

Chinatown International District Community Engagement Toolkit Part 1. Workbook

**CID Visioning Advisory Group
Updated January 2022**

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Tu Consulting (lead)
MEM Consultants

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Introduction

The Chinatown International District (CID) is a historically significant and culturally rich community in Seattle's south downtown that has experienced decades of public and private disinvestment, racism throughout society and systems, and harmful public policies. The CID has also faced rising development pressures as the city continues to grow.

The neighborhood currently faces challenges from unprecedented development pressures and in 2020, the impact of the COVID pandemic and increased vandalism. Current and upcoming projects or issues that are or will have an impact on the community include the ST3 West Seattle Ballard Link Extension (WSBLE), public spaces, urban design, housing, sustainability, health, economic development, ISRD designation, public art and culture, displacement, public safety, public lands/facilities.

In this context, community members have expressed the need for:

- Community-led participation and decision making in projects that will impact the CID,
- Opportunities for community participation that are inclusive and meaningful, and
- Building consensus on and a structure for community decision making and participation.

Introduction

In 2019, several CID organizations came together as an informal group called the “CID Visioning Project” Advisory Group, to identify ways the community can have a stronger voice and influence. *Advisory Group organizations are listed in Appendix A.*

The Advisory Group secured funding from the City of Seattle Department of Neighborhoods to support a community-led process with the following focus:

The Opportunity: **Build Stronger Community Self-Determination and Influence on Impacts to the CID**

- How can the CID be organized for advocacy?
- Who should be involved? Who has been underrepresented?
- How should process and structure work?
- How should decisions be made?
- How to make sure the process is equitable and anti-racist?

In March 2020, the Advisory Group selected a consulting team of Tu Consulting and MEMconsultants, who facilitated a process from July 2020 through February 2021, scoped to focus on building a model for community engagement, decision making and collective advocacy.

This Community Toolkit is the result of this work.

Introduction

What Is The CID Toolkit?

- ❖ A tool that can be used by the CID community to collectively engage, make decisions about and advocate for community interests when faced with issues, concerns or projects that could impact the CID.
- ❖ A tool that can be used by other entities, such as the City of Seattle or private sponsors of projects, that will impact the CID, ensure that projects or policies support the CID community's vision and goals.
- ❖ The Toolkit is designed to be used for different types of issues or projects, recognizing that one cookie-cutter model may not fit all situations or issues.
- ❖ The toolkit is used to scope and plan an intentional process for the community to come together on a specific issue or project. This allows for tailoring community engagement and decision making.

Goals

The goals for using the Toolkit are to ensure:

- ❖ Opportunities for meaningful participation of diverse communities in the CID.
- ❖ Powerful community voice and advocacy on projects and policies that affect the CID.
- ❖ Implementation of projects in a way that supports community goals and needs.

Introduction

The Toolkit is comprised of **three documents**:

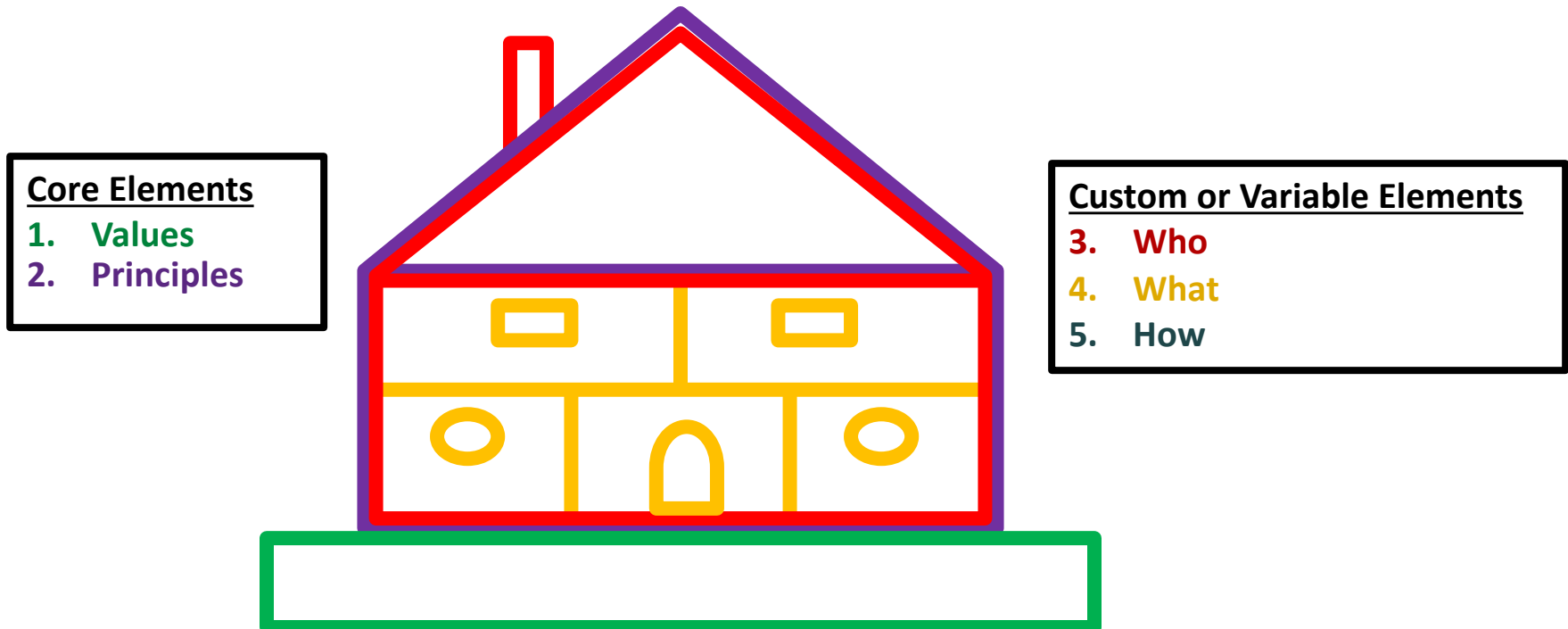
1. **The Workbook (this document).** The Workbook is a comprehensive document for planning a community engagement process using the Toolkit.
2. **Research and Resources.** The Research & Resources document functions as appendices with additional detailed information to supplement use of the Workbook and the Combined Planning Guide. It should be used in conjunction with those documents.
3. **Combined Planning Guide.** The Combined Planning Guide is a combined and condensed version of the Workbook and Research & Resources. It is recommended for use after review of the Workbook and Research & Resources, but also may function as a stand-alone resource.

How to use this Workbook

1. Work through the following slides, which include **slides with background information** to guide groups in working through a given step, and **Worksheets** with space for direct brainstorming and planning.
2. Throughout the document are **links to relevant additional information** in the Research and Resources document that can support completing each step or Worksheet.

Introduction

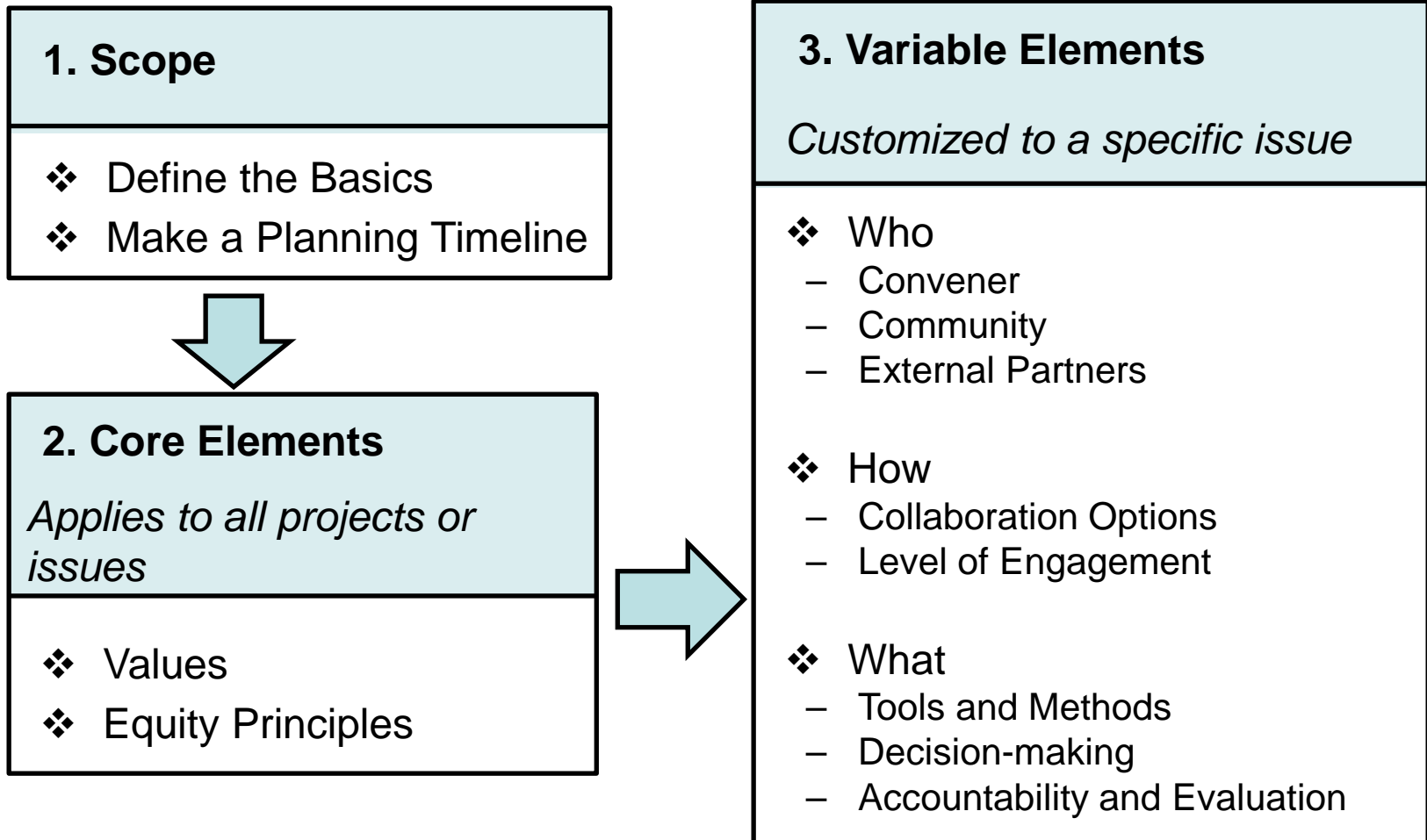
- ❖ Similar to a house, the Toolkit has three steps or elements:
 - **Initial Scope**
 - **Core Elements** that apply to every project or issue, and
 - **Variable Elements**, which are customized to a specific project or issue.



Introduction

❖ Using the Toolkit involves three basic steps:

1. **Set** the Scope
2. **Review and Reaffirm** the Core Elements
3. **Determine and Design** the Variable Elements



Step 1a. Set the Scope



Bring together an initial group of community members to define the following:

What is the issue or project at hand? What are key background facts to know?

- _____
- _____
- _____
- _____

What is the purpose, goal or decision to be made?

- Examples: share information, generate input, take a position on a project, create a shared community vision

- _____
- _____

What is the timeline and any deadlines for this process?

- _____

What resources are needed? What are available (financial and non-financial)? Are these adequate?

- _____
- _____



Step 1b. Make a Timeline for Planning



Based on the project scope, decide on a reasonable timeline/schedule for completing the planning stages of this toolkit. Below are two example schedules, but your group may work best within existing meeting norms and cadences. Also, consider that community engagement projects larger in scope require more time to plan than well-defined or smaller projects.

Planning Retreat Example

Retreat Planning Meeting

- Set the Scope
- Timeline Planning

Retreat, 5.5 -7 hours:

- Opening
- Introduce Toolkit, Review Scope and Timeline (30-45 mins)
- Determine Who: Convener, Community, External Stakeholders (30 mins)
- Determine How: Collaboration, Level of Engagement (30 mins)
- *Break*
- Determine Tools and Methods (60-90 mins)
- *Break*
- Determine Decision-Making (30 mins)
- Draft Evaluation and Accountability Plan (30 mins)
- *Break*
- Revisit Review and Reaffirm Core Elements (15 mins)
- Review and Update Entire Plan (30 mins)
- Closing

Multiple Meeting Example

Meeting 1, 90-120 minutes:

- Set the Scope
- Timeline Planning
- Review and Reaffirm Core Elements
- Determine the Convener

Meeting 2, 90 minutes

- Determine Community
- Determine External Stakeholders
- Determine Level of Engagement
- Determine Decision-Making

Meeting 3, 90 minutes:

- Determine Tools and Methods

Meeting 4, 90-120 Minutes:

- Evaluation and Accountability Plan
- Revisit Review and Reaffirm Core Elements
- Review and Update Entire Plan

Step 1b. Make a Timeline for Planning



Establish a schedule for planning for this project:

Step and Associated Worksheet (on following slides)	When?
Step 2. Review and Reaffirm Core Elements	
Step 3a. Determine the Convener	
Step 3b. Determine the Community	
Step 3c. Determine External Stakeholders	
Step 3d. Determine Level of Engagement	
Step 3e. Determine Tools and Methods	
Step 3f. Determine Decision-Making	
Step 3g. Draft Evaluation and Accountability Plan	
Final Review	

Step 2. Review and Reaffirm Core Elements

Core Values for CID Community Process

1. Inclusion and Equity

- (see expanded Equity Principles on next slide)

2. Transparency and Trust

- Be clear and open about the process and decision-making.
- Report back how input and feedback was used or informed the work.

3. Collaboration and Shared Purpose

- Reach back to reach forward, embracing history between neighborhoods to move forward.
- Focus on working together for the common good.
- Work through differences of opinion respectfully and constructively.
- Be open to mistakes, learning, and improving over time.

4. Civility

- Create spaces where people are comfortable sharing opinions.
- Listen and understand others' ideas and perspectives.

Step 2. Review and Reaffirm Core Elements

Equity Principles for CID Community Process

1. Recognize and work to mitigate the impact of historic inequities

- Build shared understanding of the roots of inequities and systems of power.
- Create opportunities for community healing.

2. Infuse equity into every aspect of the work

- Include diverse people, voices, ideas and information and recognize different communities equally.
- Prioritize underrepresented people and communities, and those most impacted.
- Offer multiple and varied opportunities for participation, including responding to the needs of specific groups and/or cultures.
- Avoid overtapping “the usual suspects.”
- Do not tokenize or co-opt people.

3. Level the playing field. Ensure people can participate meaningfully:

- Address barriers to participation such as language, knowledge gaps, logistics and transportation, and family support.
- Invest in building community knowledge and capacity to engage meaningfully.
- Ensure high-quality language support.
- Value community members’ time by offering compensation for participation.

Step 2. Review and Reaffirm Core Elements



Discuss and describe:

What are the implications of these values for this particular issue or project?

- _____
- _____
- _____
- _____

In what ways will it be easy or challenging to act on these values in this project?

- _____
- _____

What should we pay attention to in order to ensure that these values and principles are activated in this project?

- _____
- _____

Step 3. Determine and Design Variable Elements

Variable Elements

Customized to a specific project or issue

Who

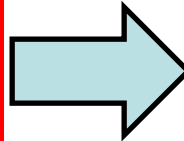
- **Convener**
- **Community**
- **External Partners**

How

- Collaboration Options
- Level of Engagement

What

- Tools and Methods
- Decision-making
- Accountability and Evaluation



Step 3a-3c. Discuss and determine:

Convener: Who should lead and convene/bring the community together on this issue

Community: Who should be involved from the community

External Partners: Any external groups that should be involved and in what role

Step 3a. Determine and Design Variable Elements



Determine Convener: This step involves determining who should lead and bring the community together on this issue.

Considerations and possible criteria

- ✓ *What community organizations or groups work on this issue?*
- ✓ *What organizations or groups include, represent or are connected to the community members who should be involved on this issue?*
- ✓ *Is this an opportunity to support emerging organizations or leaders in the community?*

Discuss and list below possible conveners, pros/cons of each, and who has the capacity to convene this project.

➤ _____

➤ _____

➤ _____

Step 3b. Determine and Design Variable Elements

Determine Community: This step involves identifying who should be involved from the community.

Considerations

- ✓ *Who are key stakeholders for this issue?*
- ✓ *What underrepresented groups should be prioritized?*
- ✓ *Who would be most impacted by this issue?*
- ✓ *Who wants to be involved?*
- ✓ *Consider: both organizations and individuals/community at large*
- ✓ *Consider: seniors and non-English speakers*



For more guidance on **Identifying Community Stakeholders**, see **Research & Resources, Appendix B**

Step 3b. Determine and Design Variable Elements



Determine Community: Who should be involved from the community?

Discuss and list below key community members, stakeholders and organizations who should be involved:

















Step 3c. Determine and Design Variable Elements

Determine External Partners: Consider what, if any, external groups should be involved and in what role.

Considerations

- ✓ *Is there a private or public group putting forth the issue or project?*
- ✓ *Are there groups in adjacent neighborhoods that will be impacted?*
- ✓ *Are there external allies that could give support to the community?*
- ✓ *Consider: If this is a project with an external sponsor:*
 - *What are the power dynamics with the project sponsor?*
 - *How can the CID position itself to ensure community self-determination?*
 - *Should accountability agreements be put in place?*
 - *Should they contribute resources to support community process?*

Step 3c. Determine and Design Variable Elements



Determine External Partners: Are there any external groups that should be involved and in what role?

Discuss and list below key external partners and the role they should play in this process:

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Step 3. Determine and Design Variable Elements

Variable Elements

Customized to a specific project or issue

Who

- Convenor
- Community
- External Partners

How

- **Collaboration Options**
- **Level of Engagement**

What

- Tools and Methods
- Decision-making
- Accountability and Evaluation

Step 3d-3e. Discuss and determine:

Collaboration Options: How community groups should work together on this issue

Level of Engagement: What level of community engagement is most appropriate for this issue

Step 3d. Determine and Design Variable Elements

Determine Collaboration: This step involves deciding how community members and groups will work together on this issue.

Options to Consider

Cooperation	Coordination	Collaboration
<ul style="list-style-type: none"> • Shorter-term, informal relationships 	<ul style="list-style-type: none"> • More formal relationships 	<ul style="list-style-type: none"> • Separate organizations join a shared structure with a common mission
<ul style="list-style-type: none"> • Information shared focuses on specific project 	<ul style="list-style-type: none"> • Coordination on a specific effort or program • Some project-specific planning 	<ul style="list-style-type: none"> • Formal, comprehensive planning and communication
<ul style="list-style-type: none"> • Each organization retains authority 	<ul style="list-style-type: none"> • Some sharing of authority 	<ul style="list-style-type: none"> • Authority is shared and mutual
<ul style="list-style-type: none"> • Resources kept separate • Lower risk (resources, reputation) 	<ul style="list-style-type: none"> • Some pooling of resources • Some shared risk 	<ul style="list-style-type: none"> • Partners pool or jointly secure resources • Risk and rewards equally shared



For additional guidance on **Collaboration Options**, see **Research & Resources, Appendix C**

Step 3d. Determine and Design Variable Elements

Options of different ways to structure formal collaboration

- **Advisory committees** respond with suggestions and technical assistance.
- **Affiliation:** A loosely connected system of two or more groups with a similar interest(s).
- **Alliances:** Formal collaborations where decision-making power is shared or transferred.
- **Coalition:** An organization of diverse interest groups (usually independent organizations) that combines human and material resources to effect a specific change the members are unable to bring about individually.
- **Consortia** tend to be semi-official, membership organizations with broad policy-oriented goals.
- **Co-sponsorship:** Two or more organizations share in providing a program or service.
- **Federation/Association:** An alliance of member organizations established to centralize common functions.
- **Joint Venture:** A legally formed alliance in which member organizations maintain joint ownership to carry out specific tasks or services
- **Networks** are generally loose-knit groups formed to share information or resources.
- **Task forces** often come together to accomplish a specific series of activities.

Step 3d. Determine and Design Variable Elements



Determine Collaboration: How should community members and groups work together on this issue?

Discuss, decide and describe below:

How community stakeholders will collaborate on this issue:





Any formal collaboration structures that will be formed:






Step 3e. Determine and Design Variable Elements

Determine Level of Engagement: This step involves determining what level of community engagement is most appropriate for this issue.

Options to Consider

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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Step 3e. Determine and Design Variable Elements

Considerations

Choosing Level of Engagement		
Level of engagement	Useful for issues or projects that:	Examples
<ul style="list-style-type: none"> • Inform 	<ul style="list-style-type: none"> • Have moderate impact on part of community • Are general information sharing 	<ul style="list-style-type: none"> • Change to operating hours of a facility
<ul style="list-style-type: none"> • Consult 	<ul style="list-style-type: none"> • Have moderate impact on whole community • Need initial input or issue identification 	<ul style="list-style-type: none"> • Adding a flood overlay • Intersection redesign
<ul style="list-style-type: none"> • Involve 	<ul style="list-style-type: none"> • Have high impact on part of community • Have strong community interest 	<ul style="list-style-type: none"> • Zoning changes • Amendments to existing plan
<ul style="list-style-type: none"> • Collaborate 	<ul style="list-style-type: none"> • Have high impact on whole community • Are complex and/or controversial 	<ul style="list-style-type: none"> • New plan for the whole neighborhood



For additional guidance on **Deciding Level of Community Engagement**, see *Research & Resources, Appendix D*

Step 3e. Determine and Design Variable Elements



Determine Level of Engagement: What level of community engagement is most appropriate for this issue?

Discuss, decide and note below the targeted level of community engagement for this issue:





Step 3. Determine and Design Variable Elements

Variable Elements

Customized to a specific project or issue

Who

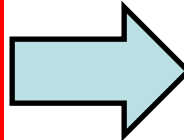
- Convenor
- Community
- External Partners

How

- Collaboration Options
- Level of Engagement

What

- **Tools and Methods**
- **Decision-making**
- **Accountability and Evaluation**



Step 3f-3h. Discuss and determine:

Tools and Methods: What specific activities for community engagement are most appropriate for this issue

Decision-making: How community decisions will be made on this issue

Accountability and Evaluation: How ntended results will be monitored and evaluated

Step 3f. Determine and Design Variable Elements

Determine Tools and Methods: This step involves determining specific activities for community engagement that are most appropriate for this issue.

Examples of Community Engagement Tools and Activities

- Advertisements
- Print materials
- Media releases
- Email feedback
- Websites
- Information hotline
- Town hall/public forums
- Phone polls or surveys
- 1-on-1 interviews
- Public displays
- Charrettes
- Social events
- Formal committees
- Technology/apps
- Citizen Panels
- Social media
- Digital video (e.g. Youtube)
- Online survey tools
- Paper questionnaires
- Gameification
- Virtual reality/augmented reality
- Community mapping (online or in-person)
- World cafes
- Workshops
- Radio
- Blogs
- Community summit
- Roundtable consensus
- ...and many more

Step 3f. Determine and Design Variable Elements

Determine Tools and Methods: Identify specific activities for community engagement that are most appropriate for this issue.

Considerations:

Identifying Stakeholder Needs

- Any barriers for people to participate in the process? (physical, economic, cultural, information/knowledge, literacy/numeracy, linguistic).
- Do they need support to build their knowledge of the issue?
- What logistical supports are needed? (transport, childcare, location and accessibility of venue)
- Is language support accurate and high-quality?

Are Activities:

- Responsive to needs of specific communities, groups, generations?
- Accessible and inclusive?
- Appealing and creative?
- Cost-effective?

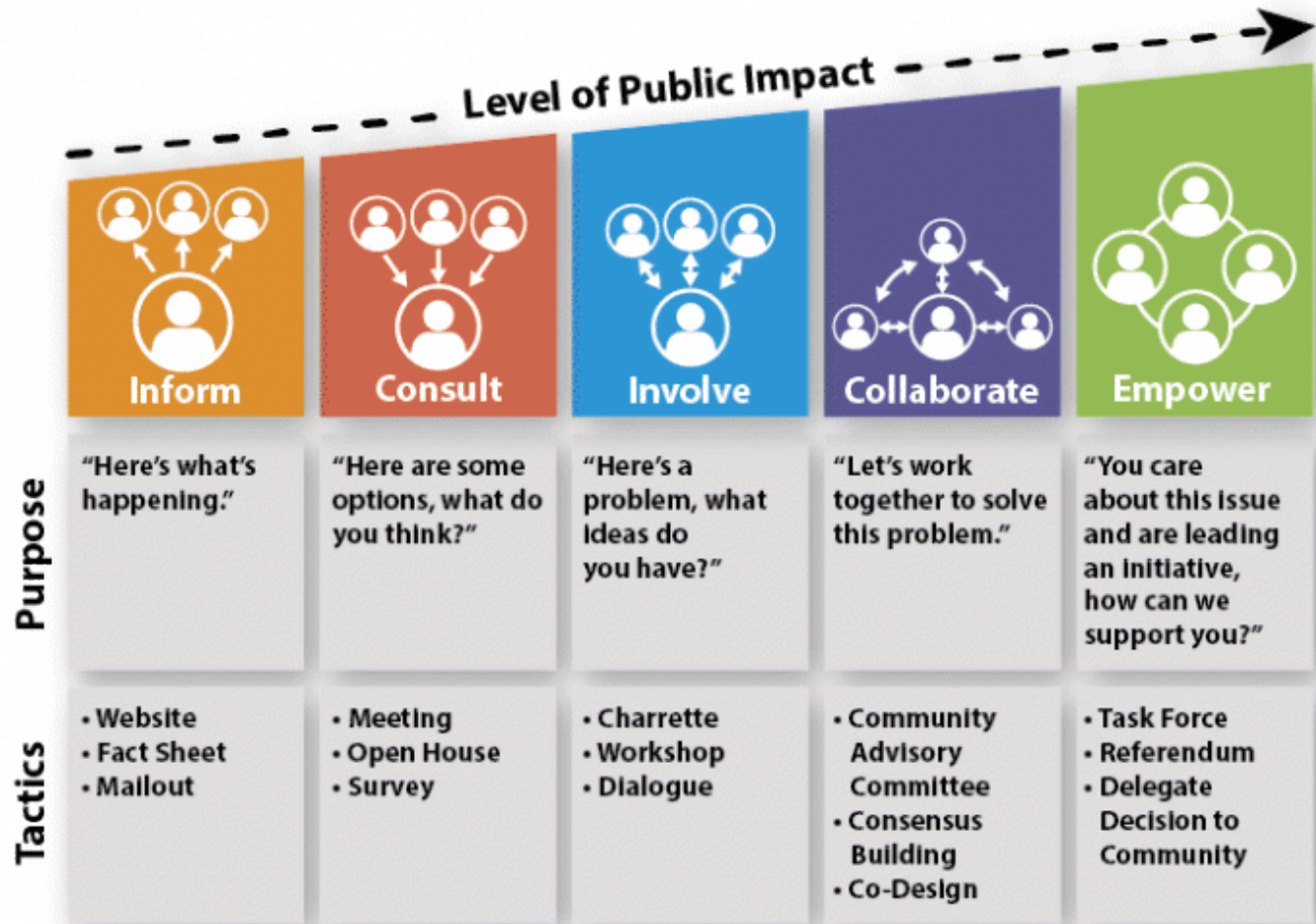


*For additional guidance on and examples of **Community Engagement Tools**, see **Research & Resources**, Appendix E.*

Step 3f. Determine and Design Variable Elements

Determine Tools and Methods: Identify specific activities for community engagement that are most appropriate for this issue.

Consideration: Align specific activities with the chosen level of engagement.



Adapted from the IAP2 spectrum of public participation

Step 3f. Determine and Design Variable Elements



Determine Tools and Methods: What specific activities for community engagement are most appropriate for this issue?

Discuss, determine and list below key activities and methods for community engagement, including any targeted engagement:

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Step 3g. Determine and Design Variable Elements

Determine Decision-making: This step involves deciding how community decisions will be made on this issue.

*There are different models and methods for making group decisions. Consider the following principles and practices to help decide upfront **how** decisions will be made.*

Principles

- Value participatory decision making.
- Build mutual understanding within the group.
- Strive for inclusive solutions that integrate different perspectives.
- Recognize that a group process goes through stages, including challenging moments, but which may strengthen the result.

Practices

- Provide a safe space.
- Clarify upfront how decisions will be made.
- Distinguish who has a voice vs. who has a vote.
- Choose a diverse group and appoint a strategic dissenter.
- Collect opinions independently, if helpful.
- Share responsibility for implementation.

Step 3g. Determine and Design Variable Elements

When choosing a decision-making model, consider the type of decision(s) that need to be made on this issue.

For example, is the need for community decision making on a broader or community-wide process?

- Models that support this type of decision making include consensus conferences, citizen juries, and charrettes. Charrettes, for example, can work especially well for “proactive”, communitywide efforts like neighborhood visioning or neighborhood planning.

Or is the need for community decision making on a specific issue or project?

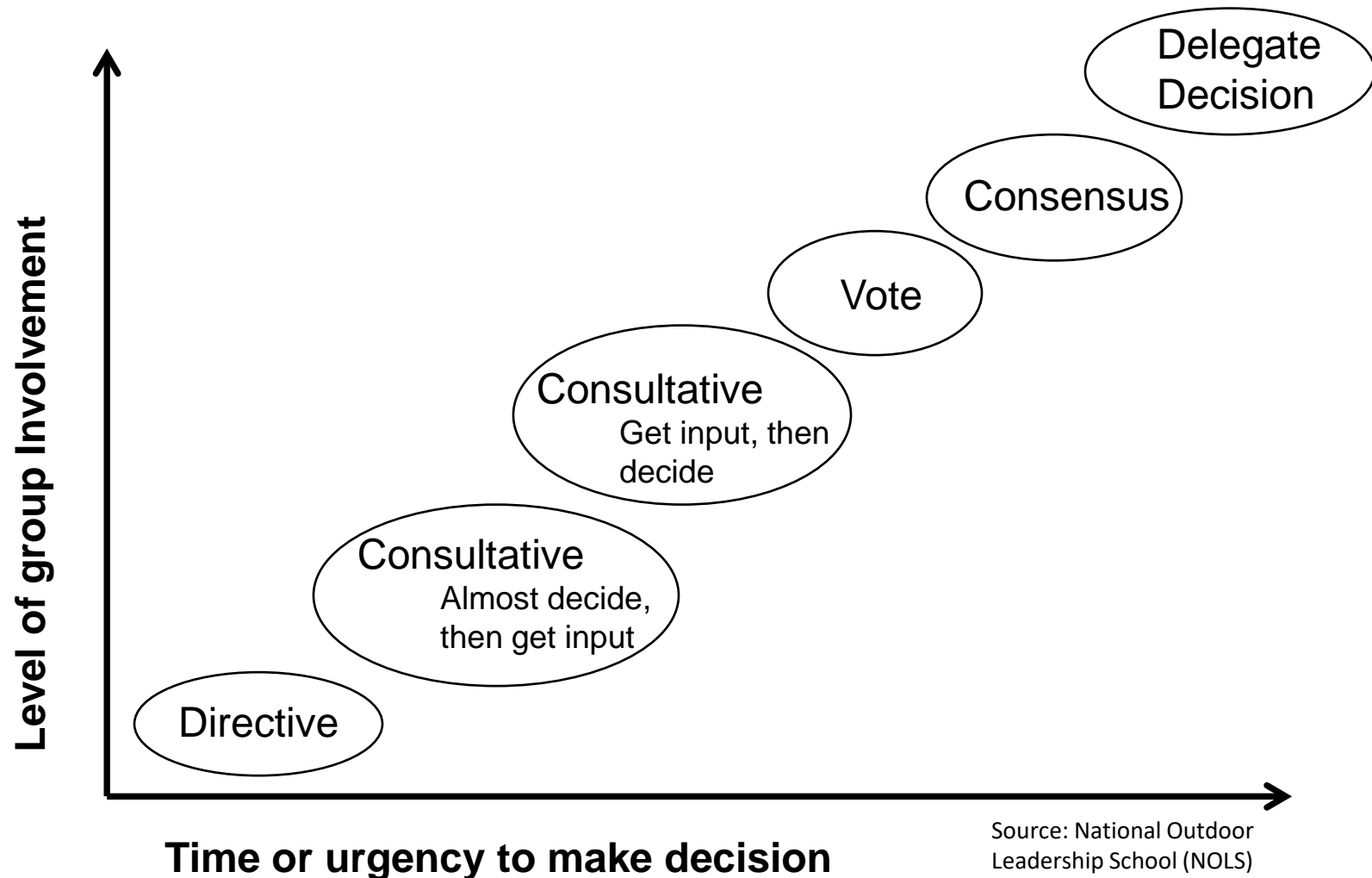
- Models that support this type of decision making include voting, consensus, and delegating.



*[For additional guidance on **Decision-making Models**, see **Research & Resources, Appendix F**](#)*

Step 3g. Determine and Design Variable Elements

Consider the range of methods for community decision making, with varying degrees of group involvement vs time.



Source: National Outdoor Leadership School (NOLS)

Step 3g. Determine and Design Variable Elements

- The Consensus approach considers everyone's ideas. The intent is to reach a decision that everyone supports.
- Consensus can be unanimous (100% agreement), or less than 100%.
- There are different variations. Two examples are "fist to five" and "gradients of agreement".

Fist to Five Consensus Method	
5 fingers	"I love this! I will champion this!"
4 fingers	"I am fine with this. No worries."
3 fingers	"I have a minor issue that can be worked out later. I can live with and support this."
2 fingers	"I have some minor issues that feel resolvable, then will support."
1 finger	"I have major issues that will probably need work outside the meeting to resolve."
Closed fist	"I strongly disagree with this decision and cannot support it."



[For additional guidance on Decision-making Models, see Research & Resources, Appendix F](#)

Team Decision Making Gradients of Agreement

Enthusiastic Support

1. Fully support - *"I like it."*
2. Endorsement with minor concerns - *"Basically I like it."*

Lukewarm Support

3. Agree with reservations - *"I can live with it."*
4. Abstain - *"I have no opinion."*
5. Stand aside - *"I don't like this, but I don't want to hold up the group."*

Meager Support

6. Disagreement, but willing to go with majority - *"I want my disagreement noted, but I'll support the decision."*
7. Disagreement, with request not to be involved in implementation - *"I don't want to stop anyone else, but I don't want to be involved in implementing it."*

Strong Objection

8. Can't support the proposal

Step 3g. Determine and Design Variable Elements

If there needs to be a formal vote, consider distinguishing who has a voice vs who has a vote. Related input from CID community members included this:

Distinguishing voice vs. vote

- **In general, in the CID, when voting, consider prioritizing:**
 - Residents, business owners and property owners
 - People who live or work in the neighborhood
 - Non-English speaking
- **Beyond that, depending on the issue, may also consider:**
 - Those most directly impacted
 - Organizations that work closely with those directly impacted
 - Those who have been in the community the longest
 - Those who are in the community now
 - Those within the geographic boundaries of the CID
 - Non-profit organizations vs not
 - Anybody who cares about the neighborhood

Step 3g. Determine and Design Variable Elements



Determine Decision-making: How will community decisions be made on this issue?

Discuss, decide and describe below:

Is there a “decision” to be made on this issue? If so, what is it? Is it a broader community process or a specific issue or project?



How will be decisions be made? Using what decision model?



*If a formal “vote” will be involved, who or which stakeholders should have a voice?
Who should have the formal vote?*







Step 3h. Determine and Design Variable Elements

Determine Accountability and Evaluation: This step involves determining how intended results will be monitored and evaluated.

Consider how to define accountability for this issue or project:

- *Responsibility to an outcome, not just a set of tasks.*
- *Delivering on a commitment.*
- *Demonstrating the ownership and initiative necessary for achieving desired results.*
- *When a person or organization says they will do something, they will follow through and get it done.*
- *Accountability is built on a foundation of trust and support; commitment rather than compliance; and working relationship as a covenant rather than a contract.*

Sources: "4 Steps to Employee Accountability." <http://leadinglogic.biz/component/joomblog/post/4-steps-to-employee-accountability?Itemid=681>.
Mercier, Devin. "Six Ways to Increase Your Team's Accountability." <https://medium.com/pathlight/6-ways-to-increase-your-teams-accountability-91f2308faa95>.
Irvine, David. "Accountability: Getting a Grip on Results." https://www.davidirvine.com/wp-content/uploads/2016/03/accountability_getting_a_grip_on_results_v2.pdf

Step 3h. Determine and Design Variable Elements

Consider key steps to develop an accountability plan or agreement.

1. Co-develop and agree on expectations at the outset.
2. Establish a way to measure results and a feedback loop.
 - Define measures of success, milestones, and consequences.
 - Build in ways to provide feedback that is timely, constructive, direct and clear.
3. Provide adequate resources and support independent action.
 - Resources are both financial and non-financial.
 - Focus on the outcomes or results, not tasks.

Elements in an Accountability Agreement

1. Purpose
2. Expectations/Outcomes
3. Milestones and Measurements
4. Resources/Supports Needed
5. Consequences Follow-up/Review Mechanism

Step 3h. Determine and Design Variable Elements

Determine Accountability and Evaluation: Make a plan for monitoring and evaluating process and results.



*Review additional guidance and templates on **Accountability and Evaluation in Research & Resources**, Appendix G. and complete worksheet on next slide.*

If needed, create an evaluation plan and accountability agreement for this issue or project.

Step 3h. Determine and Design Variable Elements



Evaluation and Accountability: How will intended results be monitored and evaluated?

Discuss and define expectations for this project, and who is accountable for meeting those expectations.

➤ _____

➤ _____

What feedback loops will be built into the project? These should help identify opportunities to improve and allow for course-correction if expectations are not being met.

➤ _____

➤ _____

How will final reflection and review of the overall project, outcomes, success, challenges and lessons learned take place?

➤ _____

➤ _____

Example

The following section provides a hypothetical example of this Toolkit in action.

Example

Step 2. Define the Basics

- Project/issue: A national retail store chain wishes to locate a new store in the CID.
- Purpose/objective: The store chain wishes to hear community input about whether they want a store located in the neighborhood.
- Timeline/deadlines: Three months, though the store owners are open to community input on how much time is needed.
- Resources: The store chain is providing funding for community engagement.

Initial process steps:

- ❖ Store chain contacts two organizations in the CID.
- ❖ Community organizations reach out to other groups in the CID who care about this type of issue to have an initial/preliminary meeting.
- ❖ Community meets and works through the steps on the following slides to plan the most appropriate community engagement and decision making for this specific project.

Example

Step 2. Affirm Core Values and Principles for Community Process

Core Values

1. **Inclusion and Equity***
2. Transparency and Trust
3. Collaboration and Shared Purpose
4. Civility

*Inclusion and Equity

- ❖ Recognize and work to mitigate the impact of historic inequities
- ❖ Infuse equity into every aspect of the work
- ❖ Level the playing field

Example

Step 3a-3c. Determine WHO should be involved

Decide:	Example:
Who should lead and convene/bring the community together on this issue?	<ul style="list-style-type: none">• Community business association• Design advisory committee
Who should be involved from the community? <ul style="list-style-type: none">• Who is most impacted?• Who is often under-represented?• Who works on this issue?	<ul style="list-style-type: none">• Neighborhood business owners• Property owners• Potential neighborhood customers• Neighborhood transportation advocates?
Any external groups that should be involved and in what role? <ul style="list-style-type: none">• Center community self-determination and voice	<ul style="list-style-type: none">• City land use department?• City transportation department?

Example

Step 3d-3e. Determine HOW the community process will work

Decide:	Example:
How should community groups collaborate? <ul style="list-style-type: none">• Informal vs Formal• Cooperation vs Coordination vs Collaboration	<ul style="list-style-type: none">• Informal coordination or perhaps• Short-term advisory committee
What level of community participation is appropriate? <ul style="list-style-type: none">• Informing• Consulting• Involving• Collaborating• Empowering	<ul style="list-style-type: none">• Involving or Collaborating

Example

Step 3f-3h. Determine WAYS community participation and decision making will take place.

Decide:	Example:
<p>What specific community participation activities?</p> <ul style="list-style-type: none"> • Address barriers to participation (language, logistics) • Build knowledge if needed • Multiple ways to participate 	<ul style="list-style-type: none"> • Meetings with project sponsor • Written information and survey – electronic and print • Focus groups in multiple languages
<p>How will decisions be made?</p> <ul style="list-style-type: none"> • Define who has a voice vs. a “vote” • Options: Vote, Consensus 	<ul style="list-style-type: none"> • Voice: any interested community member • Try consensus first; if needed, “vote” • “Vote”: residents and business owners
<p>How will accountability and evaluation be built in?</p>	<ul style="list-style-type: none"> • Evaluation plan developed upfront • Monthly progress check-ins