Setting the Stage for Community Visioning:
Recommendations for Engaging the Central City South and South Phoenix Communities

Prepared by: Stephanie Cordel in collaboration with C.J. Eisenbarth Hager

"Most municipalities recognize the importance of community engagement and make good faith attempts to involve residents and stakeholders in planning processes. However time and again public officials are frustrated, finding that their efforts come up short even though they often make a good faith effort. Their tools for public engagement and protocols should produce useful results but no one shows up to meetings. Or they're able to engage large numbers of the usual suspects but can't seem to break into underserved populations no matter how hard they try."
FRESC, Strategies for Meaningful Community Engagement[1]

As we prepare to extend the Light Rail, this description could apply to the City of Phoenix and its partners. We believe partners are approaching this historic investment in good faith, with the intent to include as many people as possible in planning for it.

However, as research has demonstrated time and again, many factors complicate community engagement, including resident barriers to sharing their perspective, mistrust of the engagement process and challenge of synthesizing a wide range of ideas.[2,3] Ultimately, it is the public institution's responsibility to address these barriers and challenges.

Purpose and Methodology
The purpose of this toolkit is to help the City of Phoenix and its partners design and implement community engagement strategies. By hearing from residents and leaders first, we can create engagement strategies that directly respond to challenges and barriers to participation. We match resident-identified barriers and challenges to participation with strategies used by other municipalities. We focus on those who are likely to be the most impacted by the extension of the Light Rail, as well as those for whom traditional strategies fail to engage.

In order to understand the barriers and challenges to participating in community engagement activities, we conducted 24 in-depth interviews with Central City South and South Phoenix community leaders and residents. Residents identified challenges they experience personally and see on a systems-level, and provided recommendations on how to improve community engagement strategies. For the full list of respondents and interview guide, see *Appendix A*.

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[1] Read more about Meaningful Community Engagement here: : https://livewellcolorado.org/wp-content/uploads/2015/09/Strategies-for-Meaningful-Community-Engagement.pdf
[2] Read more about the issues shared from other planner's here: https://smartech.gatech.edu/bitstream/handle/1853/48768/RichelleGosman_Community%20Engagement.pdf
[3] Read more about the complexities from around the world here: http://www.citymetric.com/fabric/coming-urban-era-engaging-people-planning-will-be-vast-and-complex-challenge-2839

Guiding Principles

We used the core values adopted by the International Association for Public Participation (IAP2) to organize and inform this toolkit.[4] The IAP2 is an international leader in public participation that promotes best practices in community engagement methods.

This toolkit, along with the research conducted to develop this toolkit, directly addresses one of the IAP2's core values: "Public participation seeks input from participants in designing how they participate." For a detailed overview of IAP2 values and public participation spectrum, see *Appendix B*.

Overview and Organization

This toolkit has two main sections:

1. **What We Heard:** This section is a theme-based overview of what residents and leaders said. Direct quotes are used and organized by theme.
2. **How to Make this Happen:** Using what residents and leaders said along with IAP2's core values, we identify strategies that have been used in other municipalities. These strategies respond to what residents and leaders identified as barriers or challenges.

Toolkit Sponsor

Vitalyst Health Foundation is the financial sponsor of this toolkit. Vitalyst supports initiatives that improve the health and wellbeing for all Arizonans. Access to affordable, high-quality public transportation, along with responsive resident-informed community planning, offers a number of health benefits, such as walkable neighborhoods, access to employment and connection to neighbors.[5] Vitalyst believes that a robust and intentional approach to community engagement leads to more responsive and effective public policies and investments, resulting in healthier people.

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[4] Read more about the values here: https://www.iap2.org/?page=corevalues

[5] Read more about how transit oriented development promotes health: http://vitalysthealth.org/tod/

What We Heard: Recommendations from the Community

In order to highlight community-driven recommendations in a straightforward way, we pulled key quotations directly from the interviews and categorized them into themes. Each recommendation was supported by multiple quotes from leaders and residents. Quotes are not linked with specific people to maintain anonymity and prevent potential bias. The recommendations are in no particular order.

Recommendation	Respondent Quotes
(1) Build Trust: Ensure residents have clear ways they influence the process Respondents expressed lack of trust with the City of Phoenix as a whole as a barrier to participation. This level of trust is based on previous experience with government entities.	*Barrier: Lack of Trust* • "There's this sense of distrust, it just being government related, people can assume the worst." • "We're definitely a community where you have to earn our trust." • "The people can't trust the decisions that the City of Phoenix is going to make because at the end of the day, we're going to get the short hand." • "People hear the word 'City' and automatically think there will be police, ICE, interrogation. The fear is always there, we may say we're not afraid, but we are always afraid. Understand that we are at risk and exposing ourselves in public places is risky." • "The government is really difficult to confront. They do whatever they want, no matter who or how many people speak against." • "Cops will come and make you disperse- mob action law--seems like they don't want people to come together." • "People feel like they can't ask for things from the City." *Solution: Building Trust through Influence* • "If the City spends more time, they will find out that we already know what we need to be healthy and live a good life. We just need the resources and have the people in power behind our back to really listen to what we need." • "I'm not sure 100 people could be convinced to show up. They would have to be there for a pretty solid reason…some sort of influence to have a real change happen." • "Too many times, they ask for our honest input, but nothing ever seems to change. There has to be a level accountability across the board." • "Maybe having follow up meetings. Ideally there would be groups of community residents who would be involved in decision making. Follow up meetings with community throughout the process. One meeting is not enough for feedback. Before making a decision, bringing back final plan to community members to get their okay."
(2) Support Resident Understanding of How They Can Influence the Process Many respondents shared their interest in understanding how their feedback would influence the process. This includes breaking information down into clear language for a range of experience levels and learning styles.	• "If there was a quick run-down of what the meeting consists of and what our contributions to that meeting would be, like if there is going to be a vote or if you're going to be asked your opinion at the meeting, information about what's expected from residents. That would make it easy for me to decide how I want to be involved." • "They need to speak honestly and clearly about what's going to happen." • "In order for me to give a recommendation, I would need to know, 'what is success in the City's eyes when it comes to resident engagement?'" • "Explicit that when you show up, your opinion is shaping a process." • "Needs to be broken down...clear understanding of what it is and why we are engaging in that." • "We need to understand as a community, not only knowing what's going on, but understand what we are agreeing to."

	● "Needs to be accessible in terms of language and the way materials are disseminated and written for everyone to understand. It's not dumbing it down, but simplifying it…make it accessible to everyone."
(3) Validate Community Contributions When respondents were asked how they would know the City has taken their feedback into account, many shared specific ways they could be validated.	● "If the city embraces that concept of really listening to us and taking us seriously that we need this or that, then it could be a game changer in terms of how institutions work with community." ● "They would paraphrase what I say, engage in active and reflective listening and build a relationship." ● "But it needs to be sincere, it can't be phony. In order to get someone to listen to you, you have to listen to them, you have to show them." ● "Having my opinion put up for discussion, no matter how outlandish or small it is...Even if my opinion wasn't taken, I know that it was valued." ● "If nothing you said reflected in the document, they probably weren't listening." ● "If we were to say, we want rent control, it's up to the City to give us that space where we can ask for those kind of things." ● "Send thank you's to groups you met with- people like to get recognition."
(4) Create a Feedback Loop Many respondents shared their desire for feedback regarding their participation and the ability to track their contribution within the larger project.	● "Documentation after each meeting to share with participants." ● "Too many times, they ask for our honest input, but nothing ever seems to change. There has to be a level [of] accountability across the board." ● "I would see it, they would publish it, I would see it on the news, they would send me a letter describing how they used my feedback." ● "Updates on feedback are really important. They can write a public letter and share what was addressed at public meetings...that creates accountability for later." ● "Some sort of accountability...like reasonings why suggestions can't be taken into account...not just a simple rejection letter...need to understand the process." ● "Maybe having follow up meetings - ideally there would be groups of community residents who would be involved in decision making- follow up meetings with community throughout the process- one meeting is not enough for feedback...before making a decision, bringing back [a] final plan to community members to get their okay." ● "Letting us know and updating us in what's happening even if it's just an email or phone call." ● "Put drafts of what is being developed [online]." ● "If there is a space that information is being stored, whether it's an online accessing and tracking of it as well as forums being held- information being shared- summary of feedback being collected- summaries being shared periodically."
(5) Engage through Existing Relationships Perhaps the most effective way to build trust is to engage residents through established community relationships. It not only increases the likelihood of more people to participate, but there is a stronger chance to have more candid feedback. It also impacts the level of motivation to be involved. Relationships are the	● "[Residents need to] trust the people that organized it, those you want to have facilitate that conversation and stand up with them. People they trust being part of conversation. People will speak because they trust." ● "If some random person from the City tells you that, it's like whatever. It's up to them to make themselves known in the committee to build trust and respect." ● In response to being asked what would make you feel comfortable to participate, one respondent said: "Having people that I know there." ● "I liked that I personally knew the person who invited me and that's how I got the information, but if I hadn't known that person, I probably wouldn't have found out about it. That was a perk, and I felt more invested to participate. It mattered if I went." ● "I wouldn't have known about until my sister told me."

foundation of the South Phoenix community.	"They aren't invested unless someone they respect asks them to get involved." "Grasp organizations that can actually talk to these people and neighbors - start to build relationships and then they can share who they recommend who to talk to." "[People want a] sense of place...with people who know each other and know community well- know all the other families who live there too." "Having some pre-meetings with people they trust--then have formal meeting where group comes out and has formal conversation--will be more open with people I know and trust--when they come together." "Engaging with the agencies already doing it- strengths-based approach- who is already touching the people?" "Working with partners that Community has level of comfort with...not coming directly from the City- in conjunction with a partner."
(6) Meet People Where They Gather There are several locations within the community that residents frequent, including grocery stores, festivals, gatherings, schools, car shows, etc.	"Have an actual presence and not an institutional presence." "Meet me where I am at and really get to know me." "Go to the grocery stores, everyone goes to the grocery stores." "In a familiar place instead of going to weird place [I've] never been to." "If I found out about [it] through my children's schools, like my daughter's school passes out fliers about community events. Also the Kroc Center is community based and if they knew about it they can promote it, also the YMCA on south of Baseline and Central." "Making information accessible...held at [a] place everyone knows." "I'm not really involved in the community. The only way I would have known anything is if people came to my high school and told us about stuff that was going on. There were some clubs that were more involved in community stuff, but if there were more news in schools and the places I was at every day, I would have known more."
(7) Collaborative Engagement Approach Many respondents preferred the engagement to have more community leadership in order to promote a sense of ownership in the activities.	"If the City spends more time, they will find out that we already know what we need to be healthy and live a good life. We just need the resources and have the people in power behind our back to really listen to what we need." "It needs to be a place that is co-facilitated by residents and the City, where residents set the agenda, and an honest and 2-way conversation happens." "Anyone who cares about South Phoenix should be at these tables making these decisions, it should not be closed doors or impossible to find." "The City should provide employment opportunities specifically to South Phoenix residents around light rail expansion." "I would be willing to commit to serve as a rep for my neighborhood, and to help with getting collective opinions." "We should be co-creating the solutions." "Respect what's there, support what's there, leadership is there and leadership is already finding solutions to this--supplement don't supplant." "We gotta have ownership in it--that's when people want to talk." "It could be sponsored by City of Phoenix, but should be thrown by a local organization because they know the community."
(8) Offer a Variety of Engagement Options and Modes of Communication. Several respondents offered solutions to common barriers by promoting the	"Maybe could have live meetings- FaceBook live meetings so you wouldn't have to leave your house. Maybe you have to watch a kid and can't leave the house, but could watch a live stream." "I think a meeting where you have to go to hear someone talk about it would be more effective." "Survey monkey--make the questions very specific. Don't leave a blank spot "

use of a variety of engagement options, particularly to accommodate people's time and availability. There was not one preferred way of reaching out to residents in the community.	● "Why can't they go to a Jack in the Box on Central and have a meeting, or go get a raspa [Mexican dessert] on Central?" ● "It'd be easy if there are multiple meetings throughout the day talking about the same thing in order to get as much representation from the community, because not everyone is free all the time." ● "The City could tell us via mail." ● "Have City workers do a survey or ask for input at a grocery store. I'd be okay if they sent me a newsletter in the mail, or a questionnaire. Have representatives at community centers, I think the Kroc Center would be a great place to have a meeting or have someone stationed there to give information because it's very populated. They can also get a billboard with contact information for who to contact with your concerns (Light Rail is Coming—call us and tell us what you like and don't like), opening a hotline with automated menu options, putting up street signs with dates and info." ● "You have to have multiple options, a constant flow of availability." ● "I like the idea of surveys where people don't have to physically be at. It's never going to be accessible to everyone. People are stuck at home a lot. There need[s] to be something online. There probably should be something in the mail." ● "Text messaging works well, even for my mom. She gets texts on her phone- give a quick, 2 question survey over text messaging. Email doesn't work for everyone, but FaceBook Messenger and Whatsapp work well." ● "Mobile app--people love stuff on their phones." ● "Multiple processes- not all [will] engage the same way. Some will come to meeting because can- some of us may respond to door-to-door- some are technology savvy and could fill out survey- some will accept survey from trusted source." ● "If people could logon through some digital conversation they can have." ● "The radio stations, for all walks of life, the people who listen to the religious or talk radios, have a well-rounded way of getting the word out, inviting everyone, ensuring that it's reaching everyone and speaking to the masses." ● "Stop keeping everything online, because people who are not internet savvy are not going to go to the website. Why can't they post something at Food City where most of everyone on 7th Avenue goes to shop?" ● "Explaining things in more than one way, not everyone receives information in the same way." ● "I would like to be notified by email and text messages." ● "Something electronic that people can look at online...some sort of visual." ● "Emails and texts could be sent out to inform people about the next meetings."
(9) Provide Informal Engagement Opportunities Often, engagement opportunities take the form of a structured meeting in a formal setting such as a conference room or have a style of a classroom presentation. For the South Phoenix community, this approach can demotivate people to contribute and may prevent them from attending. Several respondents shared ways that Residents could feel more comfortable if the experience was less formal. Showing up does not mean comfort	● "Meetings in places that are trusted by the community, are easy to access, are safe. No one wants to go to a corporate building, go through security, and feel judged because they're not in a 3-piece suit." ● "If you sound formal and boring, people are not going to care." ● "All sitting around amongst each other…sitting amongst the group instead of at the head of the table and separated." ● "[People] often lock up in formal setting - not comfortable." ● "It's important that the City create safe spaces that don't ask for identification to participate." ● "They could look at employers that have large employee bases in South Phoenix and go to ACE Asphalt for example. Some may not live in the neighborhood, but they commute here everyday. They spend more time here than in their own neighborhood."

level with sharing.	
(10) Address Common Barriers of Participation Respondents shared what they believed to be the most common barriers to participating and offered some possible solutions to consider. Many respondents shared incentives as motivating people towards participation.	*Barriers* ● "My biggest barrier is time, my work is 16 hours a day some days, and taking care of my family." ● "I'm tired, I work really hard and I come home really tired, I don't have the motivation to participate in something else. And everyone is like that, it's hard to make room for other things other than working." ● "I'd be interested in participating in the process, but it's difficult for me to commit because of my work schedule, I work nights and my schedule changes every week." ● "They have stuffy meetings when kids get annoyed and it keeps parents from participating." ● "When I think of people, they normally won't show up because uncomfortable or feel intimidated." ● "Language barriers." *Solutions* ● "Maybe have some sort of an arrangement with Dial-a-ride to help people get there." ● "Bringing a book mobile [for kids]." ● "I would like to have access to the information in an easy and quick way." ● "Make sure that the information is in English and Spanish." ● "If they are using words or terminology that no one understands." ● "Things that account for child engagement brings people in" ● "Offer some sort of childcare or creative engagement that distracts them to make them also want to enjoy a meeting" ● "Has to be a commitment to a dual language approach." ● "Financial incentives (gift cards, cash), free dinner and water." ● "Teens go to anything with food." ● "Probably should be catered or something so people can be accommodated." ● "Food brings people in." ● "Food --food--food- offer food and they'll show up." ● "Have 5 meetings and only 1 in Spanish...it has to be equal in terms of language accessibility" ● "Simultaneous interpretation- room of English and Spanish- doesn't exclude participants- they can both participate at the same time- can participate in the same conversation- everybody wears a headset except those that are bilingual- a girl sits in back of room and switches back and forth... City should invest in meetings that are multilingual and don't divide a community. I think that's important"

How to Make this Happen: Community Engagement Toolkit

This table expands on the community recommendations by identifying a specific public participation objective[6], providing strategies to support the objective, and sample tools that can be utilized. Other cities and communities have grappled with similar challenges to engagement; we draw upon this work.

Public Participation Objective	Community Recommendations	Strategies & Tools	Details and Examples
Ensure residents have clear ways they influence the process and understand their effect of participation	*(1) Build Trust through Influence*	Develop a participation map or table to show public ability to influence the process.	• This map could include a timeline and calendar of events documenting the upcoming processes that will be decided on and what opportunities the public has in contributing. • Minneapolis outlined a project schedule that includes project task, month and public input.[7] • Washington State Department of Transportation developed a table outlining how community engagement influences aspects of planning.[8]
		Connect with local funders to support community ideas.	• Support community ideas in the short term to build trust by connecting local organizations and groups with transit oriented development funding. • The Regional Transportation Authority of Chicago developed an inventory of governmental and private foundation opportunities.[9] • Locally, Vitalyst supports projects within the Reinvent Phoenix work.[10]

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[6] The public participation objectives are based off the core values of public participation identified by IAP2 (see Appendix B)

[7] See page 3 of the West Broadway Transit Community Engagement report: https://www.metrotransit.org/Data/Sites/1/media/about/improvements/westbroadwaytransitstudy/2015-04-13-community-engagement-plan-final.pdf

[8] See page 31 of the WSDOT 2016 Community Engagement Plan: https://www.wsdot.wa.gov/sites/default/files/2017/02/28/FinalCEP2016.pdf

[9] See the inventory here: http://rtachicago.org/files/documents/plansandprograms/landusetod/GrantOpportunities082016.pdf

[10] Learn more about Vitalyst support here: http://vitalysthealth.org/reinventing-neighborhoods/

(cont'd)	*(2) Support Resident Understanding of How they Influence the Process*	Produce public education materials explaining how transportation decisions are made and how residents can participate.	• Visual representation of the process and how residents influence it would be helpful in allowing residents to understand their impact. • In the West Broadway Transit project, Minneapolis created a table with project phases, engagement methods and decision makers throughout the process. [11]
		Define residents role in the process in a clear, transparent way.	• The IAP2 developed a spectrum of public participation that helps stakeholders understand the level of influence their contribution has in a particular process.[12] It can be a useful tool in helping provide context to the community visioning activities.
		Provide opportunities for residents to provide feedback about the community engagement plan.	• The Atlanta Regional Commission hosted a series of Poverty, Equity and Opportunity Workshops for their regional planning activities to develop a planning checklist and outreach planning for under-represented residents.[13]
Thoughtfully consider resident feedback by communicating with residents and addressing their concerns	*(3) Validate Community Contributions*	Provide notes after every meeting and post them publicly.	• Notes would summarize the main feedback provided by residents and then be posted on the website and offered via email for participants. • The Adeline Corridor located in Berkeley, California offered residents the opportunity to sign up for email alerts as well as access to meeting notes, handouts and presentations online.[14]

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[11] See page 6 of community engagement report: https://www.metrotransit.org/Data/Sites/1/media/about/improvements/westbroadwaytransitstudy/2015-04-13-community-engagement-plan-final.pdf

[12] Copy of the spectrum can be found Appendix B and this website: https://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/foundations_course/IAP2_P2_Spectrum_FINAL.pdf

[13] Learn more about Atlanta's community efforts here: http://documents.atlantaregional.com/The-Atlanta-Region-s-Plan/Stakeholder-Engagement-Plan.pdf

[14] Learn more about community engagement in the Adeline Corridor here: https://www.cityofberkeley.info/AdelineCorridor/

(Cont'd)		Publish collected feedback, the policy plans and progress towards implementation of ideas.	• A webpage can be used to highlight progress towards the policy plans that are developed from the community visioning. • The Chicago Metropolitan Agency for Planning collects and distributes public data to show progress towards the long term community goals in their MetroPulse project.[15] • The City of Phoenix began this process with Plan Phoenix[16], but had limited
	(4) Create Feedback Loop	Develop a public plan to reduce or mitigate displacement.	• Residents expressed concerns over being unable to afford to continue to live in their community as a result of new development. A way to address these concerns is to have a clear displacement plan to assure residents that the City is considering their concerns. • One strategy is to utilize mapping to track neighborhoods at risk for displacement as a result of increased housing prices. Several cities have done this including Los Angeles, Portland, Seattle, Boston and San Francisco[17]. • Denver developed a visual document that outlines the key actions the city is taking to address the threat of displacement.[18] • The Montgomery Housing Partnership developed a comprehensive toolkit of different policy options to support equitable development.[19]

[15] Learn more about MetroPulse here: http://www.cmap.illinois.gov/data/metropulse/about/
[16] Visit the Plan Phoenix website here: https://www.phoenix.gov/pdd/pz/planphx
[17] Gov tech summarizes mapping tools for addressing displacement: http://www.govtech.com/data/Using-Mapping-to-Understand-Gentrification-Prevent-Displacement.html
[18] Read more about the Access to Opportunity Platform: http://milehighconnects.org/wp-content/uploads/2016/04/2016.04.19-Regional-Call-to-Action.pdf
[19] See all of the policy ideas here: http://smartgrowth.umd.edu/assets/documents/plcc/20140702_tod_policy_toolkit.pdf

(Cont'd)	(Cont'd)	Evaluate the community engagement efforts.	• Tracking and evaluating community engagement efforts not only informs future endeavors, but it also sends a message of accountability to the community. • The Institute for Local Government offers Rapid Review Worksheets and ways to consider both participant experience as well as local convener perspectives.[20] • Evaluation has been identified as a best practice. Atlanta published a report evaluating their community efforts in their regional transportation planning.[21]
	(5) Engage through existing relationships	Complete stakeholder mapping.	• In order to ensure that a spectrum of residents are engaged in the process, it may be helpful to create a stakeholder map that outlines all of the businesses, schools, community organizations, and informal groups that support residents in the area.
Include a representative sample of South Phoenix residents		Catalogue upcoming community events.	• Identify all of the local events such as festivals, informal gatherings, school events, car shows, etc. and have staff attend the events with informational materials and surveys for rapid feedback. • Minneapolis outlined local events and mapped them with community engagement activities and specific project phases.[22] The Alternatives Analysis conducted by Valley Metro documented community events.[23]

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[20] Learn more about evaluation options here: http://www.ca-ilg.org/post/assessing-public-engagement-effectiveness-rapid-review-worksheets
[21] See Atlanta's evaluation report here: http://documents.atlantaregional.com/The-Atlanta-Region-s-Plan/TARP-Community-Engagement-Evaluation.pdf
[22] See page 11 of the West Broadway report: https://www.metrotransit.org/Data/Sites/1/media/about/improvements/westbroadwaytransitstudy/2015-04-13-community-engagement-plan-final.pdf
[23] Copy of the Alternaives Analysis (AA) report can be found here: https://www.phoenix.gov/publictransitsite/Documents/112374.pdf

(cont'd)		Set up tabling and pop up workshops where people frequent.	• Boston Transportation Department launched a Question Campaign that featured a Question Truck that toured neighborhoods to gather feedback.[24]
	(6) Meet People Where They Gather	Connect with businesses and host meetings with employees at their workplace.	• Having meetings with employees that work along Central Avenue would allow residents with limited time an opportunity to participate. • Minneapolis targeted major employers in the area in their planning efforts.[25]
		Build connections beyond impact area.	• An organization may not be located within the impact zone, but can serve residents in the area. • For example, Spaces of Opportunity Farmer's Market is a community location where a variety of residents frequent.
		Partner with local organizations and groups to co-host community engagement events.	• Reinvent Phoenix hosted events with community organizations. They let the community decide terms of the meeting.[26]
	(7) Collaborative Engagement Approach	Offer community engagement grants to local organizations and groups to engage in the process.	• The Corridors of Opportunity Initiative in Minneapolis awarded several grants to local organizations and groups to conduct a community engagement project they each had proposed.[27]

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[24] Read more about the Question Campaign here: http://goboston2030.org/the-question-campaign/
[25] See page 16 of the West Broadway report: https://www.metrotransit.org/Data/Sites/1/media/about/improvements/westbroadwaytransitstudy/2015-04-13-community-engagement-plan-final.pdf
[26] Read more about Reinvent Phoenix outreach efforts here: http://vitalysthealth.org/wp-content/uploads/2013/07/Community-Outreach-Toolkit_RP2014_Final.pdf
[27] Learn more about the grants here: http://www.corridorsofopportunity.org/engagement/2011-community-engagement-grant-awards

(cont'd)	(cont'd)	Have community members serve as engagement leaders and facilitate discussions.	• Workshops could be facilitated by community members to have a more inclusive and participatory event. • The Institute for Local Government published a report highlighting community leadership models such as in San Joaquin Valley, California where residents had the opportunity to participate in the Smart Valley Places Leadership Institute.[28] • US Department of Transportation offers a similar program.[29] • Boston utilized community members as lead facilitators in their workshops for planning a Bus Rapid Transit.[30]
		Develop a light rail tool kit.	• The City can provide community visioning materials to local resident groups and local organizations to elicit feedback themselves. • The information can then be sent back to the City where it will be compiled with the other community input. • This approach aims to set parameters for the visioning data needed, and then turn it over to the community to facilitate how to obtain the data.
		Utilize a user-friendly digital platform accessible online and with a smart phone to collect community feedback.	• Neighborland is a communications platform that empowers organizations to collaborate with their stakeholders in an accessible, participatory, and equitable way. [31] • The City of Mesa is currently utilizing this tool to solicit ideas from the community.[32]

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[28] See the Community Leadership Program guide here: http://www.ca-ilg.org/sites/main/files/file-attachments/community_leadership_7.7.pdf
[29] Read more about the Every Place Counts Leadership Academy here: https://www.transportation.gov/leadershipacademy
[30] Learn more about the Boston Bus Rapid Transit Project here: http://web.mit.edu/czegras/www/MIT_Barr_Final_Report_vFinal3.pdf
[31] Learn more about Neighborland here: https://neighborland.com/
[32] Learn more about Imagine Mesa: https://neighborland.com/imaginemesa

Maximize opportunities for public participation	(8) Offer a Variety of Engagement Options and Modes of Communication	Utilize an online platform to stream public participation meetings.	• Tools such as such as Facebook Live[33] and Open Town Hall[34] offer platforms that allow for residents to interact and participate at home. • Washington State Department of Transportation hosted an online public meeting where participants could comment and get feedback real-time.[35]
		Utilize a text messaging as a form of collecting feedback.	• Textizen is a web platform that sends, receives and analyzes texts as a tool for community engagement in a variety of sectors.[36] • Salt Lake City utilized Textizen for their long term community visioning.[37]
		Utilize a call-in system to collect community feedback via telephone and publish community messages.	• City Voice is a call-in system that allows community members to record messages to provide their feedback[38]. • South Bend Indiana is utilizing City Voice to highlight vacant properties to address.[39]
		Send text message alerts about upcoming opportunities to participate.	• Nixle is a text messaging platform that offers the ability to update residents via text on upcoming participation opportunities.[40]
		Structure some meetings to be more informal in nature such as a round table discussion.	• The Federal Department of Transportation suggests utilizing small group techniques for more comfortable settings.[41] • Policy Link offers some community conversation guidelines in their Sustainable Communities Initiative Community Engagement Guide.[42]

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[33] Learn more about Facebook Live here: https://live.fb.com/
[34] See more tools here: http://www.gfoa.org/tools-civic-engagement-0
[35] See page 56 of WSDOT Community Engagement Plan: https://www.wsdot.wa.gov/sites/default/files/2017/02/28/FinalCEP2016.pdf
[36] Learn more about Textizen: https://www.textizen.com
[37] Read more about Salt Lake City's use of Textizen: http://archive.sltrib.com/article.php?id=54728901&itype=CMSID
[38] Read more about CityVoice: http://www.cityvoiceapp.com/
[39] See how South Bend Indiana uses City Voice: http://www.southbendvoices.com/
[40] Learn more about Nixle here: http://www.nixle.com/
[41] Read more about DOT suggestions here: https://www.planning.dot.gov/PublicInvolvement/pi_documents/2b-d.asp#toc2B-d
[42] See page 11 of the Sustainable Communities report: http://www.policylink.org/sites/default/files/COMMUNITYENGAGEMENTGUIDE_LY_FINAL%20%281%29.pdf

(cont'd)		Conduct listening sessions.	• Listening sessions are an informal way of collecting resident feedback by meeting people in a familiar setting and having a discussion about their thoughts and ideas. • Ramsey County in Minnesota offered this as one of their many community engagement approaches.[43]
	(9) Provide Informal Engagement Options	Collect community-led digital feedback.	• A Raleigh neighborhood association launched a project called Cellphone Diaries, which trained residents to use cell phones to document important, historical aspects of their neighborhood.[44]
		Capture resident ideas and historic community experience through storytelling and other arts-based methods.	• Nauck Community Heritage Project in Arlington, Virginia compiled information from residents through storytelling and used the results to help develop the artwork for the community.[45] • The American Planning Association published an online article offering a variety of ideas for arts-based method to engage community.[46]
	(10) Address Common Barriers of Participation	Offer participant incentives.	• Vitalyst Health Foundation for Reinvent Phoenix offered meals at workshops as well as $50 gift card raffles to incentivize participation.[47]
		Offer childcare at workshops.	• Vitalyst Health Foundation offered childcare for participants and paid providers an average of $15/hour (see reference above).
		Offer Spanish-language meetings and simultaneous translation.	• Vitalyst Health Foundation supported community outreach efforts for Reinvent Phoenix and offered materials and meetings in Spanish (see reference above).

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[43] Read more about community engagement in Ramsey County here: https://www.ramseycounty.us/sites/default/files/Projects%20and%20Initiatives/Section%203%20-%20Community%20Engagement.pdf

[44] Learn more about Cellphone Diaries here: http://encompass.eku.edu/prism/vol1/iss2/7/ and watch the video here: https://www.youtube.com/watch?v=XawmKoXfZpM

[45] Read more about Arlington planning projects here: https://projects.arlingtonva.us/plans-studies/land-use/nauck-village-center-action-plan/

[46] Read the article here: https://www.planning.org/research/arts/briefingpapers/engagement.htm

[47] Learn more about reinvent Phoenix community engagement efforts in the outreach toolkit: http://vitalysthealth.org/wp-content/uploads/2013/07/Community-Outreach-Toolkit_RP2014_Final.pdf

Conclusion

Residents and community leaders in Central City South and South Phoenix expressed a lack of trust as the most significant barrier to participating in government-led engagement efforts. Historical land use decisions and previous community engagement efforts have led to a strong public perception that the City of Phoenix does not incorporate community voices into their decision making.

The community engagement related to the Light Rail process has the opportunity to influence this narrative by approaching the work in a fresh way that contrasts with past experiences. Fundamentally, residents want to not only have their ideas heard, but they want to have a clear understanding of how their participation made a difference in the process. This requires a new level of transparency. It involves informing and providing feedback to residents every step of the way using multiple modes of communication, including what data was collected, methods used to analyze the data and the overall results.

In addition to a commitment to transparency and communication, the City must utilize a variety of strategies to engage the full spectrum of community voices. Not only must the City consider the range of access to technology, but also the diverse opinions of community groups and organizations. Authentic feedback is provided with a certain level of trust. Trust in Central City South and South Phoenix exists through relationships built over years. The most effective approach would be collaborating with trusted community groups and organizations to lead engagement activities.

This toolkit offers technical solutions to a complex set of conditions—that of engaging residents in a meaningful way to guide public investment. These technical solutions directly address the challenges identified by residents and leaders, but they do not address the underlying way in which the City and its partners approach community engagement.

What is truly needed is a fundamental transformation in how the City and its partners interact with residents. Other cities, such as Boston, Seattle, and Minneapolis, have made dramatic changes to the way in which they interact and partner with residents. National organizations like PolicyLink, National League of Cities and the Government Alliance on Race and Equity have resources that can be helpful. Likewise, a number of Phoenix-based organizations stand ready to partner in changing the way in which community engagement is planned and executed, resulting in a more equitable process and outcome.

Building trust through full transparency, collaborating with community groups for engagement activities and providing clear feedback as to how participants influence the process have the potential to be transformative in the how the community engages with government entities. Ultimately, the community engagement work with this project has implications to other areas of the City. This can set the stage for other departments engaging residents to highlight that the City of Phoenix is taking clear measures to open up government to be more inclusive and participatory.

Appendix A: Community Interviews

We Interviewed a range of people including residents and community group leaders that are effective at engaging residents in their community. This is not an exhaustive list, but we aimed to include a range of demographics related to race, ethnicity, socioeconomic and age. Some interviews were conducted in Spanish to also get the perspective of some Spanish-speaking leaders and residents.

Respondents were asked a series of questions to prompt their ideas and suggestions regarding community engagement. Here are the foundational questions:

A. What suggestions do you have for the City of Phoenix for their community engagement efforts? What should they consider?
B. What would make it easy for you to participate? More comfortable? Motivate you to be engaged in the process?
C. What are the barriers to participating? Do you have any ideas on how to address those barriers?
D. How would you know that they have taken into consideration your feedback?

Name	Affiliation	Connection to South Phoenix
Julio Reyna	Organizer with KDIF 102.9 Community Radio Station	South Phoenix-based radio station transmitting in Downtown, Central City South and South Phoenix
James Hiralez	Artist, member of Graffiti Crew founded in South Phoenix	Graffiti is recognized as a common art form in South Phoenix and many artists connect with this network
Franco Hernandez	South Phoenix Resident "between the 7's" and community organizer	Lives off of 2nd Ave. and Baseline Rd. and also works in South Phoenix organizing events and community gatherings around art and culture
Isabel Garcia	Staff at SPACES of Opportunity and grew up in South Phoenix	Located near Southern Ave. and 10th Ave., SPACES is a community farm supporting local employment and offering a Community Supported Agriculture (CSA) serving South Phoenix Residents
Jose and Daisy	Ignite Program at Center for Neighborhood Leadership	Grassroots leadership group that works with students from the Phoenix area including South Mountain High School
Tony Laguna	President of Central Car Club and South Phoenix Resident "between the 7's"	Car shows are part of South Phoenix culture and Central Car Club is connected with the larger network of car clubs in Phoenix
David DeBruin	Teen Specialist, Boys and Girls Club D-Backs Branch	Located on 7th Ave. and Baseline Rd., the Boys and Girls Club supports teens living throughout South Phoenix including the project impact zone

Fabiola Villegas	Student at South Mountain Community College (SMCC) and Co-chair of Student Governance at SMCC	Student Governance serves as the connection between student groups and represents students in decision making with the college
John K. Allen	Bishop at Church of Jesus Christ Latter Day Saints- South Mountain Ward	Located on 7th St. and Baseline Rd., his ward's geographic boundary is between Central Ave. and 40th St. from River bottom to base of South Mountain
Maya Blanco	Organizer with Reclaim, Remain, Reimagine (RRR) and South Phoenix resident	RRR is a South Phoenix Community Group supporting the equitable engagement of South Phoenix residents
Janelle Woods	President of Black Mothers Forum and resident of South Phoenix	Supports black mothers throughout South Phoenix; works closely with South Mountain High School and Roosevelt School District Parent Teacher Organizations (PTOs)
Shawn Pearson	Co-Founder of Zion Institute and resident of South Phoenix	Located off of 16th St. and Broadway Rd., it is one of the few organizations that is located in South Phoenix to offer business development support for South Phoenix-based entrepreneurs
Marguerite Muhammad	Member of Mosque 32 and former resident "between the 7's"	Mosque is located off of Broadway Rd. and Central Ave.
Valentina Hernandez	Director of Integrated Nutrition Services at Mountain Park Health Center (MPHC)	Located off of Central Ave. and Baseline Rd., MPHC serves residents of South Phoenix
Juana	Resident of South Phoenix and Promotora at Unlimited Potential	Lives off of Central Ave. and Southern Ave.; Unlimited Potential offers programs that serve the bilingual and monolingual Spanish-speaking community in South Phoenix *(interview conducted in Spanish)*
Carmen	South Phoenix Resident "between the 7's"	Longtime South Phoenix resident for over 20 years and works at Food City *(Interview conducted in Spanish)*
Alex, Rosie, Oscar, Andres and Lety	Family of Residents	Bilingual, spanish speaking family residing "between the 7's"
Selena	Resident and 18 year old college student attending ASU	Lives off of Broadway Rd and 7th Ave.
Zel Fowler	President, Arizona Alliance for Black School Educators and teacher in the Roosevelt School District	Arizona Alliance for Black School Educators serves as educational advocates for underserved children across Arizona, including those residing in South Phoenix
Mary Mitchell	Senior Associate of Community Engagement at Girl Scouts- Arizona Cactus-Pine Council	Girl Scouts engages girls and their families in South Phoenix
Grace Salinas	Longtime resident and advisor to newly formed tenant council at Marcos De Niza Housing Complex	Marcos De Niza Housing located off of Pima Rd.and 3rd Ave. is a low income housing complex with 374 units and over 500 residents

Jose Vaquera	Vice President of Family and Human Services at Friendly House	Nonprofit organization located off of 7th Ave. and Lincoln St. and serves community members of Central City South and South Phoenix
Michelle Gahee	Tiger Mountain Foundation	Nonprofit located off of Roeser Rd. and 32nd St. that utilizes agriculture as employment and training for those formerly incarcerated or ask risk for incarceration; many of the participants live within and around the project impact zone
Armando Ruiz	CEO of Espiritu Charter Schools and South Phoenix resident	Located off of Central Ave., Espiritu Charter Schools connect with preschool, elementary, middle and high school students and families; he also lives in the project impact zone along Central Ave. and Roeser Rd.

Appendix B: International Association for Public Participation (IAP2) Resources

Core Values for the Practice of Public Participation[48]

(1) Right to be involved – Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

(2) Contribution will be thoughtfully considered – Public participation includes the promise that the public's contribution will be thoughtfully considered.

(3) Recognize the needs of all – Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers.

(4) Seek out involvement – Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

(5) Participants design participation – Public participation seeks input from participants in designing how they participate.

(6) Adequate information – Public participation provides participants with the information they need to participate in a meaningful way.

(7) Known effect of participation – Public participation communicates to participants how their input affected the decision

INCREASING IMPACT ON THE DECISION →

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations 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.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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[48] Visit the IAP2 website to learn more: https://www.iap2.org/?page=pillars