



1

### Intellectual Property Notice

*The materials presented in this course are property of NeighborWorks® America. This includes all outlines, content, examples, and graphics.*

*All rights are reserved. No part of these materials may be reproduced, distributed, shared, or repurposed without written permission from NeighborWorks America.*

2



## Susan J. Harden, FAICP, CNU-A, LEED AP

Managing Principal | Circlepoint

- Urban planner, engagement strategist, and facilitator
- Experience in public, private and non-profit worlds
- Co-author, *“Placemaking on a Budget”*
- Adjunct Faculty at University California Irvine

3

## COMMUNITY ENGAGEMENT: INTRO & THEORY

*“Never underestimate the power of a small group of committed citizens to change the world. Indeed, it is the only thing that ever has.” - Margaret Mead*



4

## Why Community Involvement?

[Why Is Community Involvement Important in Revitalization? \(padlet.com\)](https://padlet.com)

NeighborWorks.org

Copyright 2023 NeighborWorks America. All rights reserved.



5

## Why Community Involvement?

- Provides a means for incorporating the public's values, interests, needs, and desires into decisions that affect their lives
- Improves the decision-making process
- Encourages the public to provide meaningful input into the decision process
- Facilitates understanding
- IT'S FUN!

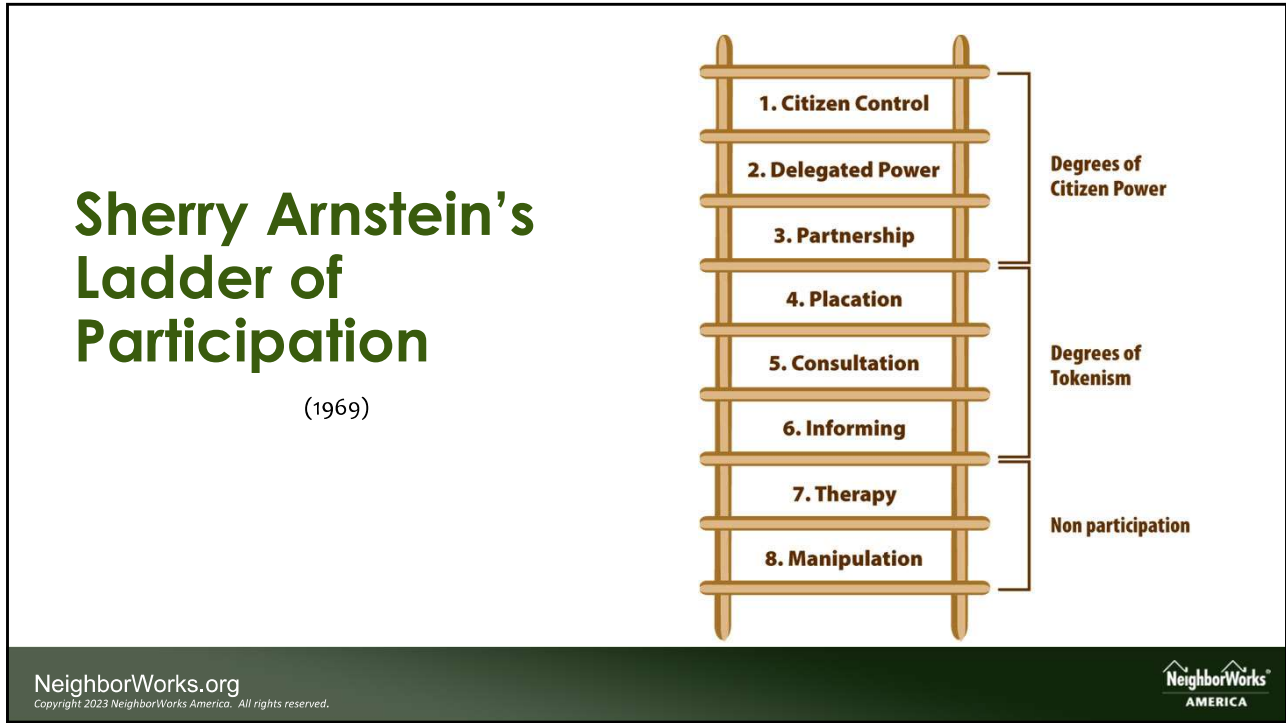
Source: International Association of Public Participation

NeighborWorks.org

Copyright 2023 NeighborWorks America. All rights reserved.



6



7

# IAP2 PUBLIC PARTICIPATION SPECTRUM

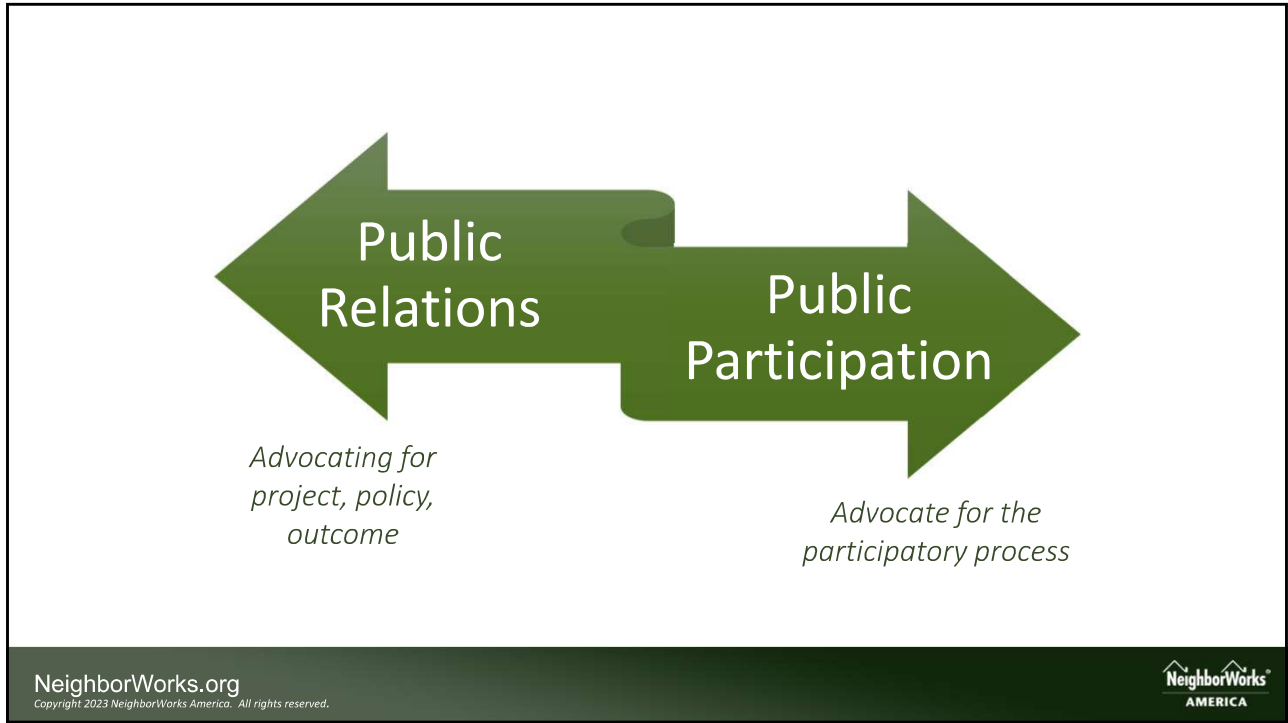
INCREASING LEVEL OF PUBLIC IMPACT

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<b>Public Participation Goal:</b> To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	<b>Public Participation Goal:</b> To obtain public feedback on analysis, alternatives and/or decisions.	<b>Public Participation Goal:</b> To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	<b>Public Participation Goal:</b> To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	<b>Public Participation Goal:</b> To place final decision-making in the hands of the public.
<b>Promise to the Public:</b> We will keep You informed.	<b>Promise to the Public:</b> We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	<b>Promise to the Public:</b> We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	<b>Promise to the Public:</b> We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	<b>Promise to the Public:</b> We will implement what you decide.

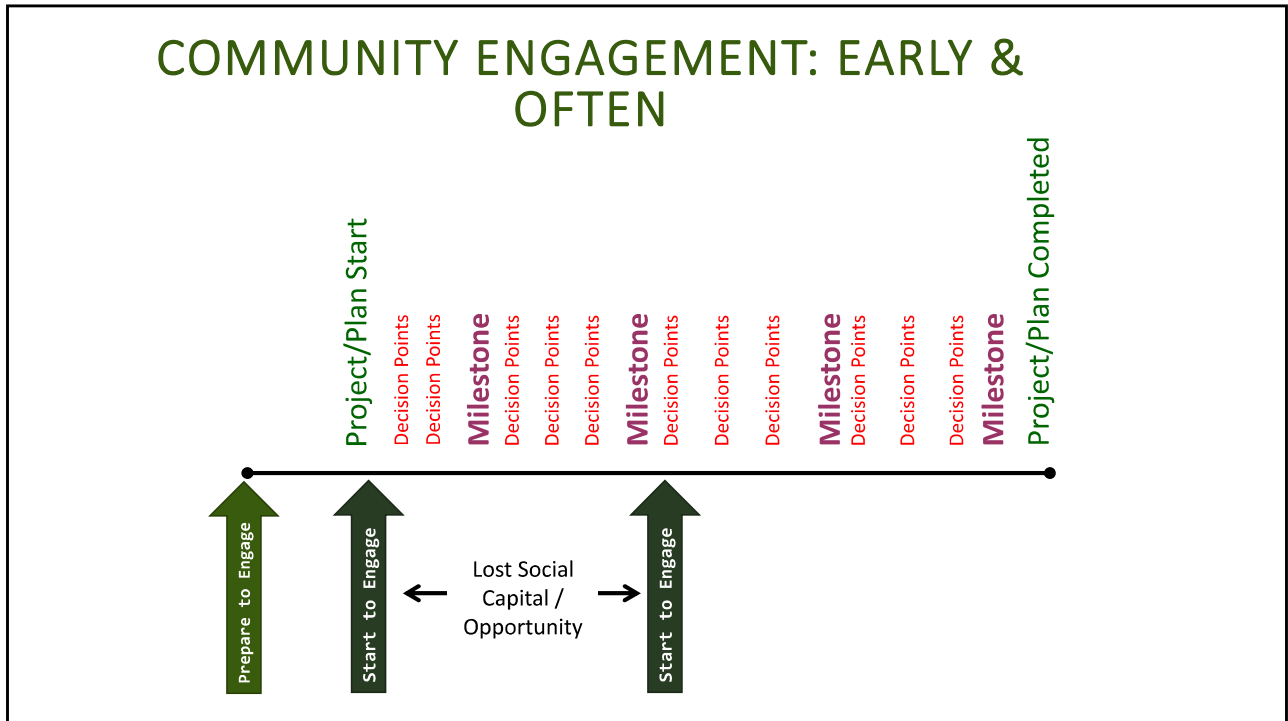
NeighborWorks.org  
Copyright 2023 NeighborWorks America. All rights reserved.

[IAP2 Public Participation Spectrum - Bing video](#)

8



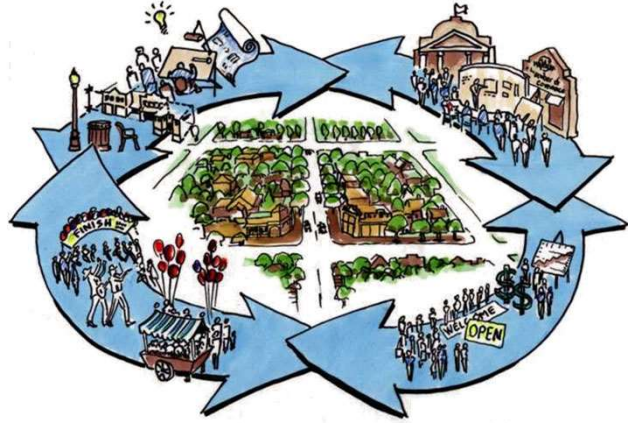
9



10

# Community Involvement Principles

- *Meaningful*
- *Inclusive & Accessible*
- *Transparent*
- *Educational*
- *Diverse*
- *Active Listening*
- *Encourages Dialogue*
- *Fun*



11

## Meaningful Involvement



- Never just "hold a meeting"
- Reason for community to participate should be clear
- How the information to be used is known
- Next steps and follow-up are provided
- Provide involvement opportunities from beginning to end
- Evaluate efforts after complete

12

## Inclusive & Accessible

- Everyone is a stakeholder – from residents to agencies to youth
- Promotion and outreach is widespread and appropriate for all stakeholders
- Multi-cultural aspects addressed (language, venues, etc.)
- Process is accessible to all (locations, volume, times, transportation, etc.)
- Participants represent cross-section of the neighborhood/community



13

## Transparent Process

- No hidden agendas or pre-determined outcomes
- Community members are involved in planning and decision-making
- No “sidebars” or closed door meetings
- Parameters and/or limitations are provided



14

## Diverse Participatory Techniques



- Enlist a range of different participants
- Recognize that people participate best in different ways
- Employ a variety of techniques, tools, & formats to reach a variety of people

## Educational

- Learning opportunities for the participants
- Learning opportunities for the facilitator/presenters/conveners
- Provide useful information and education
- Formal and informal





## Active Listening

- Use active listening skills - people know when they are being listened to
- Do not plan a response while someone is speaking
- Accurately record comments
- Acknowledge all ideas & opinions



## Encourage Dialogue

- “A **conversation** between two or more people”
- “To engage in an informal **exchange of views**”
- Not a debate or discussion
- Dialogue that leads to action . .



## Which of these “Principles” Resonates Most with You?

1. Design Process to Be Meaningful
2. Ensure It is Inclusive & Accessible
3. Promise Transparency
4. Create Educational Opportunities
5. Ensure Diverse Participatory Techniques
6. Practice Active Listening
7. Encourage Dialogue
8. Make it Fun

*Launch  
Zoom  
poll*

NeighborWorks.org

Copyright 2023 NeighborWorks America. All rights reserved.



19

## Who Is “the Community”?

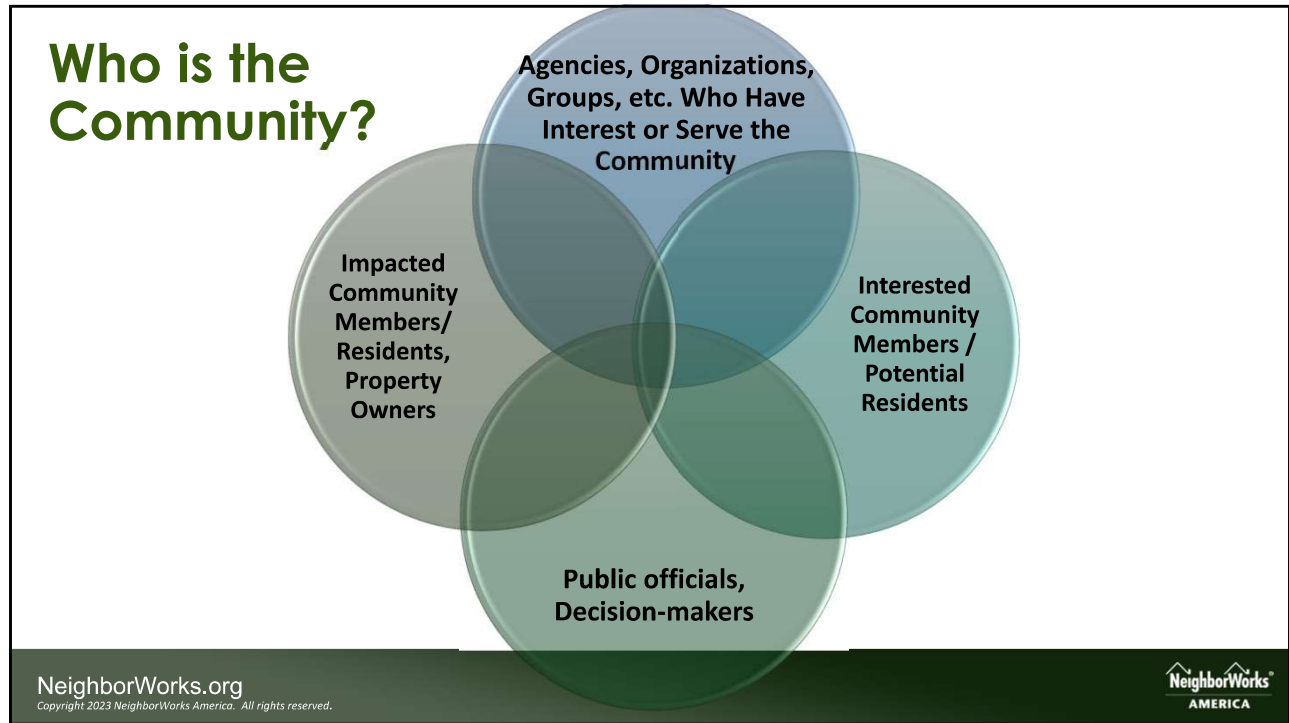
[Who is "the Community"? \(padlet.com\)](#)

NeighborWorks.org

Copyright 2023 NeighborWorks America. All rights reserved.



20



21

## Who Is the Community?

- Residents, business community, property owners . . .
- Organizations, service providers, special interests . . .
- Elected officials, boards, commissions . .
- Youth, seniors, families, singles . . .
- Different cultures, races, languages . . .
- Various disabilities, income levels . . .
- Different perspectives, lifestyles . . .
- Different political persuasions . . .
- Different personalities, participation styles . . .
- Who else? What else?

NeighborWorks.org  
Copyright 2023 NeighborWorks America. All rights reserved.

NeighborWorks  
AMERICA

22



## Stakeholder Analysis

- Local knowledge
- Demographic data/maps
- Reading/research
- Observation
- Interviewing/asking
- Assumptions

NeighborWorks.org  
Copyright 2023 NeighborWorks America. All rights reserved.

NeighborWorks  
AMERICA

23

## Stakeholder Analysis

- Who are all of the different stakeholders?
- How does or could the plan/ project impact them? What could be their motivations to participate?
- What can they contribute?
- What could be barriers to their participation?
- How do they currently get information?



NeighborWorks.org  
Copyright 2023 NeighborWorks America. All rights reserved.

NeighborWorks  
AMERICA

24

Stakeholder Group	Organization / Group / Agency
Community At Large	Brawley Chamber of Commerce Brawley Lions Club
Children / Youth	Representatives of school districts or campuses Brawley Youth Commission Boys and Girls Club
Seniors	Brawley Senior Center
Health and Active Transportation	Imperial County Health Department Comite Civico Del Valle Clinicas de Salud del Pueblo / Ehman Women's Center Pioneers Memorial Hospital Imperial Valley Transit Brawley Parks and Recreation Department Brawley Parks and Recreation Commission Walking and cycling clubs (list to be provided by Brawley Parks and Recreation Department)
Limited Access to Cars	Campesinos Unidos Catholic Charities Clinicas de Salud del Pueblo / Ehman Women's Center Buh's Family Resource Center

Target Group	Ventura Statistics	Challenges
Young Adults (Ages 20-39)	27% of population	<ul style="list-style-type: none"> <li>Can be less civically engaged</li> <li>Limited time</li> </ul>
Renters	48% of population	<ul style="list-style-type: none"> <li>More transient</li> <li>Can be less civically engaged</li> </ul>
Families with Children under 18	24% of population	<ul style="list-style-type: none"> <li>Limited time</li> <li>Busy with kids and activities</li> </ul>
Hispanic/Latino Community	35% of population	<ul style="list-style-type: none"> <li>Potential language barriers</li> <li>Lack of trust in the process</li> </ul>
Older Adults 55+	29% of population	<ul style="list-style-type: none"> <li>Access to meetings</li> </ul>

25

### PART I: STAKEHOLDER ANALYSIS

**Stakeholder Groups and Engagement Methods**  
This public participation plan addresses the following stakeholder groups by providing them and providing opportunities for them to participate in the planning process.

**Surrounding neighborhood residents and institutions**

<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Homeowners</li> <li>Renters</li> <li>Churches (Malibu Jewish Center and Synagogue, Jewish Community Center, University Church of Christ, Our Lady of Malibu Catholic Church, Malibu Presbyterian Church)</li> </ul>	<p><b>Primary outreach methods:</b></p> <ul style="list-style-type: none"> <li>Phone calls to churches</li> <li>Email</li> <li>Flyers</li> <li>Malibu Times Newsletter/ Calendar</li> <li>Press Releases</li> </ul> <p><b>Primary participation opportunities:</b></p> <ul style="list-style-type: none"> <li>MetroQuest</li> <li>Workshops</li> </ul>
--	--

Name	Role	Why are they important?	Rank (where in the matrix?)	Current attitude	What we would like them to do?	Key Messages	How (Tactics)
Bob	Farmer	Influential at a political level. Farmer opinion leader	1	Does not understand our project	Advocate for our project to other farmers	There are benefits to him in working with us.	Invite to project field day

**Active Community Groups within Malibu**

<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Malibu Gardening Club</li> <li>Malibu Community Alliance</li> <li>Preserve Malibu</li> </ul>	<p><b>Primary outreach methods:</b></p> <ul style="list-style-type: none"> <li>Email</li> <li>Flyers</li> </ul> <p><b>Primary participation opportunities:</b></p> <ul style="list-style-type: none"> <li>MetroQuest</li> <li>Roadshows</li> <li>Interviews / small group</li> <li>Workshops</li> </ul>
---	---

Stakeholder	Interest in Project	Likely impact upon success	What do they contribute?	Potential risks	Approach	Who is Responsible?
Local Government Officials	This project will provide a significant improvement in agricultural capacity and local economy. Officials may seek to align with our project for (free) political capital associated with success	High	Provide building permits essential for irrigation system construction, as well as permits for access to public water supply	If they perceive project as threat to see their political or economic position, they may create regulatory obstacles to prevent success.	Establish contact and build relationships with officials responsible for provision of permits	Our organisation's Project Manager
Local market salesmen	Likely benefit indirectly from project due to increased supply of local produce. This should result in increased business and opportunity for expansion, fostering local economy.	Medium	Market salesmen essential to maintaining a stable demand (at a fair price) for increased supply to ensure trickle-down economic benefit to farmers	Could potentially drive down purchase price from farmers due to increased supply, leaving farmers worse-off	Direct engagement with stall owners. Ensure they have capacity for increased supply.	Our organisation's local field staff

26

# Community Involvement "Roles"

NeighborWorks.org  
Copyright 2023 NeighborWorks America. All rights reserved.

NeighborWorks AMERICA

27

# Which One Are You?

1. Activist/Agitator
2. Neighborhood Engager
3. Bridge Builder
4. Connected Observer
5. Process Architect
6. Champion

*Launch Zoom poll*

NeighborWorks.org  
Copyright 2023 NeighborWorks America. All rights reserved.

NeighborWorks AMERICA

28

# Understanding the Community is Fundamental to Good Public Participation



Influences which engagement tools & techniques to use



Drives the outreach, awareness & invitation strategy



Helps to determine what will be considered successful process

## What are Barriers to Meaningful Community Involvement?

Think about barriers to participation. What have you experienced or observed? What obstacles do people face when being asked to engage?

How have you or your organization been able to address and overcome these barriers?





- Having available time
- Competing priorities/commitments
- Not aware of the opportunities
- Timing and location of the events
- Language/communication/culture
- Intimidating/lack understanding
- Lack of trust in the process/people
- Lack of childcare
- Apathy
- No transportation

*These barriers must be addressed*

NeighborWorks.org  
Copyright 2023 NeighborWorks America. All rights reserved.



31

## Incentives

- Trust & relationships
- Offer decision-making power
- Recognition
- Prizes & giveaways
- Gift cards
- Childcare
- Transportation vouchers
- Entertainment (movie, music, games)
- Special guests
- Extra credit for students
- Make it easy
- FOOD!




NeighborWorks.org  
Copyright 2023 NeighborWorks America. All rights reserved.



32



## In Closing...



ENGAGE PEOPLE WITH  
INTENTION



UNDERSTAND YOUR  
COMMUNITY



ADDRESS BARRIERS TO  
PARTICIPATION

33

## Additional Webinars in This Series

- *NR007WT Strategies to Meaningfully Engage Stakeholders in Revitalization Planning: Effective Participatory Planning Techniques*
- *NR008WT Strategies to Meaningfully Engage Stakeholders in Revitalization Planning: Public Participation Plans and Evaluation*

34

# Thank you!

NeighborWorks.org

Copyright 2023 NeighborWorks America. All rights reserved.

