

# **Public Engagement Strategy for Local Technical Assistance Program**

## **DRAFT – 6/6/11**

### **1. Introduction**

The Local Technical Assistance (LTA) program is meant to advance the implementation of GO TO 2040, the long-range comprehensive plan for the Chicago metropolitan area, by aligning local planning activities with the regional plan. Funded primarily through a Sustainable Communities Regional Planning grant from HUD, one of the major elements of the LTA program is an emphasis on outreach and public engagement that involves all groups within a community in the decision-making process.

The lead agency for the administration of the LTA program is the Chicago Metropolitan Agency for Planning (CMAP). CMAP is the comprehensive regional planning organization for the northeastern Illinois counties of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will. CMAP produced GO TO 2040, and is now seeking to align its activities and the activities of its partner organizations to support the implementation of this regional plan. While CMAP is the lead agency for the LTA program, the grant application was submitted by a broad consortium of government, nongovernmental, and philanthropic organizations across the region, and they will also play a strong role in the success of the program.

The intended result of the LTA program is a series of local planning projects across the Chicago region that are consistent with the principles of GO TO 2040. Through a process that involves competitive applications but is also need-based, local projects will be selected to receive assistance from the LTA program. These local projects will include comprehensive plans, zoning ordinance revisions, corridor plans or other subarea plans, topical plans covering housing or water or similar topics, and other projects of similar types. These projects will be advanced through a combination of staff assistance and grants, both by CMAP and other members of the consortium.

Outreach and engagement are particularly important to the success of the LTA program. Local planning projects require strong community support, both from leadership and residents of a community, to assure their successful implementation. The remainder of this document focuses on the outreach strategy for the LTA program.

#### **Purpose and contents of this document**

The purpose of this document is to provide an overall framework for how CMAP and its partners will ensure that broad-based public participation is central to the LTA program. It expresses CMAP's commitment to support early and continuing involvement of the public in LTA activities by providing complete information, timely public notice, and full public access to key decisions, with particular emphasis on engaging underrepresented groups in the process.

This document begins by describing CMAP's philosophy concerning public engagement for its general activities as well as for the LTA program in particular. The expected roles of the members of the regional consortium are described, including both their contributions to public engagement activities on specific projects and their overall participation in the LTA program. This document describes standard public engagement approaches to LTA projects, with a sample project included to illustrate how the standard approach would be implemented in a particular community.

## 2. Principles and philosophy of public engagement

### CMAP's Public Participation Plan

In 2007, CMAP adopted a [Public Participation Plan](#) (PPP) that broadly discusses how public participation should be incorporated into regional planning efforts. The PPP lays out the following principles to be used in all of CMAP's public engagement efforts:

- The public should have input in decisions about actions that affect their lives.
- Public participation includes the promise that the public's contribution will be considered in the decision-making process.
- The public participation process communicates the interests and considers the needs of all participants.
- The public participation process seeks out and facilitates involvement of those potentially affected by local and regional plans.
- The public participation process provides participants with the information they need to participate in a meaningful way.
- The public participation process communicates to participants how their input influenced the decision.

The PPP identifies three important areas of public engagement, including outreach (identifying and providing notice of participation opportunities); engagement (involving participants in the planning process); and sustainability (maintaining relationships with participants to continue their interest in participating). The main purpose of the PPP is to identify and describe potential methods for use in each of these areas, but it does not go into detail on which methods are more suitable for which types of projects. Therefore, while the PPP is useful for overall ideas for public engagement covering all of CMAP's activities, a more specific approach is needed for the LTA program.

### Public engagement needs of the LTA program

One of the key elements of the regional consortium's Sustainable Communities Regional Planning grant proposal was the use of broad-based public involvement in the local projects pursued through the LTA program. The application placed particular importance on involving groups and communities in the planning process who were traditionally underrepresented – including low-income persons, minorities, residents of public housing, non-English speaking persons, and persons with disabilities.

The following language is quoted from the grant application describing the proposed approach to public engagement in the LTA program:

“Involving traditionally underrepresented groups and communities in the planning process is a major goal of the consortium, and will be accomplished in several main ways. First, the project development and selection process for the LTA program will lead to the engagement of traditionally underrepresented groups. An important element of the consortium's proposal is providing technical assistance to communities that need it most. Specific criteria will be developed for project selection, and will seek to select projects that build capacity and include underrepresented communities. The Trust will take a leadership role in ensuring that the needs of these groups are addressed in criteria development or project selection. This will occur through their participation in the consortium's committee structure, and if necessary, more

extensive involvement of community-based groups in reviewing criteria and project selection processes.

“Second, the local projects will be conducted in a way that is fully inclusive. Specific activities will vary based on local project characteristics, but all projects will be designed to be inclusive through local participatory planning processes. The consortium includes members that can reach diverse organizations and bring in underrepresented groups, such as:

- Consortium members like CMAP, Housing Action Illinois, LISC, the Trust and others have extensive contacts among community-based organizations that represent diverse groups, and one of their responsibilities is to bring community-based organizations to the table in local projects.
- Nontraditional partners such as Arts Alliance Illinois and The Field Museum have experience with groups that otherwise might not participate in planning processes, and are expected to make unique and valuable contributions to expand involvement.
- Philanthropic groups such as the Trust and the MacArthur Foundation have supported many of the region’s community-based organizations and can be valuable in involving them in either a financial or non-financial role.
- Each local project will affirmatively address fair housing, with assessments conducted in conjunction with CAFHA; some of the resources received through this application will be specifically devoted to conducting fair housing assessments.
- Involvement of the private sector is important, and CMAP will reach out to employers through its extensive network of economic development stakeholders, with the participation of MPC and DCEO. Workforce stakeholders will also be involved through the leadership of CJC.

“Finally, the process of developing *GO TO 2040* surfaced a number of useful techniques to involve underrepresented groups. One of the most important “lessons learned” has been that involving community-based organizations in outreach, as conveners of their residents and stakeholders, is absolutely critical. In 2008, during an early stage in the planning process, potential underrepresentation of minority, low-income, and disabled groups became a concern. In response, CMAP created a grant program that provided small grants to community-based organizations to partner with CMAP on outreach. These grants covered their costs of holding, publicizing, and helping to facilitate meetings with their stakeholders. This was successful, and provides a model for the involvement of community-based organizations in the local projects; this application includes funding specifically for this purpose.”

The consortium’s grant application included a robust approach to public engagement for several reasons. First, to succeed in implementing local planning projects, community buy-in is necessary. The support of local leaders, residents, businesses, and other groups for a project is best achieved through an active public engagement process in which participants are fully informed and involved in the decision-making process. Second, involvement of disadvantaged groups is a high priority of HUD, the agency funding the LTA program; a strong public engagement program is necessary to be consistent with HUD’s standards. And finally, the organizations involved in the consortium include many that can contribute innovative and effective approaches to public engagement. This provides an opportunity to develop positive examples or “best practices” for public engagement for many of the local projects pursued through the LTA program.

Because of the focus of the LTA program on involving underrepresented groups, several broad principles beyond those in the PPP have been identified. These will guide each local project taken on through the LTA program, and include the following:

- Each local project should specifically identify targets for public engagement, with particular attention to traditionally underrepresented groups, including but not limited to low-income residents, racial or ethnic minorities, residents of public housing, non-English speaking residents, residents with disabilities, and elderly and young residents. For each local project, a specific strategy should be developed for how each targeted group will be involved within the project.
- Local community-based organizations should be involved in the public engagement process as much as possible. In some communities, these organizations have a great ability to reach residents and productively involve them. The involvement of community-based organizations should be supported by grant funding, either from the Sustainable Communities Regional Planning grant (which set aside a small amount of funding for this purpose) or from philanthropic partners.
- Participants should be engaged early in the planning process for each local project. A significant outreach effort will be made at the outset of each project to inform the community at large, and targeted groups in particular, about opportunities for involvement in the project. The philosophy behind this approach is that continued engagement throughout the planning process is more valuable than requesting comment after key decisions have already been made.
- Through its work on each local project, CMAP and other consortium members will assess the impact of the project on disadvantaged groups within the community. This will be a largely qualitative assessment but in some cases may include quantitative components. An example of such an assessment is whether a new transit-oriented development proposal may result in displacement of existing affordable housing; or whether a new downtown plan for a community provides adequate accessibility for limited-mobility residents.
- The public engagement activities for local projects should not try to avoid difficult discussions. The Chicago region is tremendously diverse, and agreement on local project recommendations or even vision should not be assumed. It is a certainty that there will be conflicts related to some of the local projects, and it is most productive to identify these upfront and seek to address them through the planning process rather than avoiding them.
- Partner organizations, including consortium members, should be invited to be involved in local projects to the extent possible. The following section of this document describes the role of consortium members in public engagement in further detail.

### **3. Roles of consortium members in public engagement**

The Chicago region formed a broad-based and diverse consortium of organizations to respond to the Sustainable Communities Regional Planning grant opportunity. The membership of the consortium represents the complexity of the region, which is made up of seven counties and 284 municipalities, and has the most local governments of any metropolitan area in the nation. It also has a long tradition of active involvement by civic, philanthropic, and specialized nonprofit organizations, which are represented in the consortium. A full list of consortium members can be found in **an appendix**.

The breadth of knowledge, capacity, and expertise among the consortium members is enormous. The consortium represents local and county governments, as well as regional and state agencies. Nongovernmental consortium members include regional civic organizations as well as many groups specializing in particular areas, such as fair housing, energy, local food, arts and culture, and workforce development. Philanthropic organizations are also an important part of the Chicago region's consortium. Many have connections with community-based organizations as well as considerable in-house expertise on matters of livability.

The consortium has a particular strength in conducting outreach to groups who are traditionally underrepresented in regional planning, including low-income persons, residents of public housing, minorities, non-English speaking persons, and persons with disabilities. In the following sections, the responsibilities of different consortium members for public engagement are described, with specific descriptions of the roles of CMAP and the Chicago Community Trust.

#### **Role of CMAP in public engagement**

As the lead agency for the LTA program, CMAP has significant responsibility to manage and coordinate the overall program and its local projects. Most local projects will feature CMAP as the project manager; some will be led by partners and include a supporting role by CMAP. Similarly, CMAP will lead the public engagement activities for most local projects. For most projects, with participation from other partners (most notably the Trust), CMAP will be responsible for developing the initial project-specific outreach strategy, coordinating other partners, identifying the points within the project when public engagement is most important, and tracking participation.

CMAP has substantial experience in public engagement, and managed an extensive engagement campaign as part of the GO TO 2040 plan (described in a [detailed website](#)). The engagement process involved many methods including public meetings, informative and interactive websites, extensive work with stakeholder groups, and interactive kiosks in high-traffic locations, among others. A significant effort was made to include underrepresented groups in the development of GO TO 2040. As an example, during the plan's goal-setting stage in spring 2008, CMAP created a funding program to provide small grants to 10 community-based organizations to cover their costs of holding, publicizing, and helping to facilitate meetings with their stakeholders to gain their input on the plan's goals. This program successfully reached minority, low-income, and disabled residents, and provides a model to be further used for the LTA program.

CMAP's work on public engagement is supported by a staff of five full-time outreach specialists, all of whom have extensive experience in outreach to different groups who will be targets of the LTA program's public engagement efforts. Three of these outreach specialists were hired specifically to

support the LTA program, and the other two will contribute to some LTA projects but also are responsible for the communication of GO TO 2040 more broadly. The outreach specialists will take leadership roles in successfully incorporating public engagement activities within local projects pursued through the LTA program. For each local project, once outreach specialist will be assigned.

### **Role of the Chicago Community Trust in public engagement**

A particularly strong role in public engagement will be taken by the Chicago Community Trust, which has an extensive history of supporting underrepresented communities. The Trust will help CMAP include and engage disadvantaged groups in the LTA through coordination, support and monitoring of their inclusion and engagement. The Trust may also recommend additional actions to solicit these groups' involvement if needed.

*More concerning Trust role to be added here.*

### **Role of other consortium members in public engagement**

Other consortium members will also have significant roles in public engagement, within the overall coordination roles of CMAP and the Trust. Among the nonprofit members of the consortium are many that have experience in outreach, including a number of nontraditional members that can take innovative approaches to including a broad range of groups. Some of the most relevant nonprofit consortium members (though by no means all relevant organizations) include:

- Arts Alliance Illinois is the statewide organization positioning and advancing the value of the arts and arts education. Its strategies include research and information, policy analysis, advocacy and lobbying, cross-sector alliances, and communications. The Alliance will ensure and lead the engagement of arts and culture stakeholders in local planning and implementation initiatives, and could play a role in using the arts to engage residents who otherwise would not be interested in local planning projects.
- The Center for Neighborhood Technology (CNT) is a non-profit organization with expertise in climate, energy, natural resources, transportation, and community development, and has extensive experience in promoting livable and sustainable urban communities. CNT will contribute their staff's analytical and data expertise to the LTA program; CNT also has extensive experience in outreach to disadvantaged communities and has developed innovative methods to communicate planning concepts to the public.
- The Field Museum's Environment, Culture, and Conservation (ECCo) division focuses on both environmental conservation and community involvement based on anthropological research. ECCo will be involved in developing innovative approaches to reach groups traditionally underrepresented in planning processes and facilitate cross-sector integration of initiatives for sustainability.
- The Local Initiatives Support Corporation (LISC) is a national organization that works to transform distressed neighborhoods into healthy and sustainable communities. Some local projects will seek to build on LISC's nationally-recognized New Communities Program (which has resulted in comprehensive quality-of-life plans in 16 Chicago communities) or use similar techniques in other communities. LISC has extensive connections to community-based organizations, and can be used to engage these groups in local planning projects.
- The Metropolitan Planning Council (MPC) is dedicated to sharing a more sustainable and prosperous region by developing, promoting, and implementing solutions for sound regional growth. MPC will be broadly involved in many elements of the LTA program; of most relevance

for this document is their extensive experience in public engagement using tools like the Corridor Development Initiative, which engages residents in discussing development alternatives.

- Beyond the regional nonprofit organizations listed above, community-based organizations will also be involved in local projects that affect the areas that they represent. These will be identified project-by-project.

Among the regional and community-based nonprofit organizations, some have sufficient capacity and can provide support to the LTA program using existing resources, and others will require funding before they can take on a significant role. The Sustainable Communities Regional Planning grant received by the regional consortium includes approximately \$400,000 in funding for small grants to accompany CMAP staff assistance. Among other activities, this funding can be used for grants to regional nonprofit or community-based organizations to support their participation in public engagement for local projects. However, there are many competing demands for this funding, and by itself this source will not be sufficient to meet all of the opportunities to involve consortium members and community-based organizations in local projects; additional public or private funding will need to be identified for this purpose.

The regional consortium included a number of philanthropic organizations as members. The role of the Chicago Community Trust, a major partner of CMAP in the LTA program, has already been discussed; other philanthropic organizations may be able to play similar roles. Many philanthropic organizations have strong existing relationships with the nonprofit consortium members and community-based organizations that are targeted to be engaged in local projects. In general, philanthropic organizations have expertise in the involvement of underrepresented groups that can prove useful in bringing them into local projects. Further, the philanthropic organizations that are members of the consortium have been asked to consider aligning their grantmaking with the LTA program and GO TO 2040 in general; funding the involvement of community-based organizations in local projects is a particularly relevant and useful way to contribute.

Finally, a major role must be played by local governments in conducting a successful public engagement process. Most local projects are sponsored by local governments – municipalities, counties, or Councils of Governments – and this brings a responsibility to support an inclusive public engagement process. While most public engagement processes will be led by CMAP with the support of other consortium members, a supportive and receptive attitude by local governments will be necessary for the results of public engagement to be incorporated into decision-making. As a precondition of participation in the LTA program, representatives of each project sponsor agreed to support an inclusive public engagement process during initial discussions with CMAP.

Many local governments go far beyond the basic standard of supporting public engagement, and are already quite inclusive in their decision-making. In these cases, the development of the project-specific public engagement strategy will feature a strong role by the local government, and they may take responsibility for specific actions. In other cases where the local government has less experience in involving their residents in an inclusive way, most work on public engagement will be done by the CMAP outreach staff and participating nonprofits and community-based organizations.

### **Methods to involve consortium partners**

Consortium partners will be involved in public engagement in two major ways: involvement in the overall LTA program through CMAP's organizational structure; and involvement in specific local projects. The organizational structure of CMAP includes many committees in a tiered system, and is broadly open to membership by government, nongovernmental, philanthropic, and private sector organizations. A description of the full organizational structure of CMAP as it relates to the LTA program can be found in **an appendix** to this document.

On the issue of public engagement, the Human and Community Development working committee – one of six working committees that are the base of CMAP's committee structure – has taken a leadership role. The committee is co-chaired by the Trust, staffed by CMAP, and has representation from most of the nonprofit consortium members listed previously as particularly relevant to public engagement activities. This committee is expected to serve as a forum for discussions of public engagement, with extensive involvement from the nonprofit consortium members who make up the committee's membership. The Trust represents this committee on the Local Coordinating Committee, a subcommittee of the CMAP Board which has the primary responsibility of overseeing the LTA program.

Consortium members will also be heavily involved in public engagement activities for many of the local projects pursued through the LTA program. This is described further in the following section.



## 4. Standard approaches to public engagement in local projects

Every local project pursued through the LTA program will include a public engagement process. The general philosophy for public engagement was laid out in section 2 of this document, and included principles related to targeting underrepresented groups, involving community-based organizations and consortium members, assessment of project impacts, and recognition that public engagement may sometimes be a difficult and contentious process.

It should be recognized that the level of public engagement will vary between projects. For example, a new comprehensive plan for a community is an opportunity for extensive public engagement in developing a vision and prioritizing recommendations. On the other hand, a zoning revision that implements a newly-adopted comprehensive plan will not typically require such a detailed process. While engagement of affected residents and businesses is always necessary, a full public visioning process for this type of project (provided it accurately translates the comprehensive plan into regulatory language) is not appropriate.

Each project is unique, and requires a customized approach that incorporates the principles laid out in this document but also reflects local conditions. For each local project, regardless of size or focus, a project-specific approach to public engagement will be prepared. The remainder of this section describes in more detail how public engagement will be planned, conducted, and reported for each local project. It is divided into three sections, based on chronology:

- Before the project starts, preparation of a project outreach strategy
- During the project, implementation and continual refinement of the strategy
- After the project, reporting and building local capacity for the project sponsor

### **Before: preparation of a project outreach strategy**

A “project outreach strategy” (PROUST) is a document that describes the goals, strategies, and some specific activities for the public engagement aspects of local projects. While there are common elements between different PROUSTs, each one is a project-specific document, used for a single project in a specific community. Its purpose is to lay out public engagement activities that are consistent with the overall LTA program public engagement principles and are also specific to the needs of the local project and the community where it is based. The PROUST is designed to integrate with the overall project management plan for each project, which is a detailed project scope and schedule of activities that also details project deliverables.

The PROUST is primarily designed for the use of CMAP and other partners who are heavily involved in the public engagement process, including the local project sponsor. It also may be shared publicly, although CMAP and its partners may want to simplify the document – which will be fairly complex for larger projects or those with multiple partners involved – for presentation to the public and decision-makers. Each local project will have one CMAP outreach specialist assigned to it, and this outreach specialist has the responsibility to prepare the PROUST.

PROUSTs will vary considerably by project but will be consistently organized. They will begin with a brief introduction to the LTA program and the purpose of the document, including emphasizing the importance of an inclusive engagement process that reaches underrepresented groups. Each PROUST will then discuss the targets of public engagement for the local project. This will include identification of

the particular underrepresented or hard-to-reach groups (including lower-income residents, racial and ethnic minorities, residents with limited English proficiency, disabled or elderly residents, and many others) that are particular targets in this community, based on research conducted by CMAP and discussions with the project sponsor. This section is meant to identify the specific opportunities and challenges related to public engagement in this community for this project. Following this, the majority of the document is a chronological description of activities to be done at different times.

First, Phase 1 – the project initiation phase – will be similar for each project. While Phase 1 is included within the PROUST, it will typically be done before the PROUST is actually complete, as it informs the remainder of the contents. Activities involved in completing Phase 1 of the PROUST include:

- CMAP’s outreach specialist will begin by interviewing the primary local lead from the project sponsor. Staff will gather information on prior outreach methods and strategies the community has employed. This information will allow the outreach team to understand what the perceived barriers and successes have been to public involvement in the past. From this common ground, the outreach specialist will begin to develop the specific strategies that will best meet the needs of the community and that will complement the project goals.
- In addition to the interview, CMAP’s outreach staff will assess the community and identify active local community-based organizations and other key stakeholders. With the help of the initial interview and this research, outreach staff will begin to develop lists of who needs to be reached, what their stake in the project is, and notes on how best to contact them.
- The project initiation phase also involves identifying partners to include, such as consortium partners, community-based organizations, and others. Some potential local partners will be identified through interviews with the project sponsor, but others will be identified through discussions with regional nonprofits and philanthropic organizations who have previously worked in the community.
- CMAP’s outreach staff will also prepare a “community infrastructure summary” meant to inform the PROUST. This will include analysis of demographic information to identify concentrations of low-income, minority, or other groups; a brief history of the community’s formation and development trends; and a list of major institutions and assets that may be relevant for public engagement purposes.
- Once the above activities are complete, CMAP’s outreach staff will have collected the basic information needed to prepare a PROUST that effectively addresses the specific public engagement needs for this community and project.

Later phases will vary by project, but will often include an introductory community outreach effort, vision development, and review of products at various stages in their completion. The CMAP outreach specialist and other organizations participating in the public engagement effort will work with the project manager to identify the most effective opportunities for engagement in the project and the most useful techniques to use at each stage. Engagement tasks are expected to broadly include activities such as:

- Presentations to municipal boards, commissions, or committees (on GO TO 2040 or other topics)
- Public workshops in a variety of formats (open houses, formal public hearings, visioning sessions, charrettes, others)
- Workshops and other meetings focused on targeted groups
- Key stakeholder interviews / focus groups
- Use of online interactive tools

- Outreach and presentations on interim products and draft documents
- Communication on final products
- Stakeholder building for plan implementation

### **During: implementation and refinement of the outreach strategy**

Once the PROUST is complete, it will be used to guide public engagement activities throughout the project. The PROUST will be a working document that will grow throughout the project as CMAP and its partners expand their understanding of the community and as more details concerning specific activities become clear. Some general standards concerning how the PROUST will be used and modified as the project progresses include:

- The PROUST is one component of a larger scope of work and detailed schedule that also includes analysis, writing, review, and other activities. The PROUST must remain aligned with the overall scope. Public engagement can contribute to project outcomes only when it occurs at the right time in the project and in conjunction with other activities, such as preparation and refinement of the community's vision for its future, or the development of recommendations. This requires constant communication between the project manager and outreach specialist, in addition to other contributing partners. This must be a two-way process – sometimes the PROUST will need to be adjusted to accommodate unexpected occurrences in the overall project schedule, and sometimes the overall scope of work and schedule for a project will need to be adjusted based on public engagement needs.
- The PROUST should be seen as the blueprint for public engagement work, and be treated as an important guidance document. Deviation from the PROUST should not occur casually, but will sometimes be necessary. The PROUST will be modified as the project progresses based on new information, successes or failures of certain approaches, changes to the overall project schedule, and other reasons. Throughout the project process, CMAP and its partners should assess and fix shortcomings in the PROUST; for example, if important target groups were missed in the initial PROUST, they can be added partway through the process. Periodic assessments of the PROUST and opportunities for revisions should be part of every local project.
- The PROUST should also be used to track achievements and progress during the project, including attendance at meetings, participation in online engagement opportunities, local organizations engaged in the planning process, key project implementers identified, and others. As the project progresses and results from engagement activities can be reported on, this should be done within the PROUST. This will allow the PROUST to serve as a reporting mechanism for CMAP and its partners, giving it usefulness after the project is complete.

### **After: reporting and building local capacity**

Among the purposes of the Sustainable Communities Regional Planning grant is building capacity within communities covered by the LTA program. From a public engagement perspective, this means that the local projects should build the capacity of project sponsors to do similar work themselves in the future. Documentation of the public engagement process will be transmitted to project sponsors near the end of each project, consisting of a detailed record of all of the steps along the way rather than simply a high-level overview of results. The documentation will be accompanied by one or more meetings with CMAP's outreach specialists to ensure that there is local understanding of the process employed at each stage.

Each local project is expected to include implementation steps within the project deliverables, and this is a major focus of the LTA program. Throughout the public engagement efforts, CMAP's outreach specialists will identify community members, organizations, and partners who have a stake in ensuring the planning process is implemented. Most if not all projects will require "project champions" to advance them, and the public engagement process should be able to identify individuals or groups to fill this role. The public engagement process may have built relationships between CMAP and key individuals and groups; to the extent possible, CMAP will seek to "hand off" these relationships to the project sponsor. It will be through these relationships that the local project will move from recommendations to action and implementation.

*A section here on reporting and evaluation is also needed. This has not yet been developed. CMAP would like to ask for the assistance of its partners in developing appropriate and readily measurable standards for measuring the success of public engagement efforts.*

## **5. Sample project outreach strategy**

Contained below is a draft of the PROUST for one of the ongoing LTA projects, involving the creation of a sustainability plan for the Village of Park Forest. This is meant to serve as an example of the format and contents of a PROUST, but as previously noted, these documents will vary considerable by project type and community needs.

<< insert Park Forest example here >>