue or intention?
    - Who are your stakeholders? Who has authority? What is the breadth of their authority?
  - How do these things influence your engagement strategies, goals or processes – or likely success?
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# Alignment

*Effective engagement frequently requires both internal and community-based alignment of:*

- Goals and outcomes
  - Policies and procedures
  - Processes, expectations and strategies
-

# Trust Matters

- You can't have effective engagement without it!
- Is a critical element in long-term success and participation
- Fostering and building it doesn't just happen – it takes thoughtful and purposeful approaches
- We're in a volatile era of diminishing trust - everywhere



# Prioritize Clarity & Communication

- Be clear and open about the purposes of convening
- Communicate these goals in clear and unambiguous terms
- Anticipate the sources of the ‘messiness’ you hope work through
- Ensure integrity - set (and communicate) realistic goals for the process – and meet them



# iap2 public participation spectrum

developed by the international association for public participation



	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<b>PUBLIC PARTICIPATION GOAL</b>	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>PROMISE TO THE PUBLIC</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advise and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>EXAMPLE TOOLS</b>	<ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Websites</li> <li>• Open houses</li> </ul>	<ul style="list-style-type: none"> <li>• Public comment</li> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberate polling</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen Advisory committees</li> <li>• Consensus-building</li> <li>• Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen juries</li> <li>• Ballots</li> <li>• Delegated decisions</li> </ul>

# COMMUNITY ENGAGEMENT TOOLBOX

*Brief Overview*





Center for Economic and  
Community Development

Engagement Toolbox

About This Toolbox

Community Engagement -  
Overview

Establishing Your  
Engagement Goals

The Role and Importance of  
Building Trust

Facilitating Community  
Engagement

Planning Your Engagement  
Efforts

Framing and Issue  
Identification

Managing Conflict and  
Difficult Public Issues

Evaluating Engagement  
Efforts

Online Engagement and  
Opportunities

Contact Us

AgSci » AESE » Research » Centers » CECD » Engagement Toolbox



## Engagement Toolbox



Effective community engagement seeks to better engage the community to achieve long-term and sustainable outcomes, processes, relationships, discourse, and decision-making in a community-context sensitive environment.

Engagement is not generally driven by a 'model' so much as by a framework of guiding principles, strategies, and approaches. This framework is based on principles that respect the right of all community members to be informed, consulted, involved and empowered and employs a range of tools and strategies to ensure success. It also places a premium on fostering and enhancing trust as a critical element in long-term, sustainable engagement and effective governance.


The tools and resources provided here are intended to help you assess your engagement needs, plan for effective strategies and processes, as well as implement and monitor your engagement efforts.

- <http://aese.psu.edu/research/centers/cecd/engagement-toolbox/planning/worksheets/Engagement%20Plan%20Worksheet.rev5.20.pub.pdf>

# Worksheet website

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**EVALUATING ENGAGED  
PROGRAMS – OR ENGAGED  
EVALUATION?**

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**Engaged programming  
requires engaged  
evaluation!**

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# Formative and Summative Aspects

	Purpose	Key Characteristics
Formative Evaluation	Contributes to community engagement project or program management and development	Focused on the question: ‘What can we do better?’ <ul style="list-style-type: none"><li>• Examines the progress of community engagement against objectives and identifies unexpected barriers and outcomes.</li><li>• Is integrated into the community engagement program as part of a continuous improvement cycle</li></ul>
Summative Evaluation	Contributes to performance monitoring and reporting for agency/organization accountability	Focused on the question: ‘Was the activity successful?’ <ul style="list-style-type: none"><li>• Examines the achievement of objectives, in terms of both process and outcomes</li><li>• Used by government and organizations to report on achievements, increase accountability, track progress</li></ul>

- Inform
- Consult
- Involve
- Collaborate
- Empower



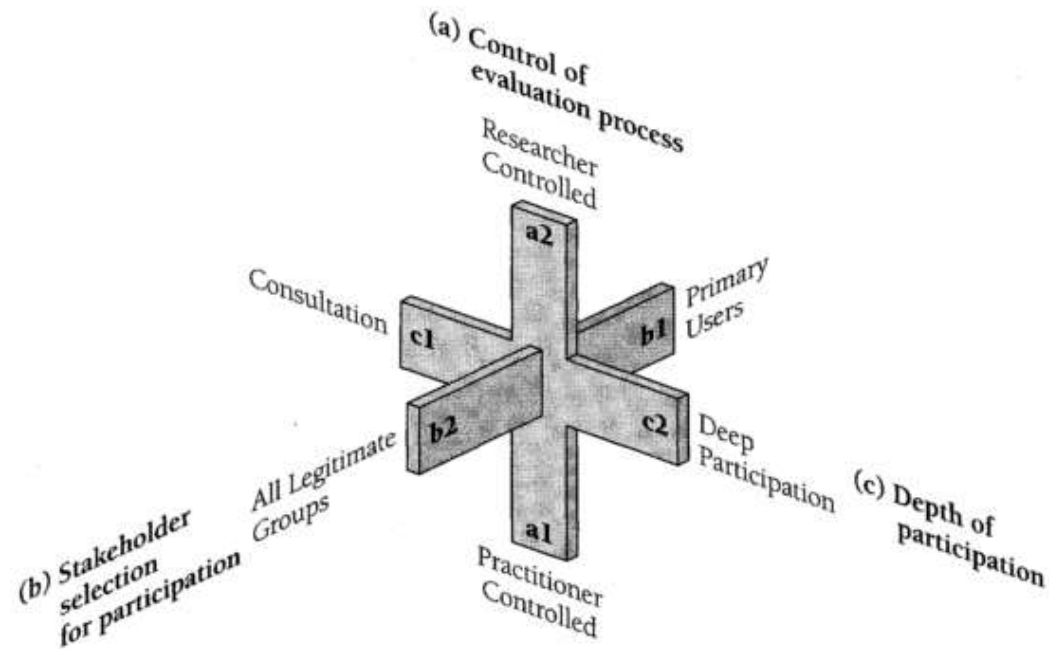
More engagement means more engaged evaluation methods needed

Process (formative) measures become as important as outcome (summative) measures

# Match evaluation to engagement level

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Figure 1.1. Dimensions of Form in Collaborative Inquiry



# Three dimensions in engaged evaluation

From: Cousins, J. B., & Whitmore, E. (1998). Framing participatory evaluation. *New directions for evaluation*, 1998(80), 5-23.

# One Tool: Ripple Effect Mapping

- Purpose – to better understand intended and unintended results of a program, intervention or collaborative for individuals, groups, sectors or communities.
- Can be post-program (more summative) or mid-program (more developmental)



# Direct vs. Indirect Impacts

- Collaboratives and high engagement programs often build social capital, but don't get credit for it.
- Strengthened social capital is a necessary precondition for other impacts.
- Ripple Effects may not be evident for months or even years.



# Mind Mapping – The Whole is Greater than the Sum of the Parts



For more on mind mapping, see Buzan, T. (2003). *The mind map book*. London: BBC Books.



# How Does it Work?

- Identify the intervention
- Schedule the event and invite participants
- Group mapping session held
- Follow-up interviews
- Cleaning, Coding, Analysis

# Ripple effect mapping

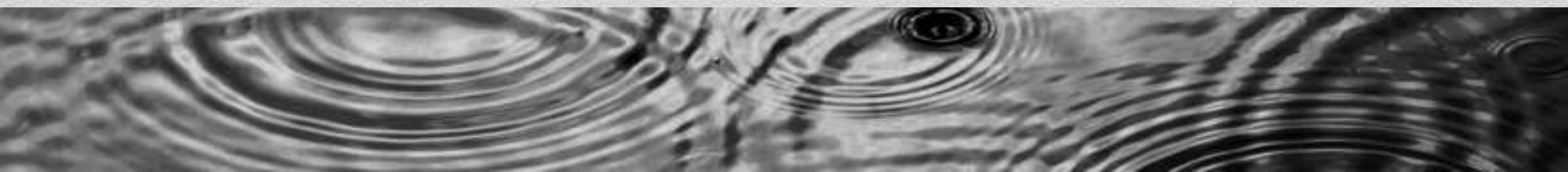
## Appreciative Inquiry interview

- Conducted among pairs of participants
- Examples of questions:

What is a highlight, achievement, or success you had based on your involvement in this project?

What unexpected things have happened as a result of your involvement in this project?

What connections with others – new and/or deepened – have you made as a result of this project? What have these connections led to?



# Chisago Lakes Area Tourism Development 2008 - 2013

Some always creating map of Swedish ring  
like rocks (Center City) - SHEP grant - Funded by DHHS  
Center City interested in developing one - Developed for Wyoming, North Branch & Lindstrom  
Same cover design used by Wyoming, North Branch & Lindstrom  
Picked highlights of history & major events - Created new brochure for Chicago Lakes Area  
Used same look for new area map  
Event holders get together to create map, not complete - Also created small booklet with information on larger events throughout the year

Walking Tour Brochures  
Tourists were getting 12-20 brochures  
Became actively involved in the St. Croix Regional Tourism Alliance

Enhanced marketing efforts

Held listening sessions in every community  
Working along St. Croix Watershed - Applying to become a National Heritage area  
Trying to come up with one key point to designate as national heritage area  
Increased list of attractors in the Visitor Guide published by the Chamber - Enhanced inventory of area amenities  
Only case on local business products - New brochure display area in Chamber  
Members of Lindstrom joined at Visitor's Corner - Provide Lindstrom souvenirs

Exterior paint - Exterior improvements  
Landscaping - Lots of signage for Chamber office  
Display area - Interior improvements  
Businesses - Interior improvements

Chamber now emails businesses the tour bus schedule to facilitate again focus for visitors  
Tour buses bring 30-40 Swedes and others to community  
Best Swedish headstones in local cemeteries & provide interpretation - Genealogy a huge draw for Swedish tourists  
Coffee at the Wagon Wheel - Sally Barrett, Eva Rydaker (Swedish Tour Guides)  
Restored floor of Swedish Crèche  
Per Andersson, Lindstrom & Nilsdotter statues installed Oct. 2013 along Hwy 8 next to divided section  
May funds to build - Mlle Gustafsson statue installed at library July 2013  
Swedes sponsored artists to paint - 30+ large chairs built in Ecumenical studios of art  
30 to 5-5 years ago - Sold at auction at end of year  
Ging to schools of the area - Fund raising events for school groups  
Wynahaven Wine and Cheese cruises - Joint events with other businesses

Developed / enhanced partnership events  
Taylor Falls boats  
National ice fishing contest started 2010 increased & organized by Fraxites  
Looking at focusing tourism on the lake - Things had come to a plateau  
January's "Celebration of Lakes" revitalized  
New tourism events

Husbandly capacity of community

## Captured Visitor Markets

## Built Upon Community Resources

## Strengthened Relationships

## Infrastructure changes

## Expanded lodging

## Trapper's sold

## Senior nursing home / independent living facility

## Quality school district

## Local Government

## Tourism Committees

Develop methods for attracting re-aligned Hwy 8 travelers to stop and shop  
Restructuring of Hwy 8  
Freeze Lake to Chicago  
Travelers used re-aligned Hwy 8  
Blue trail completed Chicago City & Lindstrom  
Downtown Lindstrom not visually appealing or coordinated  
Develop flower / planters for highway by Express  
After Hwy 8 one year of building need renovations  
Ranchwood Chapel & Dornen looked for weddings & reception in 2011 and almost all of 2012  
Adding a larger dock - 5 cabins restored by volunteer labor - Remaining 14 cabins available for groups to adapt to renovation  
Explore options to preserve 60 acre parcel on lake for public use (i.e. a park)  
Chicago City purchased Ojette, a former Campfire, Inc. facility  
University of Minnesota Extension did lodging study  
Construction started Summer, 2013 of Grandstay Hotel in Chicago City (no banquet facilities - yet)  
New owners will cater to innkeepers and ice-bike (motorcycle) riders  
Signage change increased business  
Children have been to be near parents - \$60 can contribute to Twin Cities for jobs  
Many seniors returning after living elsewhere due to Quality of Life, proximity to children  
Vitalour Wellness Center - membership open to ages 35+  
Art Studio added - open to the community - Classes offered in stained glass, woodworking, etc  
Going to state tournaments  
New looking many regional tournaments  
Other schools use facility  
Used by semi-pro football team Northern Fever  
Increased collaboration Lindstrom & Chicago City  
Working as a whole instead of separately  
City Administration work together effectively  
Become more involved in Chamber (Center City)  
Everyone working together helps cities  
Lindstrom started weekly updates to businesses in mid-2012  
Lindstrom started Business Breakfast twice / year where 30-60 attend  
Lindstrom lived marketing person during Hwy 8 road construction  
Trail system  
Signage  
Consistency / flow for branding  
County government prepared bike map  
Tourism Businesses & local government on committee  
Chamber emails businesses weekly on upcoming tour groups, etc following TAP  
Joint marketing of

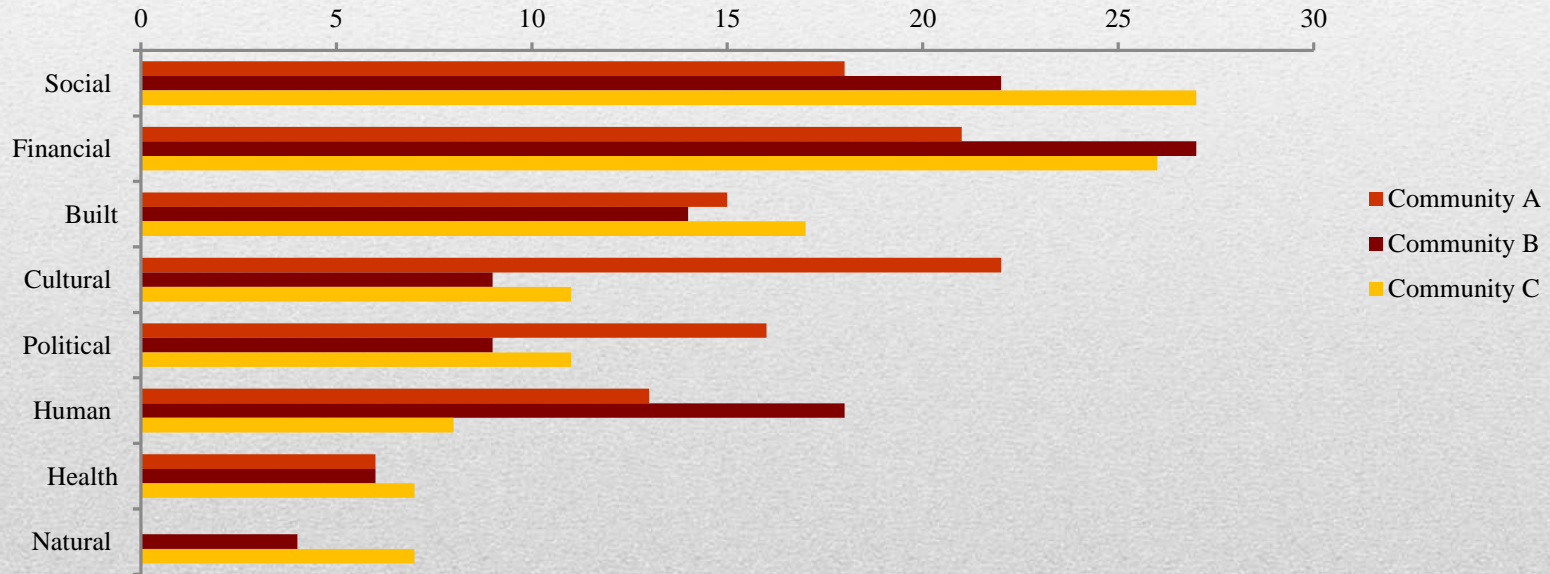
# Community Capitals Framework



(Emery and Flora, 2008)

# Summative Data: Effects by Capital

**Table 2: Comparison of coded effects across all three communities**  
(in percents, effects can be counted under more than once capital)



# ORID discussion process

COMMUNITY  
ACTION



DECISIONAL



INTERPRETIVE



REFLECTIVE



OBJECTIVE

- Walt Whitmer [wew2@psu.edu](mailto:wew2@psu.edu)
- Deb Tootle [dmtootle@iastate.edu](mailto:dmtootle@iastate.edu)
- Scott Chazdon [schazdon@umn.edu](mailto:schazdon@umn.edu)
- Susan Jakes [susan\\_jakes@ncsu.edu](mailto:susan_jakes@ncsu.edu)
- Mary Simon Leuci [LeuciM@missouri.edu](mailto:LeuciM@missouri.edu)

# Contact Information

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