

THE PLUM CATALYST

FUTURE MOBILITY
CONNECTED COMMUNITIES

+



goMARTI





Tammy Meehan Russell, MBA/MIM President & Chief Catalyst

THE
PLUM
CATALYST

A CATALYST FOR CHANGE IN NEW MOBILITY AND SMART COMMUNITIES

Innovator | Connector | Tech Geek | Strategist | Servant Leader | Equity Advocate

Select Professional Experience



GLOBAL BUSINESS DEVELOPMENT LEADER, 3M CONNECTED VEHICLES
GLOBAL ECOSYSTEM MANAGER, 3M CONNECTED ROADS
2012 – 2019



CO-CHAIR MN CAV INNOVATION ALLIANCE, WORKFORCE COMMITTEE
CO-CHAIR TX CAV TASK FORCE, WORKFORCE & ECONOMIC DEVELOPMENT COMMITTEE
September 2019 – present

Memberships

- Consumer Tech Association
- Society of Automotive Engineers (SAE)
- Intelligent Transportation Systems (ITS) America and Minnesota and California chapter



Certifications

- Certified Scrummaster and Product Owner by Scrum Alliance
- Certified New Product Development Professional by PDMA
- LEAN Stack Coach and Opportunity Thinking Coach



Education

UNIVERSITY OF ST. THOMAS, ST. PAUL,
MINNESOTA

**Master of Business Administration in International
Management, Spanish Language**
Focus: opportunity thinking

UNIVERSITY OF MINNESOTA, TWIN CITIES
AND DULUTH, MINNESOTA

**Bachelor of Arts in Spanish and Business Management,
Math Minor**
Study abroad Seville, Spain



Justin Johnson

Director of Technology

Blending Technical Expertise with Strategic Business Development and Communication

A big picture thinker with a 20 year prolific invention history in R&D for Fortune 100 companies. He is equally equipped to facilitate front end innovation efforts as he is lead a panel discussion at a conference, and has presented globally at CAV and infrastructure related conferences.

SELECT PROFESSIONAL EXPERIENCE



OmniAir Director : Board of Directors
2017 – 2021

R&D Leader | Product Owner
3M Corporate R&D Labs
2004– 2022



SAE Connected Vehicle Tech. Committees
Voting Member
2015– Present

EDUCATION

UNIVERSITY OF MINNESOTA -
INSTITUTE OF TECHNOLOGY -
Honors Program

BS Electrical Engineering - Honors
Minor - Mathematics, Management

ADDITIONAL INFORMATION

Certified Scrum Master, Scrum Inc.
Certified Scrum Product Owner, Scrum Inc.

28 Patents Granted or Pending

Professional Memberships: IEEE APS, ITS America, SAE,
Boy Scout : Eagle Scout



Agenda

- The PLUM Catalyst intro
- goMARTI project summary
 - Goals
 - Stats and figures
 - Lessons learned so far
- Next steps



About Us

We are a catalyst for change; connecting the new transportation & mobility technology providers with government initiatives. We like to inspire the most valuable ideas and energize teams to make big changes.

We collaborate. We communicate. We lead and implement innovative solutions while bringing out-of-the box thinking in this ever-changing marketplace.

Oh, and we have a lot of fun doing it.



the PLUM approach

Providing the Passion, Learning, Understanding, and Mobilization



Passion

Brings the *passion*, empathy and energy to help you with this change!

Learning

Landscapes the trends and systems. Studies, experiences, and provides you the latest info on tech and cities

Understanding

Helps you envision and *understand* your path to a better future of transportation mobility

Mobilizing

Deepens the community's engagement and trust in the new mobility options. Builds the public/private partnerships to *mobilize* the latest technologies

We focus on advancing research and deployment of the emerging transportation technologies that: save lives, improve mobility, promote sustainability, and grow our future workforce



THE PLUM CATALYST

the future starts today



Connected &
Automated Vehicles

& Digital
Infrastructure



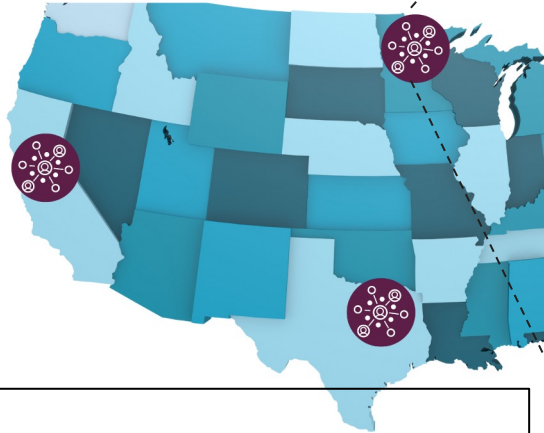
EV Charging



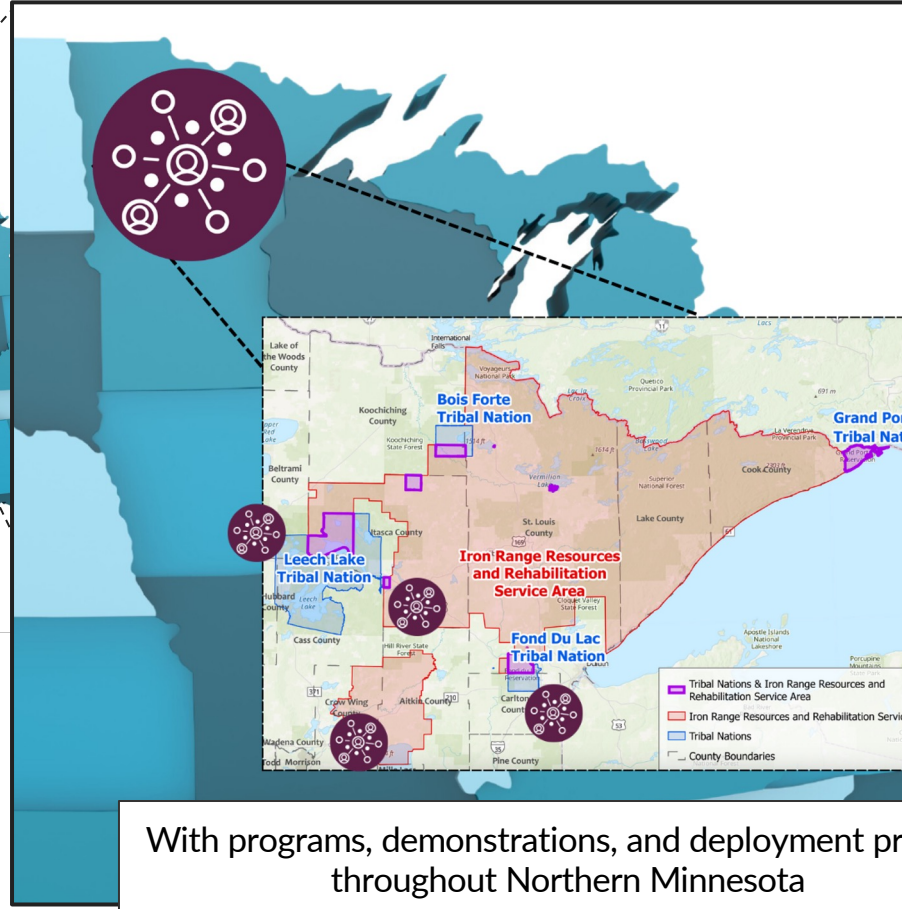
Transit Tech



Workforce
Development



Offering PLUM services to academia,
private sector tech companies,
and our public sector partners in
Minnesota, Texas, California



With programs, demonstrations, and deployment projects
throughout Northern Minnesota





THE PLUM CATALYST

the future starts today

Trend Watch

Tech | Policies | Funding

New Program Planning

Future Proofing | Partnerships | Grant Writing

Innovation Coaching

Social | Civic | Disruptive

Community Development

Workforce Strategy | Career Pathways | Startups

Engagement

Community | Students



Connected & Automated
Vehicles
& Digital Infrastructure



Workforce
Development



EV Charging



Transit Transit

Meet goMARTI

Minnesota's Autonomous Rural Transit Initiative

Autonomous vehicle pilot program that is operational in rural Grand Rapids, Minnesota.

Tammy Meehan Russell, The PLUM Catalyst
goMARTI Project Manager

Justin Johnson, The PLUM Catalyst
goMARTI Deputy Project Manager

Project Partners

AGENCY PARTNERS



PRIVATE SECTOR PARTNERS



NON-PROFIT PARTNERS



ACADEMIC AND RESEARCH PARTNERS



Project Snapshot

goMARTI.com

Minnesota's Autonomous Rural Transit Initiative



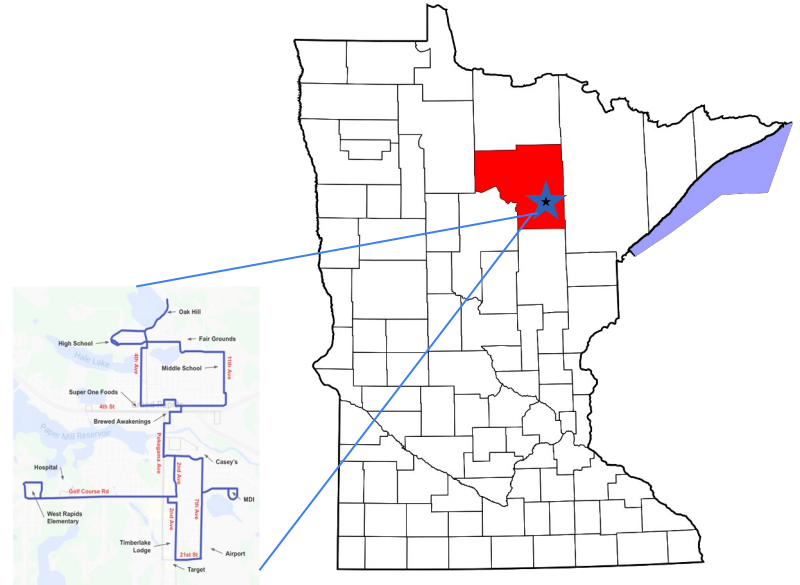
- 18 months of shuttle operations (through March 2024)
- 5 shuttles operating in 16.5-mile area
- Shuttles are requested on demand through the May Mobility app or by calling the First Call 211 service
- Approximately 70 stops programmed around the pilot zone
- 3 shuttles are wheelchair accessible
- Autonomous Vehicle Operator onboard and always engaged
- Rides are free during the pilot
- First rural large-scale launch of a public autonomous shuttle pilot



goMARTI Pilot Zone



- Grand Rapids is in Itasca County (45,180 ppl)
- City Population is 11,280
- Age 65+ is 24.6%
- Minority population 4.3%
- Household income \$48,247
- Persons in poverty 18.2%



goMARTI's pilot zone:
5 shuttles in 16.5 mile area of Grand Rapids



Project Goals



Advance and inform the technology
in rural and winter conditions



Engage with the local community and build
trust in self-driving shuttles



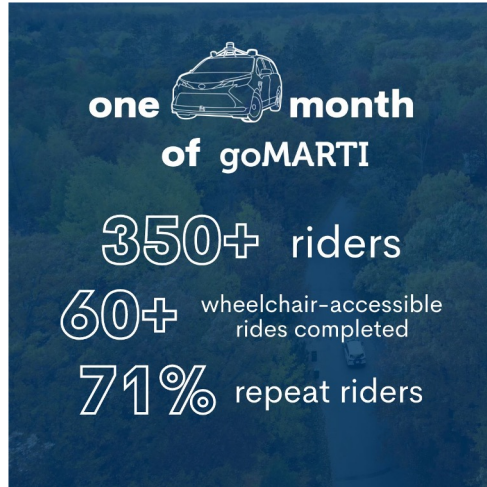
Accessible mobility options



Workforce & Economic development



Project Stats...



goMARTI In Action



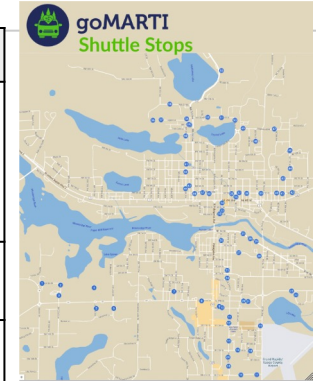
Engagement & Outreach



Community Listening Sessions



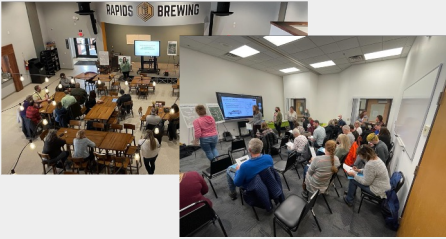
Category	Life Points of Interest
Entertainment	- YMCA, Rapids Brewing, Cinema, Klockow, Brewed Awakening, Anytime Fitness, Reif Center, Fairgrounds
Grocery	- Super One, Aldi
Grocery/Shopping	- Ace Hardware, Walgreens, L&M Fleet Supply
Church	- St. Andrews, Alliance Church, Church of God,
Services	- Hospital, IRC, Library, Schools, DMV, Post Office, Central Square Mall, Courthouse, Civic Center
Residential and Other	- Lakeshore, River Grand, River South, Pillars, Lakewood Heights



Monday Closed
 Tuesday 2:00-10:00
 Wednesday 2:00-10:00
 Thursday 2:00- 10:00
 Friday 2:00-10:00
 Saturday 10:00-10:00
 Sunday 8:00-2:00
 (complementing existing transit options)

Community Engagement examples

Community Listening Sessions
(April 2022)



Student Tech Showcase &
Weekend of Wheels
(July 2022)



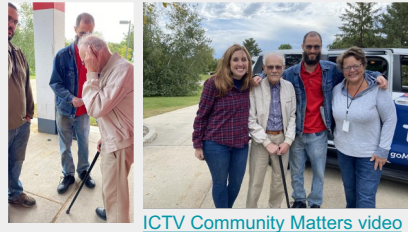
Tall Timber Days
(August 2022 and 2023)



Emergency Responder Training
(August 2022)



Community Connect
(September 2022 and 2023)



Media Launch Day
(Oct 5th, 2022)



Community Engagement examples (continued)

Song Contest
(December 2022)



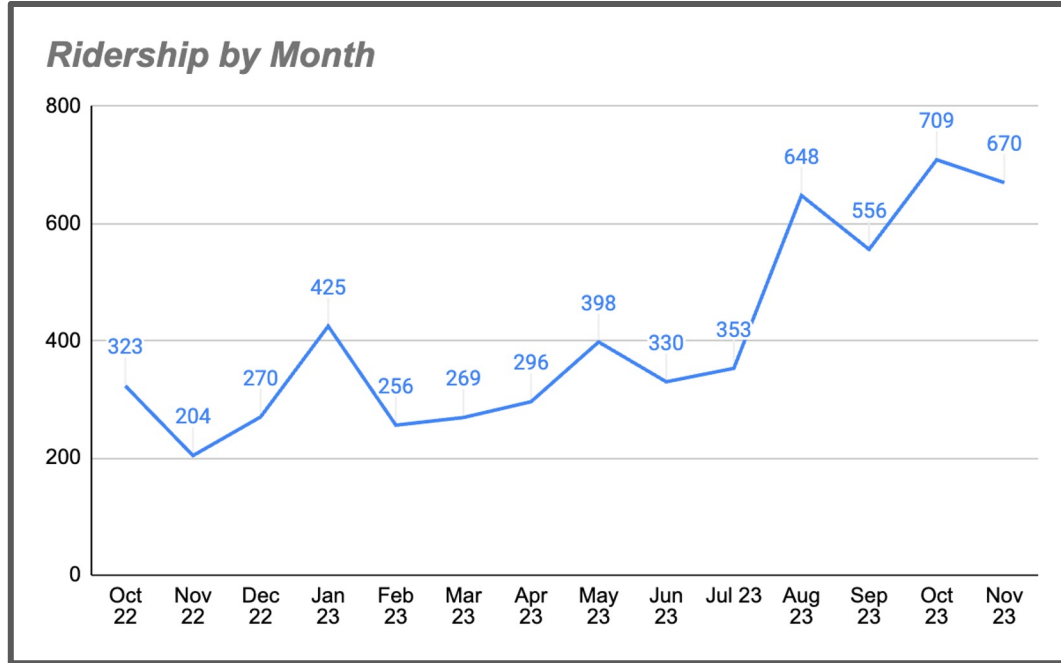
Children First
(April 2023)



First Call 211
Local informational overviews
(Multiple dates)



Project Stats...



On-demand microtransit option needs time to grow ridership in a rural community



Micro Event Outreach & Route Enhancements

Route Enhancements

Door service is now available for the following

- ❖ **Communities:**
 - Majestic Pines
 - The Pillars
 - River Grand
 - Lakeshore Place
 - Lakewood Heights
- ❖ **Healthcare facilities**
 - Essentia Clinic
 - Grand Itasca Hospital
- ❖ **Grocery and Shopping centers**
 - Target
 - Super One North



Sandwich Boards & App Notifications

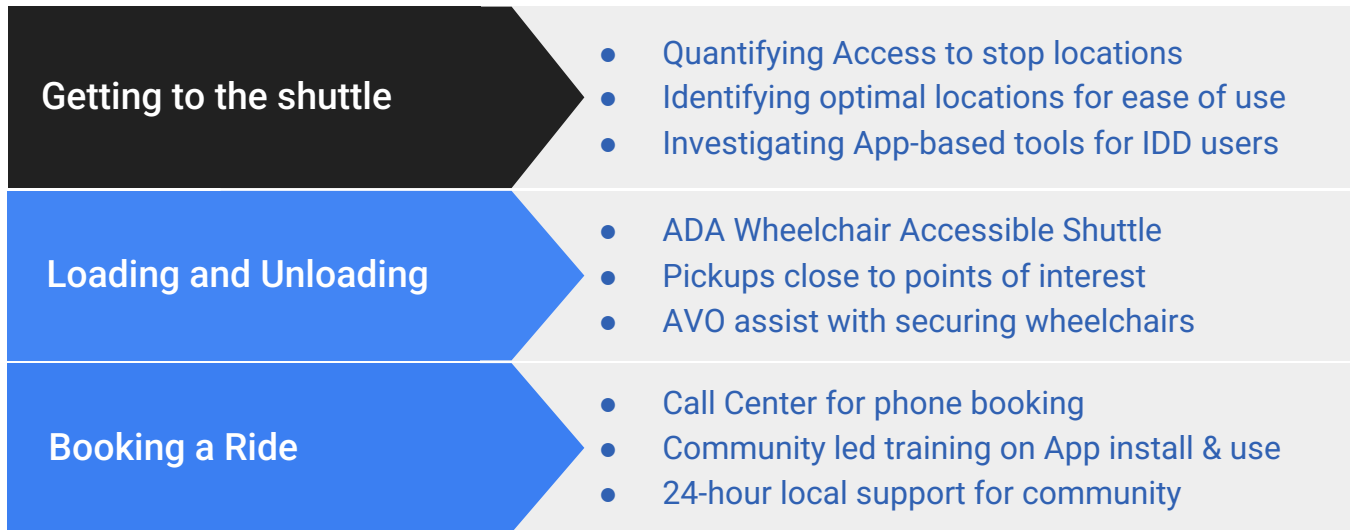
Date	Event	Category
9/29	7:00 PM Homecoming - Varsity Football Vs. Rock Ridge	Football
9/30	9:00 AM Homecoming - Victory Day - Sat Events	Homecoming
9/30	7:00 PM An Evening with Riders in the Sky	Reif
10/2	2:00 PM The Drifters	Reif
10/6	7:00 PM The High 48s	Reif
10/6	First Friday - October	First Friday
10/7	11:00 AM The Reif Film Festival	Reif
10/13	7:00 PM Varsity Football Vs Duluth East	Football
10/13	6:00 PM Giraffes Can't Dance	Reif
10/14	7:00 PM Takin' it to the limit (Eagles Trib)	Reif
10/24	7:00 PM Varsity Football Sections	Football
10/28	2:00 PM Varsity Football Section-Semi Finals	Football
11/3	First Friday - November	First Friday
11/4	7:00 PM I am He Said (Neil Diamond Trib)	Reif
11/7	6:00 PM Daniel Tiger's Neighborhood Live	Reif
11/22	Hockey can start	Hockey
12/1	First Friday - December	First Friday
3/24	Hockey must end	Hockey



Accessibility focus



What does accessibility mean for goMARTI?



Thesis: Providing accessible transportation requires different capabilities depending on individual needs.



Wheelchair Ridership Details

Grand Rapids Ridership

7 days 14 days 30 days All

Sep 28, 2022 to Nov 26, 2023

data only

Ridership Performance Autonomy Download

goMARTI moved **565** riders during this time frame

◇ HOV Rides ⓘ

15% of rides

↻ Repeat Riders

96% of rides

★ Avg Ride Rating

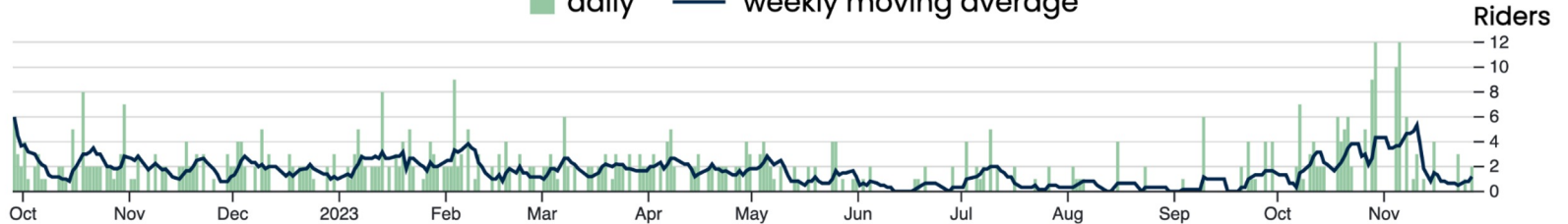
5.0 stars (289 ratings)

↑ Avg Party Size

1.21 people

Daily Ridership

daily weekly moving average



Rural & Winter



Rural Winter AV Operations Study



Winter 1 Snapshot

Baseline winter AV capabilities Snapshot collected



Summer 1 Snapshot

Summer AV snapshot collected as normalization data



Improvement Analysis

Proposal for improvement opportunities for winter weather AV operation



Winter 2 Snapshot

Capture final data to understand the impact of improvements



Shuttle Stop Snapshot Assessment

Stop Utilization: PU= Pickup
DO= Dropoff Tot= Total

Stop Number & Name

Name: 15 - Colony Square

4/28/23	PU	DO	Tot
Usage	141	172	313



Google Map Satellite View
[Google Maps Satellite View](#)

Stop Image

Team Recommendation: Maintenance: Focus on plowing berm near driveway to improve access for vehicle pull off. **Route:** Could the stop be moved closer to the driveway? (just north of the entrance)

Assessor Comments: Decent stop, opportunity for clearing snow from shoulder nearer to signage

Community Feedback: OK
Demographic & Outreach: General housing - 37 units. Walk neighborhood or complex & hang flyers on doors

City Engineer Analysis: This stop will have snow pulled into road, and gets blown into trailers and hauled away.
Is the vehicle picking up at the driveway? Or at the sign exactly?

May Operations Analysis [4/5/23]: Auto Capable - Yes: normally clear shoulder, normally clear sidewalk
Wheelchair Accessible - No: narrow lane around a curve, puddles/ice in winter, wheelchair can come behind the car on sidewalk. Sometimes pulls off road to load wheelchair user as AVO.

Team Recommendation(s)

Analysis/Feedback from Assessment Team, Community Advocates, City Engineer, and May Operations

Link to Google Map Satellite View

Basic Parameters				
Sidewalk	Curb	Closest Ramp	Shoulder	Comments / Clarifications
Yes	Yes	On Block	Yes, In...	nearest ramp is south of st

Winter 1 Snapshot Assessment

Stop Zone	Curb Assessment	Waiting area	(un)Load Approach	Comments
4 - Partial surface show...	1 - curb covered ...	Plowed / C...	4 - clear pa...	

Basic Parameter & Snapshot Assessment Details Described in next two slides



Environmental Data Collection



Name: 15 - Colony Square

	4/28/23	PU	DO	Tot
Usage	141	172	313	



Team Recommendation: Maintenance: Focus on plowing berm near driveway to improve access for vehicle pull off. **Route:** Could the stop be moved closer to the driveway? (just north of the entrance)

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Sidewalk	Curb	Closest Ramp	Shoulder	Comments / Clarifications
Yes	Yes	On Block	Yes, In...	nearest ramp is south of st

Winter 1 Snapshot Assessment				
Stop Zone	Curb Assessment	Waiting area	Run/Load Approach	Comments
4 - Partial surface show...	1 - curb covered	Plowed / C...	4 - clear pa...	



MAP	Stop Name	Direction	Lat	Lon	Sidewalk	Curb	Closest Ramp	Shoulder	Comments / Clarifications	Date	Stop Zone
1	1 Elementary School	EB	47.223725	-93.655562	No	Yes	At Inte...	No stops in r...	the entrance to the school		4 - Partial surface a...
2	2 Pilars	NB	47.223512	-93.561585	No	Yes	At Inte...	No stops in r...			4 - Partial surface a...
3	3 Elementary School	SB	47.221965	-93.581945	Yes	Yes	At Stop	Yes, Inadequate			4 - Partial surface a...
4	4 Hospital	WB	47.222681	-93.544253	Yes	Yes	At Stop	Yes, Adequate	sign is "mobile" but didnt se		5 - Dry Road Surface
5	5 Essentia Clinic	EB	47.218624	-93.552545							
6	6 Lakewood Apartment	EB	47.220677	-93.550048							
7	7 SW 6th St & SW 6th	EB	47.22254	-93.53709	No	Yes	At Stop	No stops in r...			4 - Partial surface a...
8	8 Anytime Fitness	EB	47.221163	-93.531118	No	Yes	At Stop	Yes, Inadequate			4 - Partial surface a...
9	9 Kiosk/Walgreens	SB	47.220358	-93.527204	No	No	N/A (Elev...	No stops in r...	stop is on a commercial ro		2 - compacted snow
10	10 Rocking Round the	WB	47.220181	-93.528887	No	Yes	At Stop	No stops in r...	no ramp at or near stop wi		4 - Dry Road Surface
11	11 IRC	SB	47.218796	-93.525274	No	Yes	At Stop	Yes, Inadequate			4 - Dry Road Surface
12	12 AUI	SB	47.217919	-93.525233	No	Yes	On Block	Yes, Inadequate	this stop is on a snowmobi		4 - Dry Road Surface
13	13 2nd & 16th	NB	47.21528	-93.525219	Yes	Yes	At Stop	Yes, Adequate			4 - Partial surface a...
14	14 SE 17th St & SE 4th	WB	47.21330	-93.523218	Yes	Yes	On Block	No stops in r...			4 - Partial surface a...
15	15 Colony Square	NB	47.211575	-93.525299	Yes	Yes	On Block	Yes, Inadequate	nearest ramp is south of st	2/27	4 - Partial surface a...
16	16 Beacon Hill	WB	47.212039	-93.522533	Yes	Yes	At Stop	No stops in r...			4 - Partial surface a...
17	17 River Hill	EB	47.212033	-93.519172	Yes	Yes	At Stop	Yes, Adequate			4 - Dry Road Surface
18	18 SE 17th St & SE 5th	EB	47.213814	-93.520565	Yes	Yes	At Stop	Yes, Inadequate			3 - Plowed / handpa...
19	19 Under Construction	SB	47.217529	-93.5183814							

Vehicle data will be collected from May Mobility's Fleet API, labels will be provided by AVO's at each visit to a stop



Opportunities for Assessing and Understanding Stop Accessibility



Three Stops - Same Day - Very Different Conditions and Accessibility (for both the vehicle and the rider)

Rural, Winter AV Operational Metrics



Weather Data

USDA - FOREST SERVICE - GRAND RAPIDS, MN.
NORTHERN RESEARCH STATION
National Weather Service Station Index #213303
TYLER ROMAN - OBSERVER

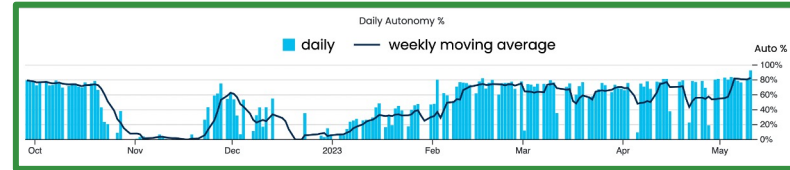
WEATHER DATA FOR JANUARY 2023

DATE	RECORD TEMPERATURES			TEMPERATURES				PRECIPITATION			
	MAX (F)	YEAR (F)	MIN (F)	MAX (F)	MIN (F)	AVG (F)	HEAT DD	PPT (IN)	SNOW (IN)	SNOW DEPTH ON GROUND	
1	44	1964	-36	1979	28	20	24.0	41.0	0	0	15
2	49	1927	-37	1919	20	16	18.0	47.0	0	0	15
3	41	1927	-38	1919	22	13	17.5	47.5	0	0	15
4	43	2018	-37	1959	24	17	20.5	44.5	0.01	T	15
5	51	2012	-42	1924	21	-1	10.0	55.0	0	0	15
6	48	2008	-37	1968	23	-4	9.5	55.5	0	0	15
7	48	2003	-37	1973	31	-4	13.5	51.5	0	0	15
8	50	2002	-38	1973	32	8	20.0	45.0	0	0	15
9	46	1990	-38	1977	30	3	16.5	48.5	0	0	15
10	48	2012	-38	1930	30	27	28.5	36.5	0	0	15
11	42	1990, 02	-38	1979	31	24	27.5	37.5	0	0	15
12	46	1986	-34	1954	24	14	19.0	46.0	0	0	15
13	48	1987	-43	1916	16	11	13.5	51.5	0	0	15
14	44	1987	-46	1916	25	12	18.5	46.5	0	0	15
15	39	1919	-43	1972	36	25	30.5	34.5	0	0	15
16	44	1973	-40	1940	34	26	30.0	35.0	0.27	2.2	17
17	41	1999	-40	1948, 05	32	25	28.5	36.5	0.11	0.9	17
18	48	2017	-41	1967	27	23	25.0	40.0	0	0	17
19	44	2018	-45	1937	26	22	24.0	41.0	0	0	17
20	45	1944	-41	1956	25	19	22.0	43.0	0	0	17
21	46	1942	-40	1954, 06	24	10	17.0	48.0	0	0	17
22	50	1942	-38	1936	19	14	16.5	48.5	0	0	17
23	51	1942	-43	1936	29	14	21.5	43.5	0.16	1.5	17
24	51	1981	-44	1922	27	12	19.5	45.5	0.07	0.7	17
25	51	1973	-35	1917	22	1	11.5	53.5	0.03	0.3	18
26	48	1973, 06	-41	1927	20	-7	6.5	58.5	0.01	T	18
27	49	2006	-38	1935	21	-4	8.5	56.5	0.12	1.4	18
28	45	1989	-40	1918	4	-15	-5.5	70.5	0	0	18
29	44	1924, 09	-37	1951	1	-23	-11.0	76.0	0	0	18
30	41	1960, 02, 99	-44	1950	2	-18	-8.0	73.0	0	0	18
31	47	1989, 09, 09	-42	2019	11	-16	-2.5	67.5	0	0	18
AVERAGES/TOTALS				23.1	8.5	15.8	1524.5	0.78	7.0		
30 YEAR AVERAGE				19.4	-0.8	9.3	1726.6	0.92	12		
DEPARTURE FROM 30 YR AVG				3.7	9.3	6.5	-202.1	-0.14	-5.1		

AV Metrics



Daily AV Performance



AV operational metrics are directly related to snowfall and temperature.



Economic & Workforce Development



Career Pathways & Senator Klobuchar @ GoMARTI Launch!



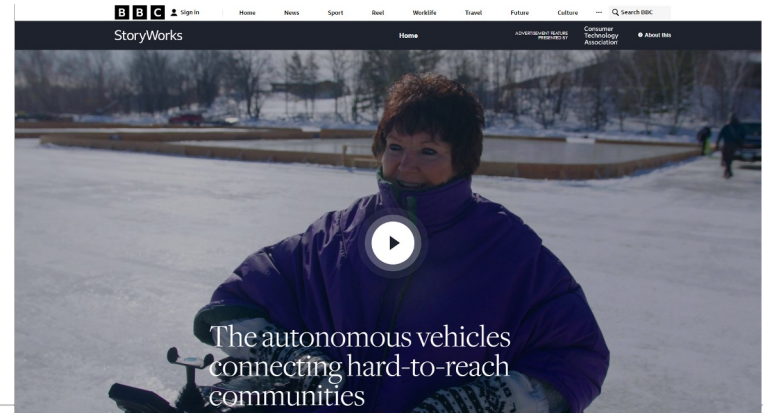
Media



Opinion
Adam Minter

Self-Driving Cars Are a Natural Fit for Rural America

An aging population that often lives far from essential services is giving autonomous vehicles a chance to prove they can make a difference.



Smart Rural Seminar Summary

September 21 and October 26 in Grand Rapids, Minnesota

THE
PLUM
CATALYST

September 21st: 47 Registered attendees / 24 speakers
October 26th: 55 Registered attendees / 25 speakers
(all but 4 were new speakers!)

Venue:



Topics discussed:

- Driving Equity in Rural Communities
- Workforce Innovations in Rural
- Future-Proofing Your Rural Community
- Rural Transportation Innovations
- Resources for Rural Transportation
- Creating Technology Ecosystems
- Electrification and Rural Recharge



This was awesome! Looking forward to another one next year!

Katie Turnbull, Texas Transportation Institute

Thank you so much for starting these discussions, this was fantastic!

Amanda Rosebrock, Fond du Lac Band of Lake Superior Chippewa

Could we do something like this also and/or combine with next year's Seminars?

Arrowhead Transit

We've been awarded some funding for rural transit leader training and would like to fly a group to Minnesota to to highlight the awesome work you are doing here!

Andrew
NCATT/CTAA
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Lessons Learned (so far)

Open, realistic and clear communication

Keep it simple in plain language and set clear expectations for the technology and project

Bring the technology to them

Acceptance and passion increases when experience technology first hand

It takes a VILLAGE

We need the deep community engagement and a community driven project – with an entire coalition to help make this happen

Continued, proactive outreach to skeptics

Winning over skeptics goes a long way

Leadership support

Champions and community leaders can make or break a project

Make it LOCAL

Give local community ownership



goMARTI Is Here

www.gomarti.com



Questions



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Chief Catalyst

Project Manager goMARTI

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Justin Johnson

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Deputy Project Manager goMARTI

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LinkedIn: [justinmarkjohnson](https://www.linkedin.com/in/justinmarkjohnson)



History of Engagement



Blandin Foundation™
STRENGTHENING RURAL MINNESOTA

New Challenge to Guinness World Record

MAY 7, 2015



Lee Isaacs and Myrna Peterson

UPDATE — Myrna Lee Mania “Come Roll With Us” smashes world record.

The formation of the world’s largest moving wheelchair line was a success! Peterson and Isaacs shattered the previous Guinness World Record of 193 wheelchairs in motion by 157 chairs — for a total of 350 rolling “wheelers”. Bystanders jumped in when pushers were required and moved barricades back when more room was needed.



Engagement Plan

- Goals and objectives
- Target audiences
- Key messages
- Engagement tactics
- Defining success



goMARTI Engagement Plan

July 2022

GOAL

To engage with the community on several key components in advance of the launch and installation of an 18 month self-driving shuttle pilot in coordination with partners MnDOT, May Mobility, the City of Grand Rapids, Itasca County, the Iron Range Resources & Rehabilitation (IRRR) and Mobility Mania.

KEY PROJECT FACTS

- 5 shuttles in a 17+ square mile area
- 70+ stops
- Shuttles will be requested on demand via the May Mobility app or by calling 211
- Art fixtures created by local high school students were developed to help shuttles geolocate
- Additional art opportunities will be developed with the project and will include community engagement and participation to highlight local talent and reflect the region
- The pilot will run from fall 2022 through spring/summer 2024


PROJECT LOCATION





Engagement Process

- Detailed plan for each event
- Partnerships - working with community champions to build trust and understand key events
- Meet them where they are at – physically and mentally
- Keep it simple




Booth Location -
Old Central School, 10 NW 5th St
Next to the Education Tent - we have 2 spaces reserved


Parade Lineup Details -
Our parade line-up number is 8.

Arrival: 11am set-up. (We can arrive *anytime* after 10am. Note that if we have a large entry, we should arrive as close to 10am as possible. It is much harder to maneuver large entries around with more floats there.)


The goMARTII vehicle will enter the fairgrounds from the Speedway PIT Entrance. Please approach the PIT entrance from NE 11th Avenue/Ridgewood Road. (See map below)

For other people parking and meeting us to join, they will enter the Fairgrounds from the HWY 38/NW 14th Street Entrance and park on the grass.






Event Overview



CRAFTERS - VENDORS
Make plans to join the biggest timber festival in the northland
Tall Timber Days in Grand Rapids, Minnesota
In the Heart of Minnesota's Natural
Juried craft vendors - Reseller vendors

Always the first full weekend of August
Fun begins with Friday set-up and Street Dance
and continues Saturday and Sunday with major parade.

STREET DANCES FRIDAY AND SATURDAY NIGHTS
MAJOR PERFORMER ON SATURDAY NIGHT
Multiple shows of Timberworks Lumberjack Show
Full Food Avenue - Beer Garden - and more!
APPLY ON-LINE to be considered
www.TallTimberDays.com
August 5, 6, 7 2022



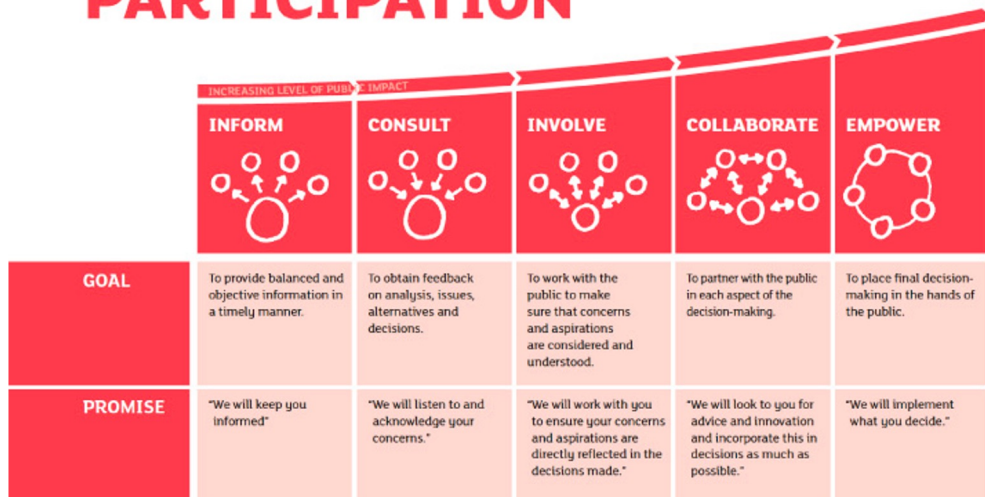
Staffing for Booth/goMARTII Vehicle

Friday, Aug 5, 2022	Saturday, Aug 6, 2022	Sunday, Aug 7, 2022
Pathy Day (PLUM)	Pathy Day (PLUM)	Pathy Day (PLUM)
Anirudh & Nick (MAY)	Thomas (late morning/afternoon) (MnDOT)	Anirudh & Nick (MAY)
Myra (Mobility Mania)	Anirudh & Nick (MAY)	Thomas (MnDOT)
	Myra (Mobility Mania)	



IAP2

IAP2 SPECTRUM OF PUBLIC PARTICIPATION



Each level of the Spectrum: Inform, Consult, Involve, Collaborate, and Empower has value; no one is “better” than the other. When selecting the level of public participation, it is important to assess your public participation goals, public and internal expectations, and the needs of the sponsoring organisation. By thoughtfully selecting the level of participation, expectations are managed across all stakeholders, reducing the risk of conflict.

<https://blog.placespeak.com/top-5-public-participation-tips-from-iap2/>

