



LAND REUSE STRATEGY

Community Engagement Plan

The success of the *Phoenix Sky Harbor International Airport Land Reuse Strategy* (PHX LRS) is dependent upon broad and strong community consensus. The Community Engagement Plan will provide the framework to inform stakeholders and provide a feedback mechanism, assisting the project team in achieving that consensus.

This plan will outline the overall guiding principles of the process as well as protocols, criteria and schedules to keep the project on track. It will focus on specific ways to effectively connect and engage the communities, how each group involved in the process will function and what role they hold. The Community Engage Plan outlines how the information will be reported and the timeframes for each task.



Guiding Principles

Four fundamental principles will guide every aspect of the community engagement plan:

- Clarity
- Transparency
- Accountability
- Cultural Inclusion

Clarity

Throughout this process, one of the main principles is to ensure a clear and consistent message is being delivered to all stakeholders and community members. A clear message, consistently communicated, will not only make for well-informed community members, but it will also begin to build trust between the project team and the community. A consistent message will make the community confident in the team's ability and plan.

Clarity will be achieved through development of the following elements:

- Project Branding – project branding will communicate the purpose and intent of the project, be representative of the community and be a recognizable and memorable mark. Branding will be applied to all communication related to the project in order to assist the community in identifying what is being communicated.
- Project Collateral – collateral materials will provide talking points for all members of the project team, City and community to effectively communicate the project's message.
- Project Workbook – members of all of the project committees will be provided with project workbooks that will be updated with project information as the project progresses.

Transparency

Creating opportunities for the public to be involved in the process and presenting the decisions being made will continue to build trust between the community and the project team. A trusting community will become an involved community, which will provide the project team and decision makers a better understanding of the program area and produce better project results.

Transparency will be accomplished throughout the project with:

- On-going Public Outreach – Providing up-to-date and readily accessible information.
- Committees and Meetings – Involvement of the Program Management Committee (PMC), Advisory Groups and Roundtable Groups to assist in project progress and guidance along with Community Meetings to provide opportunity for the public to be informed and remain engaged in the process.
- Engaging Supporters of the Community – the Roundtable Groups provide opportunities for the project to engage supporters of the community to both inform the project of community needs and assist in delivering the project messages throughout the community.

Accountability

In order to continue to build trust between the community and the project team, the community must feel confident they are being heard. To accomplish this, measures will be taken to demonstrate the project team is accountable for obtaining and acknowledging community comments and concerns.

Comments from the project participants and the community will be clearly documented and addressed by the project team within a timely manner. All comments will be itemized and made available to the community.

Accountability will be accomplished throughout the project with:

- Comment Reports – comments will be compiled and provided to the Aviation Project Team, PMC, Advisory Group and Roundtable Groups at each meeting.
- Community Access to Community Feedback – Once reviewed by all committees this feedback will be compiled into a Community Feedback and/or Frequently Asked Questions document which will be publicly posted on the project webpage and mySidewalk.

Cultural Inclusion

There is a rich cultural history in the project area and it is imperative to be mindful and respectful of this throughout the process. Cultural Inclusion will set the stage for successful community engagement and enable meaningful feedback to help effectively inform project progress.

Cultural Inclusion will be achieved throughout the project by:

- Cultural Guidance – cultural guidance professionals who are sensitive to the unique cultural perspectives and needs of the residents will be utilized to inform the implementation of community engagement as the project progresses.
- Bilingual Communication – all project collateral will be published in both English and Spanish. Additionally, bilingual professionals will be in attendance at all Community Roundtable and Community Meetings. This will ensure that communication flow remains strong throughout the project process.

Committee Makeup, Focus and Communication

Three groups have been established to assist in the project. The member makeup, focus and communication frequency for engaging each of these groups are as follows:

Committees			
Group	Members	Focus	Communication
Project Management Committee (PMC)	City of Phoenix Staff: <ul style="list-style-type: none"> • Aviation Department • Community and Economic Development Department • Neighborhood Services Department • Planning and Development Department • Parks and Recreation Department • City Manager Office • City Council – District 8 	<ul style="list-style-type: none"> • Participate in facilitated collaboration in project progress • Record discussion and comments of all members of PMC during meetings for review • Assist in guiding project tasks - Inventory, Market Analysis, Draft Strategy • Review of all publicly distributed information prior to dissemination 	<ul style="list-style-type: none"> • Weekly Teleconferences (First Four Weeks) • Teleconferences held on an as-needed basis for remainder of project • Four Meetings • Email • Project Workbook and content updates • PMC meeting minutes distributed to members after meeting • Documents and meeting discussion items sent to members prior to PMC meetings
Advisory Group	Identified by PMC: <ul style="list-style-type: none"> • Neighborhood Advocates • Local Organizations 	<ul style="list-style-type: none"> • Participate in facilitated collaboration in project progress • Provide general guidance with project tasks - Inventory, Market Analysis, Draft Strategy • Review of all publicly distributed information prior to dissemination • Provide feedback from community 	<ul style="list-style-type: none"> • Four Meetings • Email or Mail as Requested by Individual Members • Project Workbook and content updates
Community Roundtable Groups (3)	Identified by PMC and Advisory Group from each area: <ul style="list-style-type: none"> • Neighborhood Advocates • Local Businesses 	<ul style="list-style-type: none"> • Provide general guidance with project tasks - Inventory, Market Analysis, Draft Strategy • Assist in the review of study materials and deliverables • Review of all publicly distributed information prior to dissemination • Act as liaison between the project and the community 	<ul style="list-style-type: none"> • Four Meetings Per Group • Email or Mail as Requested by Individual Members • Project Workbook and content updates

Community Involvement

The community within the program area will be able to access up-to-date project information at their convenience through a variety of media. Opportunity will be provided to the community to participate in informing the development of the draft Land Reuse Strategy that is aligned with community goals.

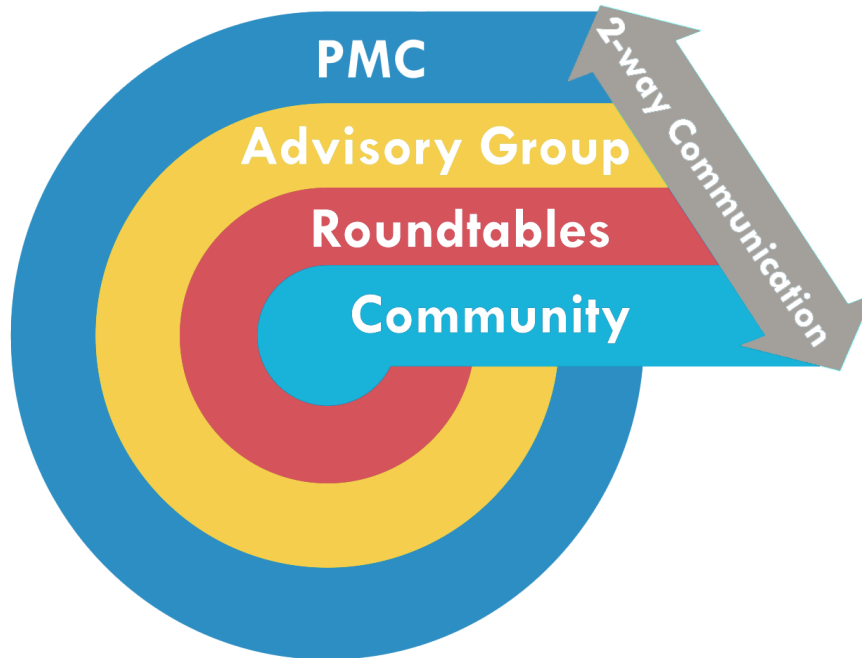
The project team will communicate project progress and solicit community comment through the following outlets:

Outlet	Content	Location
Community Meetings	Three Meetings: <ul style="list-style-type: none"> • Provide Project Information and Progress • Solicit Feedback 	Within the Program Area – List of potential locations to be provided to the Project Team for final selection
Project Webpage	Updated monthly: <ul style="list-style-type: none"> • Upcoming Meetings • Project Information & Collateral • Project Progress • Past Meeting Content • Comment Submission Opportunity – Direction to mySidewalk • Sign-up of Email Updates 	City of Phoenix Aviation Department Website
Blog/Comment Forum (Wordpress)	Updated As Needed: <ul style="list-style-type: none"> • Discussion Prompts to Facilitate Public Comment Opportunities • Direction to City Webpage • Upcoming Meetings • Project Information & Collateral • Project Progress 	Web link to site
Computer Workstations – Access Blog/Comment Forum & Project Webpage		Community meetings

The above mentioned ways for the community to become involved in the Land Reuse Strategy process will be advertised in the following ways:

Communication Outlet	Use	Timeline
Project Webpage	Upcoming meeting dates and locations will be posted on the website	Posted 2-Weeks Prior to Meetings
Blog/Comment Forum (Wordpress)	Facilitate Public Comment Opportunities	Periodically throughout project
Informational Brochures	Provide background on the project and ways the community can remain engaged	Printed copies available for public distribution
Postcards	Upcoming meeting dates and locations and additional ways to contact the project	Mailed to land owners within the Program Area 2-Weeks Prior to Meetings
Posters for Local Display	Project background, ways to become involved and upcoming meeting dates	3 Series of Posters: 1. Start of Project/First Community Meeting 2. Mid-project/Second Community Meeting 3. Prior to Draft Land Reuse Strategy Community Meeting Within the Program Area – List of locations provided to committees for comments and suggestions
Email	Upcoming meeting dates and locations along with project progress <i>Opportunities to sign-up for email notifications will be presented at the community meeting sign-in, project webpage and mySidewalk</i>	Distributed 2-Weeks and 2-days Prior to Meetings
Existing City of Phoenix Communication Outlets	Upcoming meeting dates and locations will be posted	Posted 2-Weeks Prior to Meetings – District 8 Newsletter, City of Phoenix Website Public Meetings,

Communication Protocols



Publicly Distributed Information

All materials created for public distribution will be submitted to the PMC prior for review and comment. Materials will also be presented to the Advisory Group and Committee Roundtable Groups prior to distribution to provide advance notice and allow the group to provide distribution guidance.

Notification

Timely notification of opportunities to become involved in the project process will be provided to the community. Notice of community meetings will be provided to the community no later than two-weeks prior.

Public comments submitted electronically to the project will receive a follow-up response from a project team member within 48-hours to notify the community member their comment/question has been received and when they can expect follow-up if it is needed.

Community Feedback

Feedback provided by community members will be submitted through community meetings, the project webpage or mySidewalk. This feedback will be directed to the consultant team who will compile public comments and provide reports as follows:

- Aviation Project Team - Weekly
- PMC – Each Meeting
- Advisory Group – Each Meeting
- Roundtable Groups – Each Meeting

Once reviewed by all committees this feedback will be compiled into a Community Feedback and/or Frequently Asked Questions document which will be publicly posted on the project webpage and mySidewalk.

In the event that public questions are submitted warranting follow-up and answers, the Aviation Department project team will be immediately engaged by the consultant team to develop timely and consistent response.

Schedule of Meetings & Interactions

Meeting	Date
PMC Meeting #1	Dec. 2015
Advisory Group Meeting #1	Dec. 2015
Community Roundtables Meeting #1	Dec. 2015
Community Meetings	Feb. 2016
Technical Forum	Apr. 2016
PMC Meeting #2	June 2016
Advisory Group Meeting #2	June 2016
Community Roundtables Meeting #2	June 2016
Community Meeting	July 2016
PMC Meeting #3	Oct. 2016
Advisory Group Meeting #3	Oct. 2016
Community Roundtables Meeting #3	Oct. 2016
Community Meeting	Nov. 2016
PAAB Meeting	Mar. 2017
Aviation Subcommittee Meeting	May 2017
City Council Meeting	June 2017

