

# Webinar Resources Page

## NR006WT: Strategies to Meaningfully Engage Stakeholders in Revitalization Planning: Foundations

<https://citizenshandbook.org/arnsteinsladder.html>

[International public participation models 1969-2020 | The Mandarin](#)

International Association of Public Participation [www.iap2.org](http://www.iap2.org)

[https://iap2.org.au/wp-content/uploads/2020/01/2018\\_IAP2\\_Spectrum.pdf](https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf)

[How to do a Stakeholder Analysis for Community Development \(thegrassrootscollective.org\)](#)

Kretzman, John P. and John L. McKnight. 1993. *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets*. Chicago, Illinois: ACTA Publications.

[Planning With Diverse Communities \(PAS Report 593\) Executive Summary \(planning-org-uploaded-media.s3.amazonaws.com\)](#)

[Tips for Competently Engaging Culturally Diverse Communities | Center for Religion and Civic Culture \(usc.edu\)](#)

## Community Involvement Roles

*(Adapted from Katherine Bailey's "Robust Revitalization: Connecting People, Place and Resources for Communitydriven Neighborhood Change," 2004).*

Listed below are six important roles that neighborhood revitalization participants assume by virtue of personality, capacity and interest. They range from most intensely involved with a high degree of responsibility in the revitalization effort to least intensely involved to stay minimally connected within a community:

- **“Activist/Agitator”**: Initiates ideas and works relentlessly to build interest and support where there is little or none. These catalysts for change think outside the box, spark creativity in others, and challenge them to do bold things. The activist/agitator might be adored, or considered a pain in the backside, but if a community will stay open to hearing and seriously considering the ideas of this highly energized independent thinker, fresh ideas and new opportunities can emerge - sometimes through brainstorming beyond the initial concept - that benefit a neighborhood, and often, the larger community.
- **“Process Architect”**: Takes responsibility for shepherding the entire process to fruition. Process architects are involved in the initial design, organizing and ongoing implementation of the neighborhood revitalization process (from community engagement and the consensus-building community dialogue process through neighborhood analysis, visioning, implementation and evaluation). People who gravitate toward this role are often natural leaders and this role provides additional leadership skill-building opportunity. No revitalization effort will be context-based, equitable or sustainable unless residents and other local stakeholders are meaningfully involved as process architects.
- **“Neighborhood Champion”**: Maintains a positive and supportive attitude about the neighborhood. Regardless of the challenges to accomplishing revitalization or the audience, this individual will always be the voice for what is working in the neighborhood and what positive change is possible. The neighborhood champion is not necessarily looking for the limelight or a leadership role, but is providing that consistent, positive energy and thinking that is so important for moving revitalization efforts forward.
- **“Bridge Builder”**: Participates regularly and/or provides leadership role in community dialogues to build relationships, trust, consensus and networks through round tables, forums, study circles, small- and large-group consensus-building meetings, etc. Bridge builders are invaluable for their abilities to listen, communicate well, be empathic and help others focus on the critical issues. During times of crisis these individuals, who are often the most highly-respected and trusted people in the community, are called upon to facilitate communication between factions with competing interests to help them find common ground and agree on actions that keep the revitalization momentum going.
- **“Neighborhood Engager”**: Participates in specific neighborhood revitalization events, as well as informal exchanges with neighbors. Neighborhood engagers are vital to attaining and maintaining a high level of participation in both planned revitalization activities and impromptu neighborhood encounters. These are the folks who talk to each other on the street, across the fence, on the bus to work, etc. They are likely to take responsibility for their piece of the revitalization puzzle – as a block captain, for instance. Neighborhood engagers want to interact formally and informally; they bring the critical mass of participation to the

revitalization effort. Their vital contribution helps develop and sustain the neighborhood's institutional memory, keeps the revitalization community network strong and active, and shows policy makers, potential resource partners, and each other that the revitalization effort is broad-based and powerful.

▪ **“Connected Observer”**: Completes surveys that come to residence, reads newsletters to stay informed, etc. Connected observers are interested in protecting their own investment and may want to satisfy their curiosity about what's going on in the neighborhood, but don't have interest in going to meetings or special events. For instance, they might agree, if asked, to be interviewed by a neighborhood association member, or they may observe what's happening on their block, but would not necessarily call about something they saw; their input would have to be sought. Connected observers are vital to help keep a finger on the pulse of the broader neighborhood.

Each of these types of individuals is essential to the success of a neighborhood revitalization effort. Together, they bring the breadth of skills, motivation and interest needed. They also provide a balanced and holistic community involvement climate so all the steps in the revitalization process go forward with participation at every level of intensity and every step of the way. The **practical challenges** are to:

- set up a system to seek the involvement of a **large variety and number** of individuals so that all the roles are covered with **depth**,
- create ways for individuals to **self-select** the type of involvement that is most **comfortable and motivating** to them, and
- build into every step of the process **opportunities** for individuals performing each of these roles to **participate in a meaningful way**.

While all of these people are essential to success, they will not always agree on approach or action steps; there will be optimists, pessimists and, in some cases, antagonists. At any point, individuals may take on a negative personality type:

▪ **“Obstructionist”**: Sometimes an obstructionist's motivation is issue-oriented. In those cases, the person could also be filling one of the previously-defined roles and have an agenda or point to make concerning just that issue. Occasionally, an obstructionist brings a negative spin to every discussion in which s/he participates. Regardless of topic, s/he will offer why it cannot be accomplished – a glass half-empty attitude. While it is helpful to have someone play the devil's advocate in discussions, some obstructionists are not helpful in this regard, as you can count on every comment being negative. This predictable negativity may occur because the obstructionist enjoys being contrary, is unable to shake a negative outlook, has an agenda of disruption, or lacks the ability to discern the difference between helpful critical feedback and unfocused complaining. Whatever the obstructionist's motivation, the challenge for people working toward revitalization is to stay positively focused on the neighborhood vision and outcomes, working methodically through each obstacle in a respectful but decisive manner.

The **art** to robust revitalization is working with the combination of issues, personalities and interests to **find common ground, encourage broad participation** and **keep the effort moving forward**, while addressing objections and concerns in a respectful and effective manner.