



# PLAN IMPLEMENTATION TOOLKIT

## Working with Community Partners\*



Effective plan implementation often involves a wide range of multi-sector partners.

This document provides an overview of different types of public sector, private and nonprofit sector, and other community partners and stakeholders who could be involved in the implementation of different local plan goals.

Local plan implementation can be supported by the involvement of:

- Public Sector Officials, Partners, and Stakeholders
- Community-Based Partners and Stakeholders
- Local Nonprofits and Social Service Agencies
- Economic Development and Local Business Interests
- Education Sector
- Professional Associations

Planners must ensure that as many voices as possible of the community are being heard.



## Public Sector Officials, Partners, and Stakeholders

Public sector officials and elected officials have a unique role in the implementation of local plans, as they often have legal authority over certain aspects of the plan and have access to public resources that other community stakeholders may not have. Local government, including elected officials, public commission members, and staff have specific roles in the development and implementation of local plans. The roles they take depend on the local government and community context, including government structure, staffing, and other local resources. Federal, state, and regional authorities can also be important public sector partners in the development and implementation of local plans through technical expertise and access to resources.

Economic development agencies	Public housing authorities
Education departments	Public safety and emergency preparedness departments
Health departments	Public works departments
Local elected officials	Regional planning commissions
Metropolitan planning organizations	Regional transit agencies
Municipal/county waste and recycling	Transportation departments
Planning and engineering consultants	Tribal leaders
Planning commissions	
Planning departments	

## Community-based Partners and Stakeholders

Involving diverse community members and grassroots, community-based stakeholders in the development and implementation of local plans is critical to ensure the plan identifies and responds to needs in the community. Participatory planning encourages community members to see themselves as key actors in the plan implementation and take an active role in the health and wellbeing of the community. Involving historically marginalized members of the community can help identify inequities and needs that may be missing otherwise. Bringing a broad range of people into the planning process provides different perspectives, and can help avoid pitfalls caused by a lack of understanding of community needs and challenges.

For a planning process to be fully participatory, extra work must be done by planners to ensure that as many voices as possible of the community are being heard. A 5:30 p.m. public meeting

at the local high school will not work for everyone if there is a major employer on the edge of town where a significant number of people work from 4:00 p.m. until midnight. An earnest effort must be made to guarantee that these voices are not lost in the process.

Participatory planning methods can include but are not limited to: web-based approaches such as online surveys or forums; community mapping, which allows participants to pinpoint areas on a physical map that need improvement; and public meetings and workgroups that work towards consensus building.

### Community Representation

Communities of color	LGBTQ individuals
Community gardeners and bike commuters	Low-income residents
Homeowners, landowners, and tenants	Residents without access to a car
Immigrant communities	Seniors and disabled
Indigenous communities	Students
Individuals with disabilities	Young families

### Community-based Groups

Bike advocacy groups	Farmers' market associations
Community garden groups	LGBTQ organizations
Community health coalitions	Neighborhood associations
Disability rights groups	Senior advocacy groups
Environmental action groups	Sustainability council
Faith-based organizations	

## Local Nonprofit and Social Service Organizations

Nonprofits and social service organizations can play an important role in plan implementation. Nonprofits focused on urban agriculture, food equity, and active living can address some of the issues that government cannot due to a lack of funding, time, or resources. Nonprofits can host demonstrations or pilot projects, connect hunger assistance programs to local food producers, operate community gardens, market gardens, and urban farms, facilitate walk and bicycle counts, and work to improve the quality of public health data, among many other actions. They also have the capacity to seek out funding sources not available to governmental bodies.

4-H	Hunger relief organizations
Arts, culture, and music organizations	Land banks and land trusts
Community health centers	Smoke-free advocacy organizations
Environmental advocacy organizations	Social service providers

## Economic Development and Local Businesses Interests

Economic development groups can leverage resources in the business community, identify development and investment opportunities aligned with local plan goals, coordinate local development efforts with regional and statewide priorities, and enhance employment training and opportunities in key sectors.

Individual local businesses can complement the services provided by the city or provide services that the government is unable to offer that support key goals and strategies included in a local plan.

Bicycle shops	Local food producers
Business and trade groups	Local food retail and restaurants
Chambers of commerce	Regional development corporations
Community and economic development corporations	Small business and employment agencies
Local food producers	Solid waste contractors

## Education Sector

Educational institutions, through their students, professors, research endeavors, and community partnerships, can provide technical assistance and support to local plan implementation efforts. Assistance from educational institutions can include data collection and analysis, mapping, volunteer or low-cost student research assistants, class project support, research grants, and information about emerging best practices, amongst others.

### Early Care and Education

Child care providers

Local child care centers

ECE organizations

Parent groups

Head Start programs

Pre-K

### K-12 Education

Booster clubs

Parent/teacher organizations

Extra-curricular organizations

School personnel, including paraprofessionals, teachers, and school administrators

Local schools and school districts

### Colleges, Universities, & Professional and Trade Schools

Arts and music colleges

Business schools

Technical colleges

Community colleges

Trade schools

Higher education institutions

Universities and local extension offices

## Professional and Trade Associations and Members

Professional and trade associations and their members can provide technical expertise, resources, and other support to local planning efforts. These can include the health sector; parks, recreation and physical activity partners; and other groups and community members.

<b>Health Sector</b>	
Community health workers	Hospitals and clinical health care providers
Health insurance providers	Medical professionals
Healthcare systems	Public health institutes
<b>Parks, Recreation, and Physical Activity Sector</b>	
After school and summer youth programs	Parks and recreation associations
Fitness professionals	Senior recreation programs
Local gyms	
<b>Additional Professional and Trade Partners</b>	
Architects and other design professionals	Trade associations
Local, regional, and state evaluation associations	Transportation engineers
Real estate associations and realtors	Unions

\* The information in this resource was crowd sourced from a range of community stakeholders involved in local plan development and implementation. This resource has also been reviewed by local and state partners working with communities to develop and implement local plans that address community health priorities. These include, but are not limited to, the Healthy Communities Unit of the Office of Statewide Health Improvement Initiatives (OSHII) State-wide Health Improvement Partnership (SHIP) with the Minnesota Department of Health; Representatives of Local Departments of Public Health working with Minnesota’s SHIP initiative; and Terra Soma, LLC.

## Local Plan Implementation Toolkit

This resource is one of several included in a toolkit intended to help those seeking to improve health through local community planning efforts. It can be used separately or in conjunction with other toolkit resources. The Local Plan Implementation Toolkit includes the following resources:

- [Local Plan Implementation Overview](#)
- [Local Plan Implementation Worksheet](#)
- [Increasing Access to Healthy Food: Linking Planning Goals & Implementation Actions](#)
- [Implementing Local Plans: Identifying and Working with Community Partners](#)
- [Local Plan Implementation Evaluation Guide](#)



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