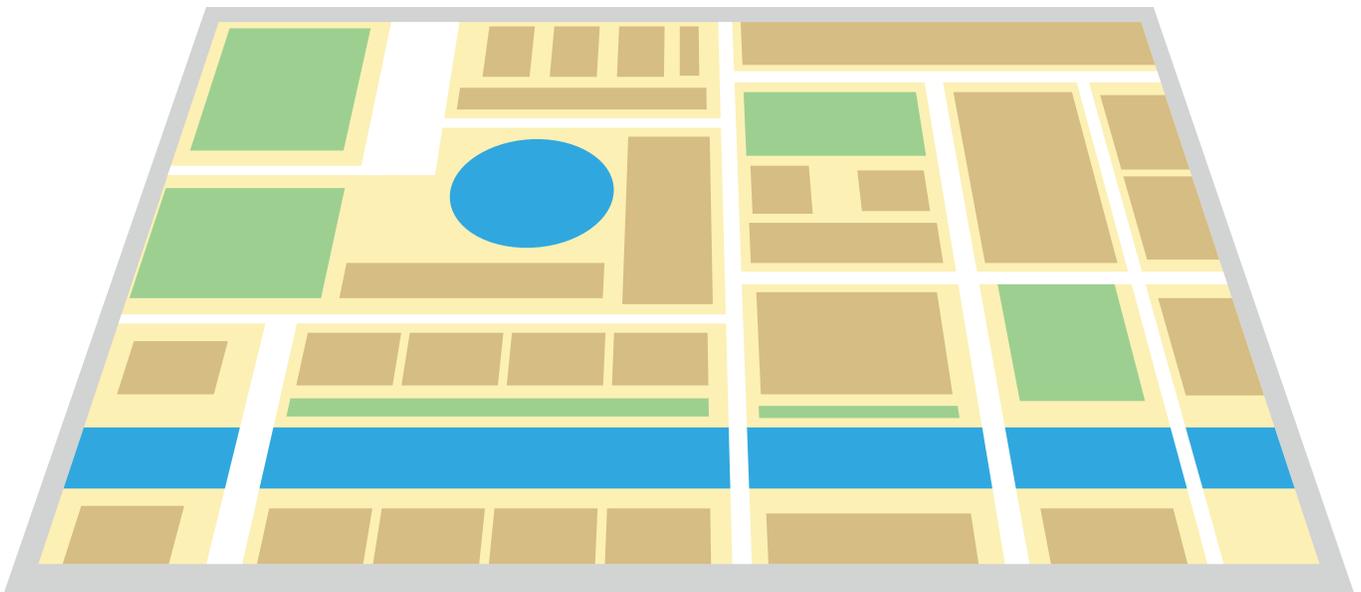


Pre-Community Engagement

Setting the Stage for Authentic Community Engagement



January 2019 This report seeks to inform organizations that aim to conduct community engagement about the preparation needed to develop a community engagement plan and strategies that inspire participation and connect with residents in an authentic way.

Setting the Stage for Authentic Community Engagement

Vitalyst Health Foundation believes that a robust and intentional approach to community engagement leads to more responsive and effective public policies and investments, ultimately resulting in healthier people. Throughout the years, Vitalyst has supported a number of community engagement initiatives including Reinvent PHX¹, Maryvale on the Move² and Health in A New Key³. Through these investments, Vitalyst has recognized that many factors can complicate community engagement, including resident barriers to sharing their perspectives, mistrust of the engagement process and the challenges of synthesizing a wide range of ideas.^{4,5}

COMMUNITY ENGAGEMENT
IS MOST EFFECTIVE WHEN
IT CENTERS ON COLLABORATING
WITH COMMUNITY MEMBERS.

For Vitalyst, community engagement is the preferred term over public involvement or public participation. From our perspective, community engagement is most effective when it centers on collaborating with community members to incorporate their voice and preferences in a given project. We adopt a similar framework to how PolicyLink and the Kirwan Institute articulate community engagement for the Sustainable Communities Initiative in that “Community engagement is not just a set of activities and methods confined to a particular project, policy, or process. Rather, it is a way of communication, decision making, and governance that gives community members the power to own the change they want to see, leading to equitable outcomes.”⁶



Each community has a different history, demographic makeup and unique way of interacting that should be taken into account when planning for any community engagement activity. Therefore, any community engagement or public involvement plan requires the upfront work of understanding community dynamics and identifying effective and respectful ways to engage residents of a particular place.

Our previous investments highlighted that in order for community engagement to be effective and truly inform a particular project, there needs to be a fundamental change to who is being centered. Often, community engagement centers around the entity conducting the community engagement work rather than the community itself. This can be seen when those leading the community engagement start with their own timeline and scheduling rather than understanding the community first and pacing the engagement more appropriately. Authentic community engagement requires a different way of thinking and a new way of working with communities.

Pre-Community Engagement

Vitalyst terms this new way of working with communities as the upfront work of “Pre-Community Engagement.” Pre-community engagement refers to the preparation needed to develop a community engagement plan and strategies that inspire community participation and connect with residents in an authentic way. It addresses the need for personalization and focuses on developing a unique community engagement plan that is both relevant and effective for a particular community. It is also in line with the core values outlined by the International Association for Public Participation (IAP²).⁷

In 2017, Vitalyst piloted this pre-community engagement concept in South Phoenix with the goal of supporting the City of Phoenix and its partners design and implement resident-centered community engagement strategies for the light rail extension project. The pre-community engagement work led to a toolkit that outlined community feedback with best practices in the public participation field.

Through this report, we provide an overview of our Pre-Community Engagement Methodology and outline this methodology through a case study in South Phoenix. This report seeks to inform any nonprofit organization, government entity, research institution or others that aim to conduct community engagement in a more authentic way.

“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*⁸

Pre-Community Engagement Methodology

The Pre-Community Engagement Methodology incorporates three core steps in order to develop an approach that is meaningful, relevant and personalized to a particular community. These steps include:

1. Seek to Understand the Layers within a Community;
2. Understand a Range of Community Member Perspectives; and
3. Identify Engagement Strategies that Support Community Preferences.

These steps are not meant to be an exhaustive, but rather highlight the upfront work that needs to be done prior to developing an engagement plan and formally engaging a community.

1. Seek to Understand the Layers within a Community

The first step in developing a community engagement plan should be to understand the layers of a particular community. When a community is identified for a community engagement effort, it is often an arbitrary geographic area and should not be assumed to be one unified community. It is important to understand the sub-communities, different groups and the various sectors within a particular “community”. This can be done in a variety of ways, but should start with at least four activities:

IMPORTANCE OF RELATIONSHIPS

Relationships are a key driver to authentic community engagement work, especially in communities with a history of unfair treatment. Beginning with relationships allows you to connect further and get people’s genuine thoughts and expertise.

- **Identify Existing Relationships within a Community.** In beginning a community engagement plan, start with existing relationships. Not only does this help to get an understanding of a community more quickly, but it also increases the likelihood for a more nuanced and honest perspective due to the level of comfort from those who already are connected. Existing relationships also serve as a starting point to connect and build trust with others if they can connect other residents through referral.
- **Understand Community Networks.** Intricate community networks exist and flow between individual residents, groups, organizations and businesses within a particular place. Understanding these networks is best accomplished in collaboration with resident leaders who are familiar with the history, demographics and connections within a community. These are leaders who have grown up, are growing up or have lived in this place for years. Leaders can be thought of as those who lead organizations and business, but they are also those that may be less formally recognized, but active in their communities.



- **Understand the History of Place.** Historical context is extremely important when beginning community engagement efforts. Many communities, especially communities of color, often have complex histories that may influence the perception of residents and their willingness to engage in public involvement efforts. The history of a place can be understood through both formal and informal sources. Formal sources such as articles, newspapers and books may provide detailed histories, but oral histories provide a valuable perspective that is not documented in institutional or traditional sources.
- **Understand Previous Engagement Efforts.** Another key piece of information about a community is knowing the methods used in previous engagement efforts and the extent to which the community has been engaged. This helps to understand whether this community has been the focus of recent community engagement efforts and if so, what worked or did not work in the past.

2. Understand a Range of Community Member Perspectives

Once an initial understanding of the community has been established, connect with existing relationships and/or begin building relationships to better understand community member perspectives from different groups. Ask about barriers or challenges they see to engaging. Ask about their preferences related to communication and where people congregate. By hearing from residents and leaders first, you can create engagement strategies that directly respond to challenges and barriers to participation.

ENGAGEMENT FATIGUE

Reviewing previous engagement efforts can help identify whether a community is unmotivated to participate in additional community engagement efforts due to past experiences. Some communities have been overstudied and engaged so many times that they are fatigued and “tired” of the same seemingly cyclical efforts. If a community is experiencing Engagement Fatigue, a different approach is needed to address this in particular and should be included in the plan. Fatigue is worsened when these communities are frequently asked what they want, but ultimately nothing changes in response.⁹



PROCESS IS JUST AS IMPORTANT AS OUTCOMES IN COMMUNITY ENGAGEMENT WORK.

It is important to note that this initial engagement is not only about understanding community perspectives, but it is also about setting the tone and enhancing trust by validating resident expertise prior to beginning any formal engagement work. Process is just as important as outcomes in community engagement work.

3. Identify Engagement Strategies that Support Community Perspectives

Following community perspectives comes identifying engagement strategies that address the barriers and challenges outlined by residents and leaders. This could be reviewing other community engagement reports to see different approaches, connecting with leaders in other communities or developing new types of engagement strategies that have never been done before.

Underlying Values

Authentic community engagement requires a value-driven approach. Here are the underlying values that Vitalyst holds when conducting Pre-Community Engagement activities:

- **Valuing Lived Experience.** Lived Experience refers to the inherent knowledge and expertise that a community member has given their life experiences. It is as important as formal expertise in a given project.
- **Recognizing History of Place.** Every community has a history and any community engagement efforts need to become familiar with the historical context that ultimately impacts dynamics, design and connection.
- **Promoting Power to Influence.** It is important that any community engagement plan be developed in a way that allows for community input to actually influence the trajectory of the project. This means that community members hold power in how a project develops and are not just providing feedback for the sake of information.
- **Operating with Transparency.** One of the best ways to build trust is to be open and transparent from the beginning. This involves being open about the process, how community members will influence it and then provide feedback on the ultimate results and ways in which they influenced the work.
- **Approach with Humility.** Community engagement work should come from a place of humility and valuing the community members lived experiences and ultimately their expertise. Community engagement leaders should serve as facilitators of the information and not be directive.
- **Centering Authenticity.** Authenticity means doing this work beyond transaction. Community engagement requires connection and not just treating people as data points. It is about building relationships to have meaningful methods for community members to influence what happens in their neighborhoods.
- **Valuing People's Time.** So often, community members are expected to be involved in community engagement for free. This sets up an inequitable dynamic and centers those that have the privilege to participate without supportive resources. A more equitable approach is to value people's time in a tangible way such as by providing participation stipends, childcare and/or a meal.



Applying Pre-Community Engagement Methodology to South Phoenix: A Case Study

In January 2016, the Phoenix City Council voted to fast-track the extension of the light rail expansion along Central Avenue from Downtown to South Phoenix, to be opened nearly a decade early in 2023.¹⁰ Valley Metro, which operates the regional transportation system, was tasked with conducting a number of community engagement opportunities in preparation for this expansion.

While the number of Valley Metro-sponsored engagement opportunities was plentiful, Vitalyst staff heard repeatedly from South Phoenix residents and organizations that they had serious concerns about the light rail expansion that were not being heard in these opportunities, did not feel comfortable expressing their concerns in the Valley Metro meeting format or were unaware of these engagement opportunities.

To better support authentic community engagement efforts, Vitalyst set about a series of conversations with South Phoenix residents and organizations and piloted the Pre-Community Engagement Methodology.

BEFORE IDENTIFYING
SPECIFIC COMMUNITY
ENGAGEMENT METHODS,
WE SOUGHT TO
BETTER UNDERSTAND
SOUTH PHOENIX.

1. Seek to Understand the Layers within a Community

- **Identify Existing Relationships within South Phoenix.** For the South Phoenix communities, Vitalyst had some developed relationships based on previous investments in the area. One particular investment focused on increasing civic participation through supporting resident leaders promoting equitable transit oriented development.¹¹ For the pre-community engagement work, we began connecting with people from this investment, which then led to other relationships and connections to a variety of residents, groups, organizations and businesses.
- **Understand Community Networks.** Developing an initial understanding of the community networks in South Phoenix involved several activities. We conducted community interviews with some residents already connected to Vitalyst to then connect with additional residents. This also involved attending different community meetings with local nonprofits and community groups. These activities started to clarify that South Phoenix is a complex area that holds several diverse community networks. It showed that it was important to engage with several different groups and not assume that a set of community leaders represented all of South Phoenix.
- **Understand History of Place in South Phoenix.** In the case of South Phoenix, the community has experienced a history of environmental racism since the 1890's. It has been well documented that development of the Phoenix area segregated South Phoenix as the place for Latinos and Blacks to live. This segregation was enforced through housing, lending and land use policies. Hazardous waste sites were intentionally planned for South Phoenix, away from the more valued parts of the city where whites lived.¹²



SOUTH PHOENIX RESIDENTS LIVE IN AN AREA THAT DOES NOT SUPPORT HEALTH. IT HAS LIMITED ACCESS TO HEALTHCARE, EXPOSURE TO AIR POLLUTANTS AS A RESULT OF THE HAZARDOUS WASTE SITES AND HAS FEW RETAILERS THAT SELL HEALTHY, AFFORDABLE, GOOD QUALITY FOOD.



As a result of this history, South Phoenix residents live in an area that does not support health. It has limited access to healthcare, exposure to air pollutants as a result of the hazardous waste sites and has few retailers that sell healthy, affordable, good quality food. It is important to note this point because many residents have historical knowledge within their families of these occurrences and as a result have a high level of mistrust of government.

Discussion with some South Phoenix residents revealed that some had experienced displacement when they lived in the historic Golden Gate neighborhood. In the 1970s and 80s, Golden Gate residents were displaced and their neighborhood demolished to provide space for the Sky Harbor Airport expansion¹³. Some former Golden Gate residents moved to South Phoenix.

• **Understand Previous Community Engagement Efforts.**

We conducted a literature review of previous community engagement work in the community. We encountered the following publications that revealed community engagement methods used in the past:

- *Central City South Quality of Life Plan*: In 2010, Phoenix Revitalization Corporation published a Quality of Life Plan based on a community engagement process that included residents and stakeholders living and invested in the Central City South community.¹⁴
- *Alternatives Analysis*: From June 2012 to October 2013, Valley Metro engaged residents as they conducted an evaluation to better understand the transportation needs and potential modal and multimodal options within the light rail extension along the South Central Corridor.¹⁵

- *South Central Neighborhoods Transit Health Impact Assessment*: From August 2013 to January 2015, Maricopa County Department of Public Health, the Arizona Department of Health Services, and Arizona Alliance for Livable Communities conducted a health impact assessment that involved community residents and stakeholders from the Central City South and South Phoenix neighborhoods to examine the conditions of health along the proposed light rail extension path.¹⁶
- *San Juan Diego Study*: In 2014, Raza Development Fund and Promise Arizona in partnership with Arizona State University Center for Urban Innovation conducted a study to learn more about the strengths and needs of five South Phoenix precincts: Chavez, Hope, Lassen, Lowell and Sunland.¹⁷
- *Plaza De Las Culturas Community Visioning*: Raza Development Fund is spearheading a community development initiative off of Central Avenue at the edge of the Rio Salado River called Plaza De Las Culturas, which is a project aimed to develop a campus that supports business development, educational attainment and celebration of cultures.¹⁸
- *Environmental Impact Assessment*: In 2015, Valley Metro engaged the community as part of the Environmental Impact Assessment for the light rail extension project.¹⁹

In addition to the literature review, we also asked residents who participated in community interviews (See Appendix A) specifically about previous involvement in community engagement efforts. Many had shared they had not ever been engaged nor heard about previous engagement opportunities.

2. Understand a Range of Community Member Perspectives

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 experienced personally and saw 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** on page 20.

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
<p style="text-align: center;">1</p> <p style="text-align: center;">Build Trust: Ensure Residents Have Clear Ways They Influence the Process</p> <p>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.</p>	<p>Barrier: Lack of Trust</p> <ul style="list-style-type: none"> • “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 end.” • “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 of 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.” <p>Solution: Building Trust through Influence</p> <ul style="list-style-type: none"> • “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 a final plan to community members to get their okay.”
<p style="text-align: center;">2</p> <p style="text-align: center;">Support Resident Understanding of How They Can Influence the Process</p> <p>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.</p>	<ul style="list-style-type: none"> • “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?’” • “Be 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.”

Recommendation	Respondent Quotes
<p style="text-align: center;">3</p> <p style="text-align: center;">Validate Community Contributions</p> <p>When respondents were asked how they would know the City has taken their feedback into account, many shared specific ways they could be validated.</p>	<ul style="list-style-type: none"> • “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 is 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.”
<p style="text-align: center;">4</p> <p style="text-align: center;">Create a Feedback Loop</p> <p>Many respondents shared their desire for feedback regarding their participation and the ability to track their contribution within the larger project.</p>	<ul style="list-style-type: none"> • “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 on 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.”
<p style="text-align: center;">5</p> <p style="text-align: center;">Engage through Existing Relationships</p> <p>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 foundation of the South Phoenix community.</p>	<ul style="list-style-type: none"> • “[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.” • “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.”

Recommendation	Respondent Quotes
<p style="text-align: center;">6</p> <p>Meet People Where They Gather</p> <p>There are several locations within the community that residents frequent, including grocery stores, festivals, gatherings, schools, car shows, etc.</p>	<ul style="list-style-type: none"> • "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 a 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."
<p style="text-align: center;">7</p> <p>Collaborative Engagement Approach</p> <p>Many respondents preferred the engagement to have more community leadership in order to promote a sense of ownership in the activities.</p>	<ul style="list-style-type: none"> • "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 us 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 two-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."
<p style="text-align: center;">8</p> <p>Offer a Variety of Engagement Options and Modes of Communication</p> <p>Several respondents offered solutions to common barriers by promoting the 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.</p>	<ul style="list-style-type: none"> • "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." • "SurveyMonkey – make the questions very specific. Don't leave a blank spot " • "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, two 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 they 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 log on through some digital conversation they can have."

Recommendation	Respondent Quotes
<p>(8, Continued)</p>	<ul style="list-style-type: none"> • “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.”
<p style="text-align: center;">9</p> <p style="text-align: center;">Provide Informal Engagement Opportunities</p> <p>South Phoenix residents expressed their discomfort with formal meeting spaces that often feel too structured and rigid to express themselves without judgment.</p>	<ul style="list-style-type: none"> • “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 three-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.”
<p style="text-align: center;">10</p> <p style="text-align: center;">Address Common Barriers of Participation</p> <p>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.</p>	<p>Barriers</p> <ul style="list-style-type: none"> • “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 they are uncomfortable or feel intimidated.” • “If they are using words or terminology that no one understands.” • “Language barriers.” <p>Solutions</p> <ul style="list-style-type: none"> • “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.” • “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 five meetings and only one 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.”

Identify Engagement Strategies that Support Community Preferences

Using what residents and leaders said along with IAP²'s core values (See Appendix B), we identified strategies that have been used in other municipalities. These strategies respond to what residents and leaders identified as barriers or challenges. This table expands on the community recommendations by identifying a specific public participation objective, 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 and 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.	<p>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.</p> <p>Minneapolis outlined a project schedule that includes project task, month and public input.²⁰</p> <p>Washington State Department of Transportation developed a table outlining how community engagement influences aspects of planning.²¹</p>
		Connect with local funders to support community ideas.	<p>Support community ideas in the short term to build trust by connecting local organizations and groups with transit oriented development funding.</p> <p>The Regional Transportation Authority of Chicago developed an inventory of governmental and private foundation opportunities.²²</p> <p>Locally, Vitalyst supports projects within the Reinvent PHX work.²³</p>
	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.	<p>Visual representation of the process and how residents influence it would be helpful in allowing residents to understand their impact.</p> <p>In the West Broadway Transit project, Minneapolis created a table with project phases, engagement methods and decision makers throughout the process.²⁴</p>
		Define residents role in the process in a clear, transparent way.	<p>The IAP² developed a spectrum of public participation that helps stakeholders understand the level of influence their contribution has in a particular process.²⁵ It can be a useful tool in helping provide context to the community visioning activities.</p>
		Provide opportunities for residents to provide feedback about the community engagement plan.	<p>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.²⁶</p>

Public Participation Objective	Community Recommendations	Strategies and Tools	Details and Examples
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.	<p>Notes would summarize the main feedback provided by residents and then be posted on the website and offered via email for participants.</p> <p>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.²⁷</p>
	4) Create Feedback Loop	Publish collected feedback, the policy plans and progress towards implementation of ideas.	<p>A webpage can be used to highlight progress towards the policy plans that are developed from the community visioning.</p> <p>The Chicago Metropolitan Agency for Planning collects and distributes public data to show progress towards the long-term community goals in their MetroPulse project.²⁸</p> <p>The City of Phoenix began this process with Plan Phoenix²⁹, but had limited success.</p>
	Develop a public plan to reduce or mitigate displacement.	<p>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.</p> <p>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.³⁰</p> <p>Denver developed a visual document that outlines the key actions the city is taking to address the threat of displacement.³¹</p> <p>The Montgomery Housing Partnership developed a comprehensive toolkit of different policy options to support equitable development.³²</p>	
	Evaluate the community engagement efforts.	<p>Tracking and evaluating community engagement efforts not only informs future endeavors, but it also sends a message of accountability to the community.</p> <p>The Institute for Local Government offers Rapid Review Worksheets and ways to consider both participant experience as well as local convener perspectives.³³</p> <p>Evaluation has been identified as a best practice. Atlanta published a report evaluating their community efforts in their regional transportation planning.³⁴</p>	



A WEBPAGE CAN BE USED TO PUBLISH MEETING NOTES, HANDOUTS, PRESENTATIONS, AND HIGHLIGHT PROGRESS TOWARDS THE POLICY PLANS.

Public Participation Objective	Community Recommendations	Strategies and Tools	Details and Examples
<p style="text-align: center;">Include a Representative Sample of South Phoenix Residents</p>	<p>5) Engage through Existing Relationships</p>	<p>Complete stakeholder mapping.</p>	<p>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.</p>
		<p>Catalogue upcoming community events.</p>	<p>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.</p> <p>Minneapolis outlined local events and mapped them with community engagement activities and specific project phases.³⁵</p> <p>The Alternatives Analysis conducted by Valley Metro documented community events.³⁶</p>
	<p>6) Meet People Where They Gather</p>	<p>Set up tabling and pop-up workshops where people frequent.</p>	<p>Boston Transportation Department launched a Question Campaign that featured a Question Truck that toured neighborhoods to gather feedback.³⁷</p>
		<p>Connect with businesses and host meetings with employees at their workplace.</p>	<p>Having meetings with employees that work along Central Avenue would allow residents with limited time an opportunity to participate.</p> <p>Minneapolis targeted major employers in the area in their planning efforts.³⁸</p>
		<p>Build connections beyond impact area.</p>	<p>An organization may not be located within the impact zone, but can serve residents in the area.</p> <p>For example, Spaces of Opportunity Farmer's Market is a community location where a variety of residents frequent.</p>
		<p>Partner with local organizations and groups to co-host community engagement events.</p>	<p>Reinvent PHX hosted events with community organizations. They let the community decide terms of the meeting.³⁹</p>
	<p>7) Collaborative Engagement Approach</p>	<p>Offer community engagement grants to local organizations and groups to engage in the process.</p>	<p>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.⁴⁰</p>
		<p>Have community members serve as engagement leaders and facilitate discussions.</p>	<p>Workshops could be facilitated by community members to have a more inclusive and participatory event.</p> <p>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.⁴¹</p> <p>US Department of Transportation offers a similar program.⁴²</p> <p>Boston utilized community members as lead facilitators in their workshops for planning a Bus Rapid Transit.⁴³</p>
		<p>Develop a light rail tool kit.</p>	<p>The City can provide community visioning materials to local resident groups and local organizations to elicit feedback themselves.</p> <p>The information can then be sent back to the City where it will be compiled with the other community input.</p> <p>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.</p>
		<p>Utilize a user-friendly digital platform accessible online and with a smart phone to collect community feedback.</p>	<p>Neighborland is a communications platform that empowers organizations to collaborate with their stakeholders in an accessible, participatory, and equitable way.⁴⁴</p> <p>The City of Mesa is currently utilizing this tool to solicit ideas from the community.⁴⁵</p>

Public Participation Objective	Community Recommendations	Strategies and Tools	Details and Examples
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 ⁴⁶ and Open Town Hall ⁴⁷ 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. ⁴⁸
		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. ⁴⁹ Salt Lake City utilized Textizen for their long term community visioning. ⁵⁰
		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. ⁵¹ South Bend Indiana is utilizing City Voice to highlight vacant properties to address. ⁵²
		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. ⁵³
		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. ⁵⁴ Policy Link offers some community conversation guidelines in their Sustainable Communities Initiative Community Engagement Guide. ⁵⁵
	9) Provide Informal Engagement Options	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. ⁵⁶
		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. ⁵⁷
		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. ⁵⁸ The American Planning Association published an online article offering a variety of ideas for arts-based method to engage community. ⁵⁹
	10) Address Common Barriers of Participation	Offer participant incentives.	Vitalyst Health Foundation for Reinvent PHX offered meals at workshops as well as \$50 gift card raffles to incentivize participation. ⁶⁰
		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 PHX and offered materials and meetings in Spanish (see reference above).

Reflections and Lessons Learned

The Light Rail project in South Phoenix provided an opportunity to promote a more authentic community engagement approach and pilot the pre-community engagement methodology.

We gained several insights throughout the pilot of the methodology. We have integrated many of the lessons within the report (e.g., *Underlying Values* sidebar on page 6.), but would also like to highlight the following:

INVESTMENT IN CREATING AUTHENTIC RELATIONSHIPS SHOULD BE PRIORITIZED AND BEGUN EARLY ON IN THE PROCESS TO ENSURE THE PROJECT TRULY BENEFITS THE EXISTING RESIDENTS.

Community Engagement Should Be Prioritized. A recent cost estimate places the South Phoenix light rail extension project at over \$700 million⁶¹. While the vast majority of these resources will go toward infrastructure development and construction, community engagement should be viewed as equally important to those of traffic engineers and urban planners. As the light rail project was getting closer to breaking ground, a grassroots group formed to oppose the proposed light rail plan citing that the City ignored resident requests for other community improvements and that the construction of the light rail would negatively impact businesses.⁶² If community engagement had been prioritized, perhaps this group would have felt heard and had their concerns addressed prior to this stage in the project. Investment in creating authentic relationships should be prioritized and begun early on in the process to ensure the project truly benefits the existing residents.

History Speaks Louder than Words. Perhaps the most powerful factor in community engagement efforts is the history of the place and the people who live there. 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 its decision making.

Trust Is Key to Authentic Engagement. 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 can lead to greater trust in the future.

Transparency Is Important. 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.

Power through Data Ownership. If the old saying is true – knowledge is power – those who own the knowledge also own the power. As echoed by others, one South Phoenix residents told us that “Too many times, they ask for our honest input, but nothing ever seems to change.” Residents voiced that traditional approaches to community engagement took on an extractive quality; once the knowledge or data was extracted from residents, they had little power or few recourses to oversee how it is used (or not used), let alone follow-up communication. New approaches such as Community-Based Participatory Action Research⁶³ to community engagement and data ownership provides another path forward.

There Is No One Community. It is easy to make off-handed generalizations about “the community” and what it believes. However, large neighborhoods, like South Phoenix, encompass thousands of people, representing a diversity of life circumstances and lived experiences. Boiling down one demographic group, like Latinx families, to a single viewpoint can be dismissive, if not dangerous. Particularly with complex, expensive and community-altering investments, like the light rail, we need to anticipate complex and diverse opinions, even within one demographic group.

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 how institutions of all sectors engage with community. Pre-Community Engagement is one step in the transformation.

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The pre-community engagement work in South Phoenix would not have been possible without the support of the core leaders in the resident leadership group, Remain. Reclaim. Reimagine. (RRR). They supported the community interviews and connected us to other residents to better understand South Phoenix and the necessary approaches to authentic community engagement: Maya Blanco, Julio Cesar Reyna, Franco Hernandez, and Michael Ingram.

Another RRR leader, Isabel Garcia, provided both additional insight and connections within South Phoenix as well as conducted some of the interviews with other residents in Spanish.

John Harlow served as a thought partner and provided additional insight and guidance on how best to develop a toolkit that was meaningful to both community and City staff.

It is also important to recognize other residents and consultants that supported the pre-community engagement work including Rebecca Larios, Lola N’Sangou, Ricky Araiza, Rey Ramirez, Shawn Pearson, Alex Reyna, Joseph Larios, and Luke Black.

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)

Name	Affiliation	Connection to South Phoenix
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 (<i>interview conducted in Spanish</i>)
Carmen	South Phoenix Resident "between the 7's"	Longtime South Phoenix resident for over 20 years and works at Food City (<i>interview conducted in Spanish</i>)
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	TigerMountain Foundation	Nonprofit located off of Roeser Rd. and 32nd St. that utilizes agriculture as employment and training for those formerly incarcerated or at 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 Participation⁶⁴

- 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.



	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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- 23 Learn more about Vitalyst support here: <http://vitalysthealth.org/reinventing-neighborhoods/>
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- 26 Learn more about Atlanta's community efforts here: <http://documents.atlantaregional.com/The-Atlanta-Region-s-Plan/Stakeholder-Engagement-Plan.pdf>
- 27 Learn more about community engagement in the Adeline Corridor here: <https://www.cityofberkeley.info/AdelineCorridor/>
- 28 Learn more about MetroPulse here: <http://www.cmap.illinois.gov/data/metropulse/about/>
- 29 Visit the Plan Phoenix website here: <https://www.phoenix.gov/pdd/pz/planphx>
- 30 Gov tech summarizes mapping tools for addressing displacement: <http://www.govtech.com/data/Using-Mapping-to-Understand-Gentrification-Prevent-Displacement.html>
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- 37 Read more about the Question Campaign here: <http://goboston2030.org/the-question-campaign/>
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- 39 Read more about Reinvent PHX outreach efforts here: http://vitalysthealth.org/wp-content/uploads/2013/07/Community-Outreach-Toolkit_RP2014_Final.pdf
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- 41 See the Community Leadership Program guide here: http://www.ca-ilg.org/sites/main/files/file-attachments/community_leadership_7.7.pdf
- 42 Read more about the Every Place Counts Leadership Academy here: <https://www.transportation.gov/leadershipacademy>
- 43 Learn more about the Boston Bus Rapid Transit Project here: http://web.mit.edu/czegras/www/MIT_Barr_Final_Report_vFinal3.pdf
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- 45 Learn more about Imagine Mesa: <https://neighborland.com/imaginemesa>
- 46 Learn more about Facebook Live here: <https://live.fb.com/>
- 47 See more tools here: <http://www.gfoa.org/tools-civic-engagement-0>
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- 50 Read more about Salt Lake City's use of Textizen: <http://archive.satrib.com/article.php?id=54728901&itype=CMSID>
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Pre-Community Engagement: Setting the Stage for Authentic Community Engagement

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- Advance community policies and practices that result in healthy communities that are accessible to all
- Increase the capacity and effectiveness of community-based leaders, organizations and coalitions
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- Increase civic participation for inclusive decision-making to advance health equity

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