



Title VI Annual Goals and Accomplishments
2023

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Introduction

Title VI of the Civil Rights Act of 1964 (Title VI), is the overarching civil rights law that prohibits discrimination based on race, color, or national origin, in any program, service or activity that receives federal assistance. Specifically, Title VI assures that “No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefit of, or be otherwise subjected to discrimination under any program or activity receiving federal assistance.”

Title VI has been broadened and supplemented by related statutes, regulations and executive orders. Discrimination based on sex is prohibited by Section 324 of the Federal-Aid Highway Act, which is the enabling legislation of the Federal Highway Administration (FHWA). The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 prohibited unfair and inequitable treatment of persons as a result of projects that are undertaken with federal financial assistance. The Civil Rights Restoration Act of 1987 clarified the intent of Title VI to include all programs and activities of federal-aid recipient and contractors whether those programs or activities are federally funded or not.

In addition to statutory authorities, Executive Order 12898, “Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations,” signed in February of 1994, requires federal agencies to achieve Environmental Justice as part of its mission by identifying disproportionately high and adverse human health or environmental effects of its programs, policies, and activities on minority populations and low-income populations. Environmental Justice Initiatives are accomplished by involving the potentially affected public in the development of transportation projects or plans that fit within their communities without sacrificing safety or mobility. In 1997, the U.S. Department of Transportation (USDOT) issued a corresponding DOT order to summarize and expand upon the requirements of Executive Order 12898.

Also, Executive Order 13166, “Improving Access to Services for Persons with Limited English Proficiency (LEP),” requires Tempe to provide access to individuals with limited ability to speak, write, or understand the English language.

As a recipient of federal financial assistance, Tempe will not restrict an individual in any way from the enjoyment of any advantage or privilege enjoyed by others receiving any service, financial aid, or other benefit under its programs or projects. Individuals may not be subjected to criteria or methods of administration which cause adverse impact because of their race, color, or national origin, or have the effect of defeating or substantially impairing accomplishment of the objectives of the program because of race, color, or national origin.

Therefore, based on federal guidance, the main components of the Tempe Title VI Program include:

1. Assignment of roles, responsibilities, and procedures for ensuring compliance with Title VI of the Civil Rights Act of 1964, and related regulations and directives;
2. Assurance that people affected by the Tempe's programs and projects receive the services, benefits, and opportunities to which they are entitled without regard to race, color, national origin, age, sex, or disability; or on minority populations, low-income populations and all interested persons and affected Title VI populations;
3. Prevent discrimination in Tempe's programs and activities, whether those programs or activities are federally funded or not;
4. Establishment of procedures for identifying impacts in any program, service, or activity that may create illegal adverse discrimination on any person because of race, color, national origin, age, sex, or disability; or on minority populations, low-income populations and all interested persons and affected Title VI populations;
5. Establishment of procedures to annually review Title VI compliance within specific program areas within Tempe;
6. Setting forth procedures for filing and processing complaints by persons who believe they have been subjected to illegal discrimination under Title VI in Tempe's services, programs, or activities.

As a sub-recipient of federal highway funds, Tempe must comply with federal and state laws and related statutes, to ensure equal access and opportunity to all persons, with respect to transportation services, facilities, activities, and programs, without regard to race, color, national origin, sex, socio-economic status, or geographical location. Every effort will be made to prevent discrimination in any program or activity, whether those programs and activities are federally funded or not, as guaranteed by the Civil Rights Restoration Act of 1987.

SUMMARY OF ACCOMPLISHMENTS

In the reporting fiscal year, the City of Tempe went through and completed a compliance review with the Arizona Department of Transportation Civil Rights Office. The city created the position of Chief Diversity Officer and hired the position. Strides are being made to get more information out to the public and city employees regarding Title VI.

ACCOMPLISHMENTS: PROGRAM AREA REVIEWS

The following program areas have been reviewed for Title VI Compliance:

1. Contracts
2. Title VI and LEP Training

No findings were made during program area reviews and all activities have been completed in compliance with Federal, State, and Local Title VI policies.

Summary of Projects

Tempe received federal funding for the following projects currently under construction:

Federally funded:

- Alameda Drive – 48th Street to Rural Road

Public Meetings

Please see attached summaries (Attachment A) of the public meetings that were held for:

Federally funded:

- Grand Canal Connection Project
- Kyrene, Roosevelt, Farmer Bicycle and Pedestrian Improvements (formerly North South Rail Spur) Project

Data Collection

The city utilizes census data and surveys prior to project design to collect data for a better understanding of the project service areas. The City of Tempe also tracks public participation and self-identification to provide another source of data.

The City of Tempe Demographic Report can be found at the end of this report – Attachment B.

LEP

LEP services have not been requested. City staff continues to ensure that all public documents provided to residents offer both English and Spanish translations.

Environment Justice

Project planning and staff did not identify any adverse effects on low income or minority populations.

ACCOMPLISHMENTS: SUB-RECIPIENT REVIEWS (CONTRACT COMPLIANCE)

Sub-recipient Reviews

City of Tempe currently has no FHWA subrecipients. As a sub-recipient of FHWA federal aid, the City is required to implement policies and procedures prohibiting discrimination in consultant, vendor, and contractor services. Title VI contractual language and assurances are included in contracts. Monitoring is performed by utilizing checklists when preparing bid documents & contracts; and approval of subcontractor/subconsultant contracts. Vendors are not permitted to proceed with work until contract requirements are met.

ACCOMPLISHMENTS: TITLE VI TRAINING

Title VI Training

The City of Tempe Title VI Coordinator and Neighborhood Services staff attended the Annual FHWA Title VI training on June 20, 2023.

The Title VI Coordinator conducted Title VI training for the Engineering Division of the Engineering and Transportation Department on March 16, 2023.

Title VI information shared through City Manager's bi-weekly email to all City of Tempe Staff on December 23, 2022.

Title VI is discussed with City of Tempe staff, contractors, and subcontractors at every preconstruction meeting.

ACCOMPLISHMENTS: COMPLAINT PROCEDURES

Complaint Procedures

The City of Tempe does not have any investigations or complaints alleging discrimination based on race, color, religion, gender, gender identity, familial status, age, national origin, disability, sexual orientation, or veteran status.

ACCOMPLISHMENTS: ANY OTHER TITLE VI RELATED

1. City of Tempe Strategic Management and Diversity office created and hired a new Chief Diversity Officer position which will help centralize policy goals and track demographics citywide.
2. New Diversity Officer lead process that developed the Equity in Action – Equitable Engagement Framework.
3. Title VI tagline information in English and Spanish included on all public meeting invitations and other communications directed to the public.
4. Process established to ensure Title VI information is built into the public involvement templates.
5. All federally-funded contract templates updated with Title VI information and language.

GOALS: REVIEWS

Goals for the coming year

Tempe is committed to accomplishing the following goals in the upcoming year:

1. Maintain on-going awareness of the Title VI program to internal and external customers through an on-going public involvement process that engages the communities and customers affected.

2. Implement the Public Involvement Plan (see Attachment C for current plan) and utilize the Equity in Action – Equitable Engagement Framework.
3. Avoid, eliminate, or minimize adverse impacts.
4. Utilize monthly and quarterly reports to identify any areas for program improvement or additional training.

GOALS: TRAINING

Tempe is committed to accomplishing the following goals in the upcoming year:

1. The Title VI Coordinator and Neighborhood Services staff will attend ADOT Title VI training in 2024.
2. Implement the required City-Wide Title VI training with the goal of 100% of City employees participating by fiscal year 2025.
3. Utilize monthly and quarterly reports to identify any areas for additional training.

GOALS: ANY OTHER TITLE VI RELATED GOALS

1. The Title VI Coordinator will work with new Chief Diversity Officer to produce information video with Title VI educational content.
2. Implement collection of demographic data from bidders and awardees of engineering contracts. Develop a process to analyze the data for patterns of discrimination and aid in mitigating potential disparate impacts by fiscal year 2025.
3. Develop a program to analyze demographic data reported by program areas such as Right-of-Way, Procurement, and Transportation Maintenance by fiscal year 2025.

Attachment A – Public Meeting Summaries

Federally funded:

- Grand Canal Connection Project
- Kyrene, Roosevelt, Farmer Bicycle and Pedestrian Improvements (formerly North South Rail Spur) Project



Grand Canal Connection Project

Public Input Summary: April 2023

I. Background



Currently, the City of Tempe's portion of the Grand Canal Path (located just north of the 202, east of Priest Drive) is separated from other regional off-street pathways in the area including the Rio Salado Path and Crosscut Canal Path.

In 2019, Tempe developed preliminary designs and a project assessment report to complete the gaps in these regional paths. This project took the preliminary designs developed in 2019 and produced design concepts that will lead to final plans, specifications, and estimates so that the project can be bid for construction.

The draft design concepts looked at multiple alternative alignments to create more direct and equitable access to connect the paths. The proposed improvements may include buffered bike lanes, a new 10-foot-wide multi-use path, rest nodes, new pedestrian signal along Mill Avenue at Crosscut Canal, lighting, landscaping, and ADA improvements.

Public meetings were held on April 17, 2023. The noon virtual meeting had 15 attendees and the 5:30 p.m. in-person meeting had 7 attendees.

Construction is anticipated in fall of 2024.

II. Outreach

POSTCARDS/MEETINGS

- Postcards: 2844 households mailed to the project area
- Public Meetings: 4/17/23- noon (online): 15 attendees | 4/17/22- 5:30 p.m.: 7 attendees

TWITTER

- 4/12 – public meeting: Reach/Impressions: 1,787 | Engagement: 75
- 4/16 – public meeting reminder: Reach/Impressions: 1,114 | Engagement: 26
- 4/21 – survey: Reach/Impressions: 657 | Engagement: 15
- 11/2 – survey reminder: Reach/Impressions: 661 | Engagement: 11

FACEBOOK

- 4/9 – public meeting: Reach/Impressions: 746 | Engagement: 86
- 4/16 – public meeting reminder: Reach/Impressions: 520 | Engagement: 32
- 4/20 – survey: Reach/Impressions: 447 | Engagement: 9
- 4/27 – survey reminder: Reach/Impressions: 248 | Engagement: 3

NEXTDOOR

- 4/12 – public meeting: 768 impressions

INSTAGRAM

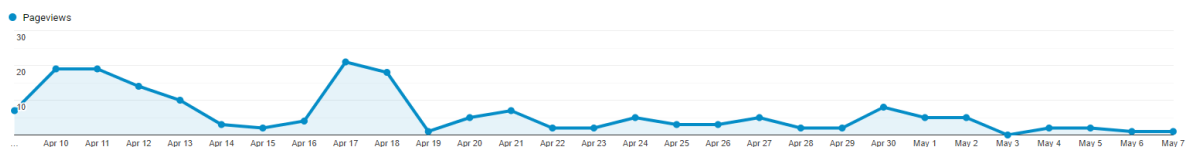
- 4/10 – meeting reminder (story): Reach/Impressions: 575 | Engagement: 2
- 4/16 – meeting reminder (story): Reach/Impressions: 556 | Engagement: 0
- 4/20 – survey (story): Reach/Impressions: 490 | Engagement: 1

MEDIA

- 4/17/23 – news release: 2,862 emails sent, 44.1% open rate | 2% click rate
- 4/24/23 – Tempe This Week: 8,070 emails sent, 39.5% open rate | 3.7% click rate
- 5/1/23 – Tempe This Week: 8,065 emails sent, 38.6% open rate | 3.7% click rate

WEBPAGE ANALYTICS

- April 9 – May 7: Page views: 178 | Spikes: April 10 and April 17



III. Survey Results

The survey was posted online from April 17 – May 1, 2023 and attendees at both meetings were directed to provide comments on the Tempe Forum. There were eighteen responses to the survey.

1. Please provide your thoughts on the ADA Accessible Route from the Mill Avenue Sidewalks to Lake View Drive.



- I don't see much of a changed, I biked this area a year ago it was perfectly fine as is. I am not sure if this is the best use of funds compared to other bike route projects.
- I really like the new design for the ADA path that connects to the Mill Ave. sidewalk.
- Looking forward to this and more trees for much needed shade in this area. Plants that can help control the erosion on this hill would be great.
- Looks good
- No opinion
- None
- Should be at least 10 feet wide
- This is great. Good access.
- Totally unnecessary unless it is needed to qualify for cash from the Feds. Spend our money responsibly!!!
- Yes, please more Ada paths the better
- Yes. Do it.

2. Improvements to Priest Drive from Washington St to the Rio Salado North Bank Path include widening the existing sidewalk on the east side of the road from 8' to 10'. Please provide your feedback specific to this segment.



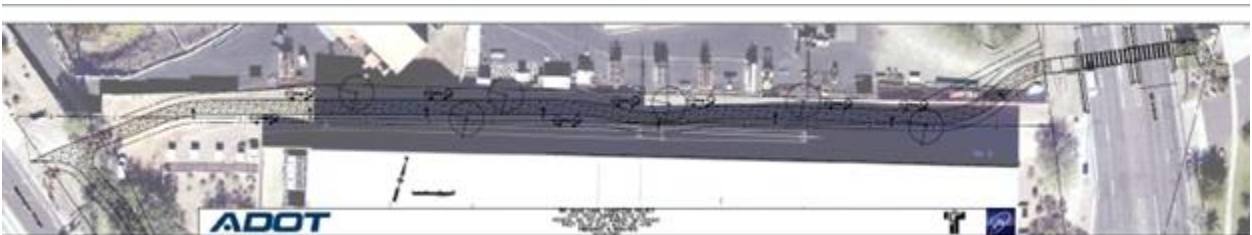
- Can we widening the sidewalk further to potentially 12'? Also, I have concerns about cars turning right - still many conflict points. Can we have a "no turn on red" for the off-ramp section and potentially a leading pedestrian indicator for the on-ramp section?
- 12 feet would be better
- A wider sidewalk will help with pedestrian and bikes sharing the space - thank you!
- I believe this 2' widening will accomplish what is needed.
- I love a wider sidewalk - makes things more walkable and provides room for bikes and pedestrians!
- Looks good. If any engineered shade could be added here for path users that'd be awesome.
- none
- Please consider labeling biking lane, walking lane, directional in the pavement.
- The real key will be how the approach and exit from the bridge crosses the traffic going on and off the 202/airport. Drivers are not aware of bikes when entering or exiting a freeway.
- This is an area that we would bicycle more frequently on if it weren't so congested so perhaps widening would be helpful and encourage use.
- This isn't necessary- 8ft is plenty- there's no real conflicts. Less concrete always.
- Widening the bridge is totally unnecessary. The money would be much better spent elsewhere. For example on Lakeshore between Southshore and Guadalupe where the street AND bike lane are basically unrideable and long overdue for repaving.
- Yes please also many of the sidewalk cuts along the west side of Priest are in need or repair.
- Yes. Do it.

3. Improvements include extending the existing Grand Canal Path west to 56th Street and adding buffered bike lanes along 56th Street to Washington St. (gaps will be provided for access to driveways, streets, alleys, and transit stops). Please provide your feedback specific to this segment.



- Buffered bike lines are important for bike safety - please include them.
- From my biking the grand canal trail already goes along the canal though the new office park in this area, just a connection at the west tend under priest drive is needed.
- I always worry about driveways with bike lanes. could the breaks show the bike lane graphic to keep vehicles aware.
- I have never been over there so can not comment
- I love buffered bike lanes, bring it!
- I support all buffered bike lanes and improvements. We tend to ride more where it's safer.
- If you are not connecting to Phoenix's Grand Canal Path, then you are wasting money and should wait until you are able to do that.
- Looks good!
- N/a
- none
- Yes. Do it.

4. A new 10' wide off-street path and pedestrian signal at Mill Avenue is proposed to connect the existing Crosscut Canal Path with the Grand Canal Path. Please provide your feedback specific to this segment.

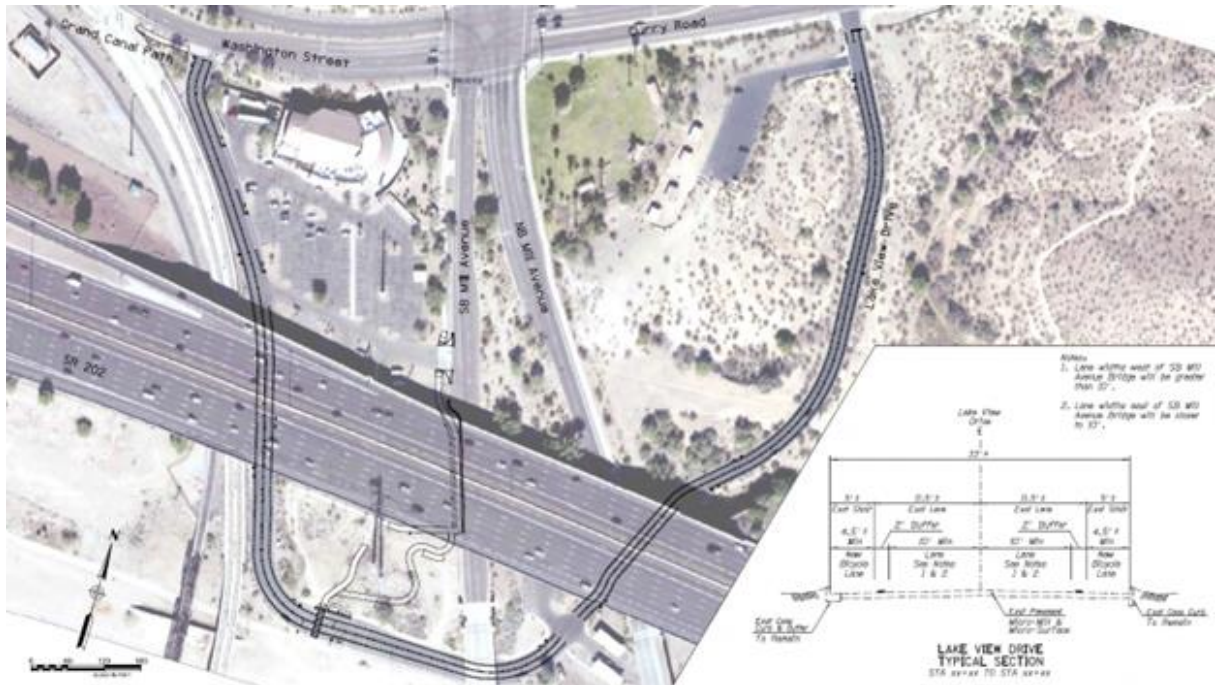


- Can the pedestrian signal on Mill be an actual light vs a HAWK signal? I think the traffic light makes it safer to cross because cars often don't stop for the HAWK or get confused.
- great- much needed!
- I hope you have a plan for a mural on the parking structure wall. Plantings may not be appropriate because I do not think that area gets much sun. The utility

area opposite the parking structure did look unsightly the last time I bicycled on that route. This should be addressed.

- Looks good!
- Love this idea
- Maybe it will be used?
- Please make it bike accessible not just walking
- Plenty of lighting will be needed here.
- The off-street path sounds like a good plan to facilitate bike/pedestrian flow away from the road.
- This is so needed! I just hope the bicyclists will wait & use the signal. So often they do not want to stop and just shoot across Mill.
- This new segment would be used extensively by bicycles and walkers.
- Yes. Do it.
- Your presentation late last year showed this path to be way overplanned for what it needs to be. Lay down a strip of asphalt and call it good. Spend our money responsibly!!!

5. Improvements to Lake View Drive include a buffered bike lane and an ADA accessible route connecting the Mill Avenue sidewalk to the Rio Salado North Bank Path. Please provide your feedback specific to this segment.



- Consider traffic calming measures on Lakeview Drive to reduce street racing, etc.
- I like this idea - buffering is good
- I'm not familiar with Lake View Drive and have no opinion at this time.
- Just Say No to buffered bike lanes. They are hazardous to cyclists. How do you avoid a rock in the bike lane where the buffer won't let you swerve around it? Spend our money responsibly!!!

- Many cars are parked in the Lake View Drive bike lane - what is being done to prevent that? Also, can the cross walk be raised?
- N/a
- none
- One comment I'd add (and I mentioned this at the in-person meeting) would be to increase the turning radius for bicyclists going from Southbound Lake View Drive to Westbound on the lake MUP. Right now it's a super tight turn, with bollards, that makes it difficult to continue along the lake towards the pedestrian bridge. Also, if the buffered lanes could be supplemented with on-street channelized separators with vertical posts, that'd be great. This is a highly pedestrianized area and I think that would help improve the overall safety of this road, especially at night with reflectors on the vertical posts.
- Please move the curb and have the bike line above the roadway.
- There are no bike lanes now so this will be great!
- This is a low traffic road a bike lane here has little benefit.
- Trees are nice. Do it.

6. Please provide your feedback on the proposed plant palette for the project. Do you have any recommendations for any additional species of trees, shrubs, or accents that should be considered?

1. All of these work.
2. Bike paths do not need landscaping. Spend our money responsibly!!!
3. Ficus or other dense trees providing ample shade
4. I approve of the proposed plant palette. I particularly enjoy the use of blooming plants with flowers to add beauty to the project. One of my favorite flowers is poppies (along the AZT, they have been in full bloom), so I think adding poppies as an accent to the project would be beautiful and a good idea. Additionally, I particularly like the use of ocotillos as a plant, which are very beautiful when they are blooming.
5. I cannot read the print when I zoom in. I will suggest that no willow be used because they loose their leaves and often look dead. All tree should be evergreen when at all possible. The shrubs I am familiar by color and all look good with the exception of the bird of paradise which can get scraggily looking. The accents I cannot tell if Brittle Bush is suggested. These are great but can get huge and out of control if watered. My biggest concern is that if plants die, as they will, the landscape ends up with the black spaghetti tubing watering dirt. I have seen this all over the Valley. The other concern is that no landscapers know how to trim desert plants. They use hedge trimmers and cut all the bloom off. Please make sure plants are located far enough from the edge of the trail so they do not need to be trimmed. Nothing should be planted within 6 feet of the pathway. Avoid using gravel because invariably it ends up on the pathway.
6. I cant read the plant types, but as long as there are no Paloverde or mesquite to have low branches growing over the path anything is fine.
7. I have no opinion
8. Looks good to me!
9. no more Mulga, some thornless mesquite would be great & palo verdes (native ones). Throw in some pink penstemon- maybe some wildflower seeds.

10. Red Yucca is overused in commercial landscapes. Please consider something else.
11. Shade trees are difficult to keep maintained on pathways. We encounter branches hanging too low that hit our helmets. When choosing shrub or filler plants, main consideration for my husband and I as cyclists is keeping the pathway clean, aesthetics are a consideration however, the plants need to be low maintenance and slow growing. Otherwise what we've experienced is that well intentioned planting becomes a hazard for cyclists because staff can't do the necessary trimming to keep them from encroaching. Also please avoid plants with too many thorns that can cling to tires and legs.
12. Shade trees!

7. Please rank your preference for style of seating (1 being the highest, 4 the lowest. Click on the text to view the picture.

Seating Option 1



Seating Option 2



Seating Option 3



Seating Option 4



Average priorities over 18 responses

1. Seating option 1
2. Seating option 3
3. Seating option 4
4. Seating option 2

1 st Choice	2 nd Choice	3 rd Choice	4 th Choice
Seating Option 1 (8)	Seating Option 3 (6)	Seating Option 4 (4)	Seating Option 2 (3)
Seating Option 4 (2)	Seating Option 2 (2)	Seating Option 2 (3)	Seating Option 4 (3)
Seating Option 2 (1)	Seating Option 4 (1)	Seating Option 3 (2)	Seating Option 1 (2)
Seating Option 3 (1)	Seating Option 1 (0)	Seating Option 1 (0)	Seating Option 3 (1)

8. Are there additional features or elements you would like to see for safer, more comfortable bicycle and pedestrian travel?

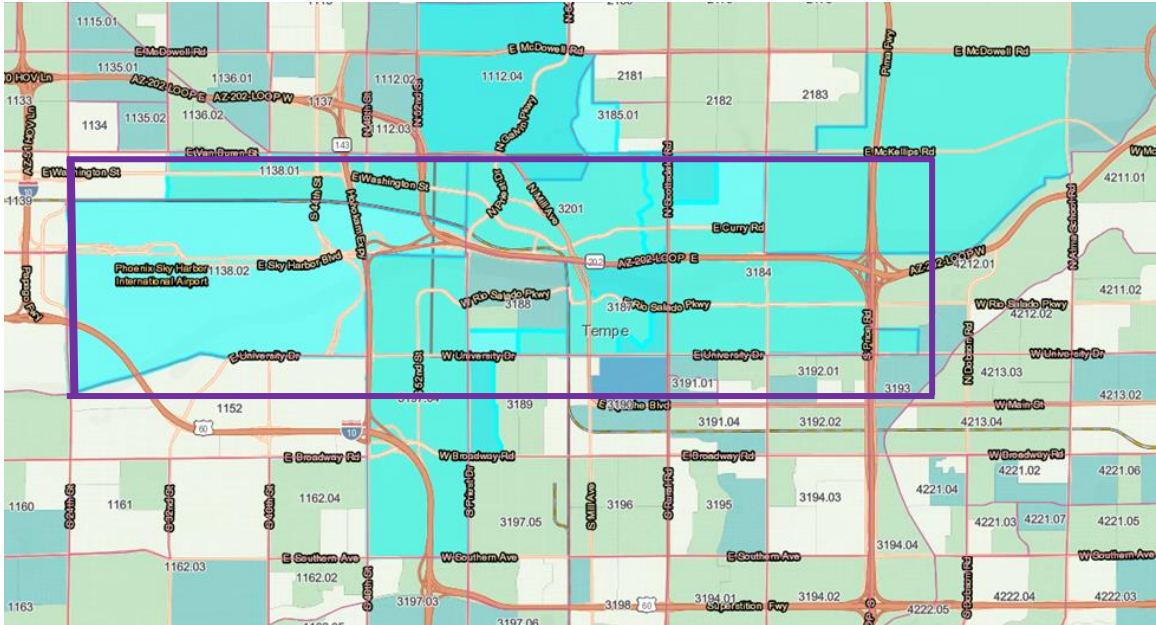
1. A direct path from Priest to the Grand Canal. Better bike path from Lake View Drive to the Grand Canal
2. Adequate lighting
3. As I am in a wheelchair the sidewalk cut transitions fro concrete to asphalt many are very hazardous
4. Center lines that help keep heavy traffic areas moving better and safer
5. Have bike lanes continue at intersections vs disappearing into a right turn lane. signalized crossing for all major roads.
6. I think this looks good
7. In the seating area, I like the use of natural elements. If a metal screen is used besides shade trees, I would like to see some nature or historical Tempe theme to be used.
8. Protected bike lanes.
9. Shade
10. Smooth pavement is all that's needed. Maintain streets used for cycling like Southshore, College, Alameda and Hardy.
11. Whatever seating is chosen make sure no one can lay down and sleep. The problem of vagrancy seems to be getting worse, so I hope all the cities will look at ways to at least kept them off our trail system. They are scary and leave a mess.
12. Yes. Stop destroying Tempe with your grandiose, expensive plans. Fix the existing problems instead of creating new ones. What idiot thought up all these changes? Waste of money.

9. Do you have any additional comments related to this project?

1. Cancel it.
2. Consider average weight of Americans is high, baby strollers, dogs
3. I am currently bicycling in Oklahoma City, Oklahoma and they have beautiful large tall trail signs put at major trail junctions. They also have mile markers which have been imbedded into the trail. I have photos. These are less susceptible to vandalism seem to be better than the post style used by many other places. I love the informational plaques you currently have along the Grand Canal.
4. In my option most of this project seems to be icing on a cake that is mostly made. Really only a connection under priest drive is needed. Other areas like Priest drive south of Warner could benefit from investment in a bike lane/ sidewalks instead.
5. Nope, great ideas!
6. Thank you for working to connect our existing disparate infrastructure - this is important work to unlock Tempe's cycling potential.
7. Thank you to the team for adapting to all the suggestions.
8. We appreciate all of the work that Tempe does to improve non-motorized pathways. We live in Tempe because of our values. Please consider requiring motorized scooters and e-bikes use alternate pathways on busy areas. They have taken over in some locations and can be a hazard when they aren't considerate.

IV. Demographics

The Project Area is designated by purple dashed line. Data that follows includes all census tracts that touch project area (turquoise)



Race and Ethnicity		
Total Population	24,371	-
Hispanic	6,499	26.7%
Non-Hispanic		
White, Non-Hispanic	13,853	56.8%
Black, Non-Hispanic	1,348	5.5%
Native American, Non-Hispanic	876	3.6%
Asian, Non-Hispanic	1,136	4.7%
Pacific Islander, Non-Hispanic	52	0.2%
Other, Non-Hispanic	46	0.2%
Two or More, Non-Hispanic	561	2.3%
Minority	10,518	43.2%

Ability to Speak English		
Population 5 years and over	23,765	-
Speak Only English	16,689	70.2%
Speak Other Languages	7,076	29.8%
Speak English "very well"	5,040	-
Persons with Limited English Proficiency (LEP)	2,036	-
Speak English "well"	1,155	-
Speak English "not well"	697	-
Speak English "not at all"	184	-

Commuting to Work

Workers 16 years and over	14,360	-
Car or Truck - drive alone	10,688	74.4%
Car or Truck - carpool	935	6.5%
Public Transportation	532	3.7%
Bicycle	528	3.7%
Walked	780	5.4%
Other means (taxicab, motorcycle, etc.)	250	1.7%
Work at home	647	4.5%

Vehicles Available

Occupied Housing Units	10,642	-
No vehicle available	990	9.3%
1 vehicle available	5,517	51.8%
2 vehicles available	3,148	29.6%
3 or more vehicles available	987	9.3%

**Source: United States Census Bureau, American Community Survey
2013-2017 5yr Estimates**

Source: U.S. Census Bureau, 2013-2017 American Community Survey (ACS) 5-Year Estimates. ACS data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate is represented through the use of a margin of error (MOE). In addition to sampling variability, the ACS estimates are subject to nonsampling error. The MOE and effect of nonsampling error is not represented in these tables. Supporting documentation on subject definitions, data accuracy, and statistical testing can be found on the American Community Survey website (www.census.gov/acs) in the Data and Documentation section. Sample size and data quality measures (including coverage rates, allocation rates, and response rates) can be found on the American Community Survey website (www.census.gov/acs) in the Methodology section. The MOE for individual data elements can be found on the American FactFinder website (factfinder2.census.gov). Note: Although the ACS produces population, demographic and housing unit estimates, the 2010 Census provides the official counts of the population and housing units for the nation, states, counties, cities and towns. Prepared by: Maricopa Association of Governments, www.azmag.gov, (602) 254-6300

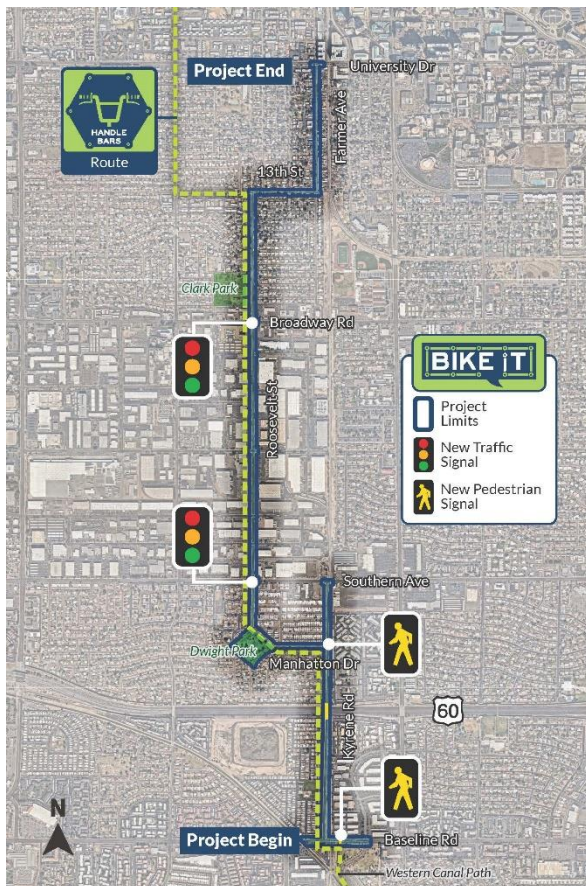


Kyrene, Roosevelt, Farmer Bike/Ped Improvements Project Public Input Summary May 2023

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I. Background



This project was formerly known as the North South Rail Spur Project. During the multi-year planning process, the city determined that it would not be able to acquire all the necessary easements from the Union Pacific Railroad (UPRR) to construct the path. In Fall 2019, City Council directed staff to pursue an alternative alignment for the project.

This new route alignment will use a combination of Farmer Avenue, Roosevelt Street, and Kyrene Road. Proposed improvements include a cycle-track, buffered bike lanes, wayfinding signage, street crossing treatments, new sidewalks, and ADA directional ramps.

The improvements will provide a low-stress, multi-modal route linking Kiwanis Park, Clark Park, and Downtown Tempe. The project will also realign the current 'Handlebars' BIKEit Bike Boulevard route and provide connections to regional bicycle and pedestrian facilities, like the Western Canal Multi-use Path.

Public meetings were held on April 19, 2023. The noon virtual meeting had 25 attendees and the 6 p.m. in-person meeting had 13 attendees.

Another round of public meetings will be held in the winter of 2023, and construction is anticipated by the end of 2024.

II. Outreach

Several methods were used to provide information to the public and stakeholders regarding the project, meeting and opportunities for input.

Social Media, Eblasts and Press Release



- 4/11/23 – Public Meeting
 - Reach: 334 | Engagements: 23
- 4/17/23 – Public Meeting Reminder
 - Reach: 307 | Engagements: 15
- 4/30/23 – Survey
 - Reach: 366 | Engagements: 11



- 4/11/23 – Public Meeting
 - Reach: 805 | Engagements: 17
- 4/18/23 – Public Meeting Reminder
 - Reach: 1,189 | Engagements: 45
- 4/23/23 – Survey Reminder
 - Reach: 1,170 | Engagements: 37
- 5/1/23 – Survey Reminder
 - Reach: 805 | Engagements: 12



- 4/11/23 – Public Meeting (story)
 - Reach: 386 | Engagements: 1
- 4/16/23 – Public Meeting Reminder (story)
 - Reach: 242 | Engagements: 0
- 4/24/23 – Survey Reminder (story)
 - Reach: 215 | Engagements: 0
- 5/1/23 – Survey Reminder (story)
 - Reach: 368 | Engagements: 0



- 4/11/23 – Public Meeting
 - 605 impressions

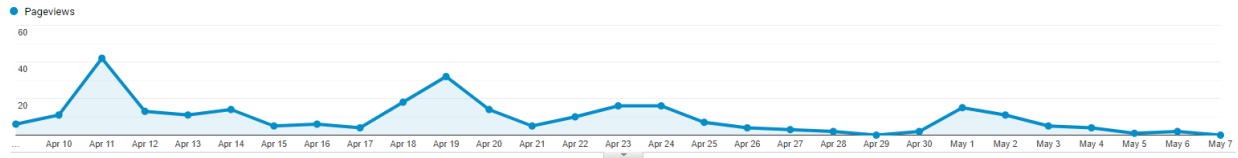


- 4.05.23 – news release
 - 2863 emails sent, 37.3% open rate, 1.7% click rate
- 4.17.23 – Tempe This Week
 - 8,059 emails sent, 40% open rate, 4% click rate
- 4.24.23 – Tempe This Week
 - 8,070 emails sent, 39.5% open rate, 3.7% click rate
- 5.1.23 – Tempe This Week
 - 8,065 emails sent, 38.6% open rate, 3.7% click rate

Project Webpage

The project [webpage](#) was updated continuously and included information about the project, the date and access information for the public meeting and online comment information. From April 9 – May 7, the website had 279 views.

Spikes: April 11 and April 19



Direct Mailer

A direct mailer was sent to residents, businesses and property owners along and adjacent to the proposed Kyrene/Roosevelt/Farmer Bike/Ped project between University Drive and Baseline Road that included a brief overview of the project and details on how to attend the public meeting and provide comments.

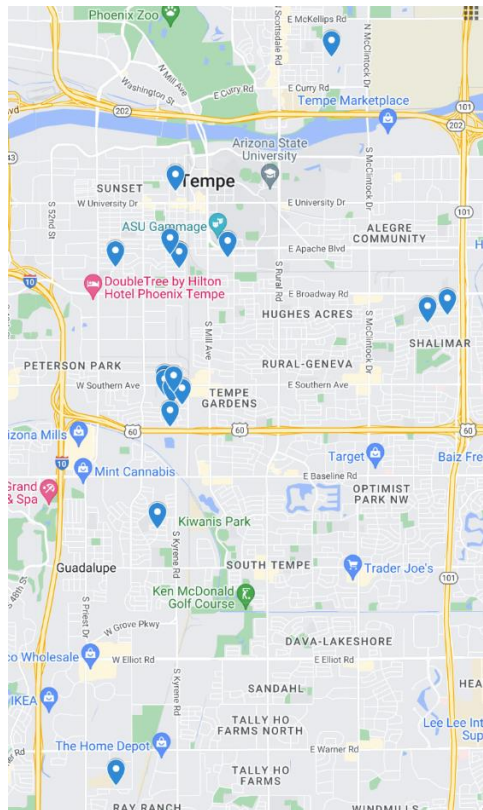
Emails

A notification email was sent to Tempe Forum subscribers, neighborhood contacts, relevant Boards and Commissions and previous participants inviting them to attend the meeting or to comment online.

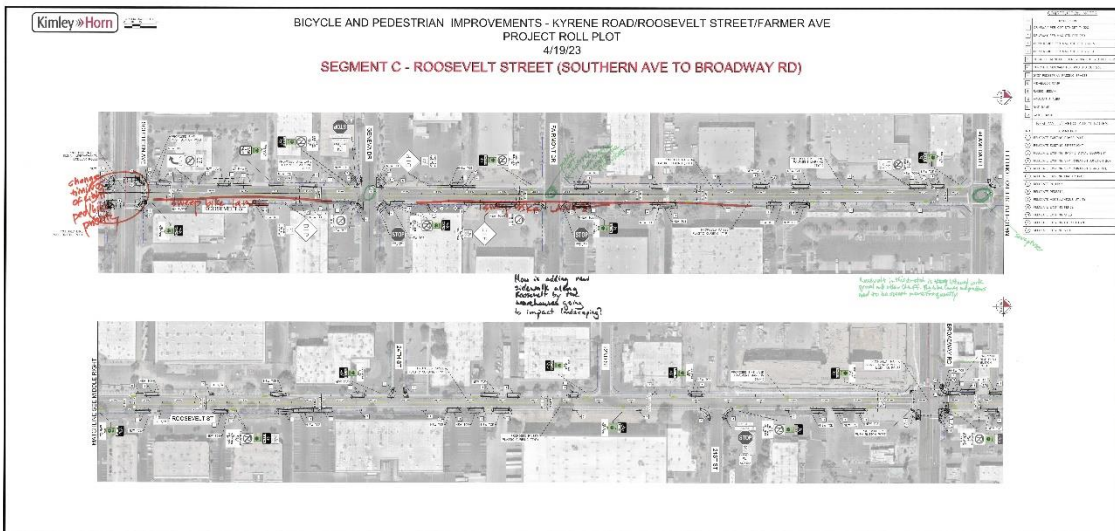
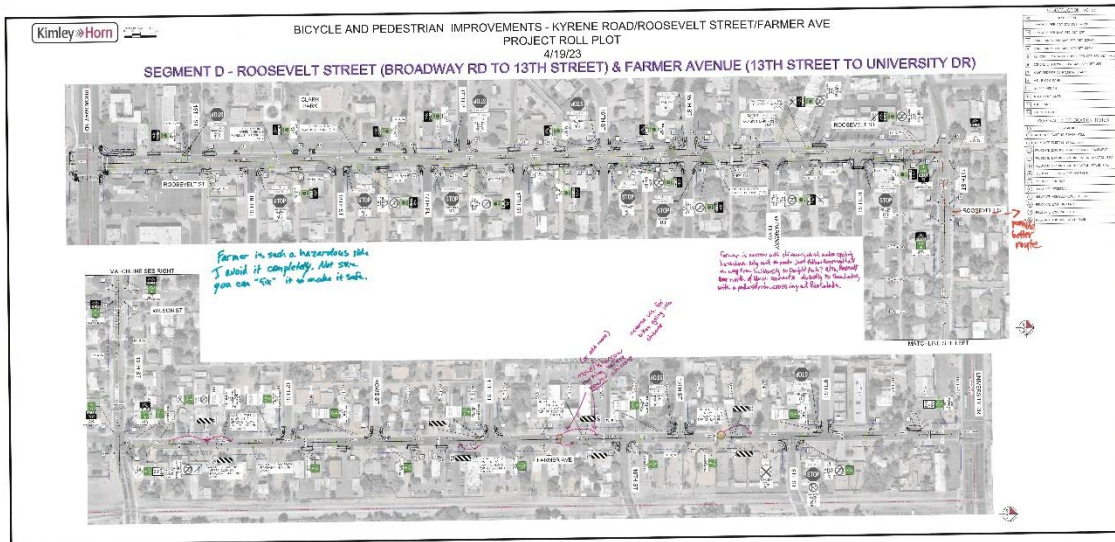
III. Survey Results

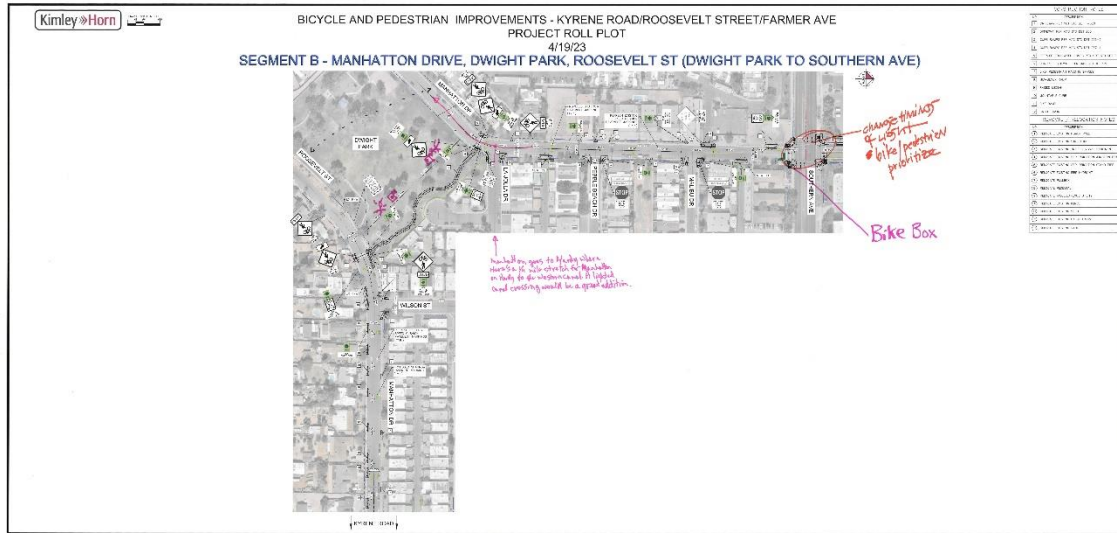
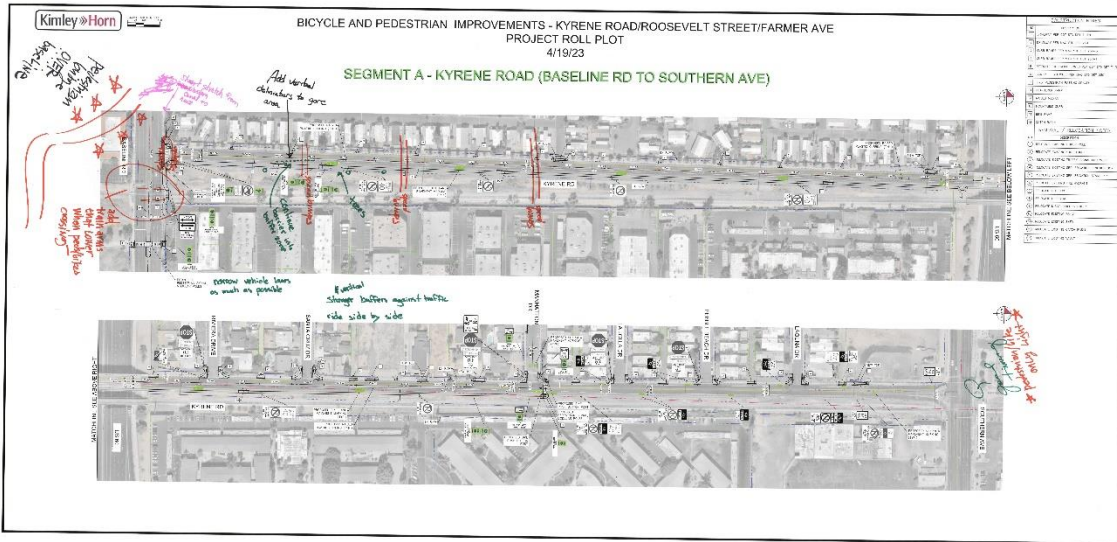
The survey was posted online from April 19 to May 2 and attendees at both meetings were directed to provide comments on the Tempe Forum. There were 69 attendees and 31 responses to the survey.

18 respondents provided an address in Tempe.

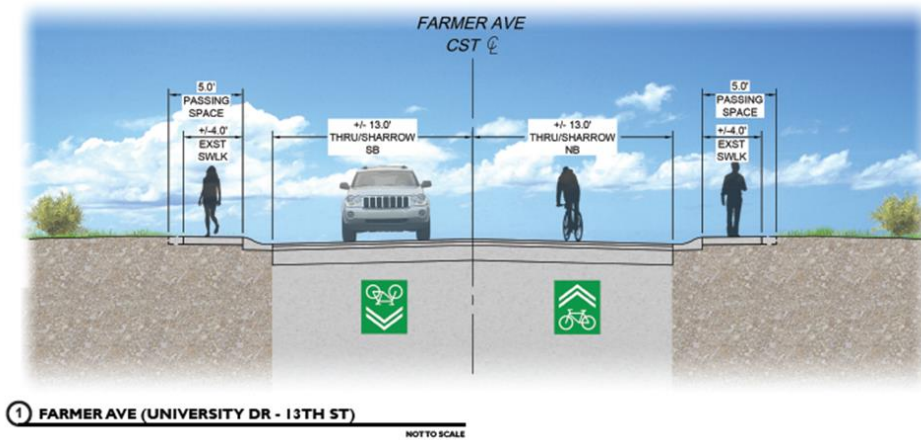


An in-person public meeting was held on April 19, 2023. Attendees also provided comments on roll plots.



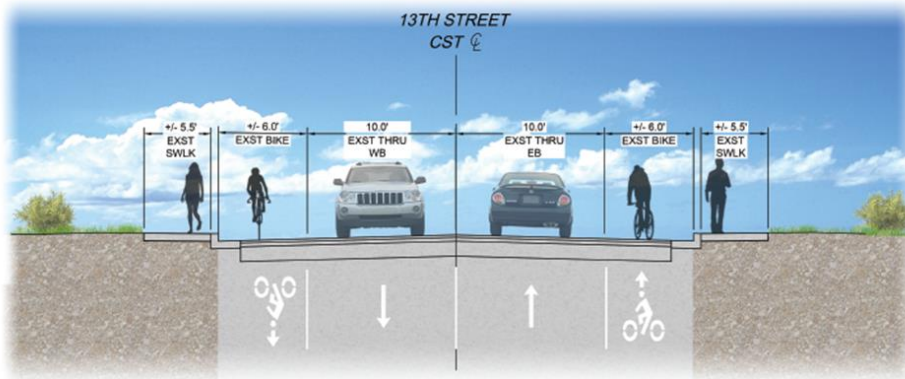


1. Farmer Avenue from University Drive to 13th Street is proposing to add shared-lane markings to the roadway. Please share your thoughts on the Farmer Avenue from University Drive to 13th Street segment.



1. Advisory bike lanes on this section would be nice. would not impact road use or access in the neighborhood and provide more visual cues to yield to cyclists.
2. <https://www.peopleforbikes.org/news/we-were-wrong-about-sharrows>. Add modal filtering to prevent cut-through traffic
3. I am in support of this plan
4. I assume the traffic calming features will stay in place. I am in favor of the sharrow which gives drivers a reminder to share the road with cyclists with such limited space.
5. I like the addition of the shared lane markings.
6. I like the idea for putting in sharrows since there isn't room to actually expand the roadway.
7. I think this plan is even worse than the N/S Multiuse path plan. Back to the drawing board. I think that whomever was at the Zoom meeting had a great idea of going from Hardy all the way down to the canal and crossing at the canal at Kyrene and Baseline and then continuing down the canal. Solves a lot of problems. Your idea of going through Dwight Park is absolutely not going to work.
8. I'm in strong favor of this. If there's any way to create a barrier between the bike lane and vehicles, that'd make it even more enjoyable and safe to use. Although, I understand the feasibility of that given the space is likely difficult.
9. It is best to have clear markings if it is a shared lane.
10. It would be have a separate bike lane. How is the city going to deal with the people that park on Farmer?
11. OK
12. please explore low level lighting in the chicanes- maybe spruce up the existing landscaping a bit where trees may be missing.
13. Please use more signage and paint more green indicators on the ground so motorists know to share the road. Signs that say "motorist MUST not road rage on cyclists" would be nice.
14. Pretty narrow street so this is the best option - I already ride my bike down the street a lot but nice to make it clear it is a shared space and people in cars should drive accordingly
15. Shared-lane markings should be placed before each chicane along Farmer for increased visibility of cyclists and so drivers know bicyclists need to move into the center of the road too.
16. The crosswalk traffic signal change on the corner of Mill Ave and Fifth St is by far the dumbest idea that anyone could have possibly thought of. It has caused more backup traffic/accidents between Fifth and Rio Salado than I have ever seen in 7 years. The backup is so bad-it floods into the bridge. Please return this to normal so that my 8 minute commute continues to be 8 minutes instead of 35. Thank you!
17. The existing traffic calming narrowing devices force auto and bicycle traffic to merge. This will remain dangerous regardless how well the the narrowing devices are highlighted (reflective paints etc.). If there was room on the sidewalk side of the narrowing devices for the bike path, that would be useful (currently that is not an option unless the bikes share the sidewalk). For the person on the bicycle currently "watch out for the cars" or "watch out for the pedestrians" - there is no exclusive way past the narrowing devices on Farmer.

18. There is no purpose in adding sharrows here, as vehicle traffic should already be slow enough to have mixed traffic with no issue. The function of the street will remain the same.
 19. This is a neighborhood street so the sharrows make sense.
 20. This is not heavily traveled, but many bicyclists might try to ride on the sidewalk, not sure if you have any data on the safety of the sharrow lanes.
 21. With all the buses and cut through traffic there should be more traffic coming or no-parking/protected bike lanes in this section of road.
2. 13th Street from Farmer Avenue to Roosevelt Street is proposing to maintain the existing bike lanes and vehicular travel lanes. Please share your thoughts on the 13th Street from Farmer Avenue to Roosevelt Street segment.

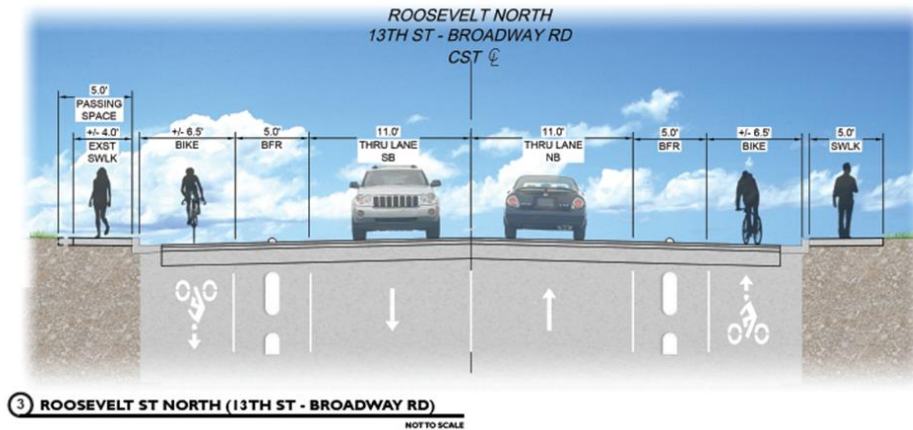


② 13TH STREET (FARMER AVE - ROOSEVELT ST)
NOT TO SCALE

1. Add high-vis green paint to more sections of the bike lane along 13th.
2. As someone mentioned in the Zoom meeting, traffic sign enforcement at the stop signs at Farmer and 13th street, and 13th street and Roosevelt is needed currently. People regularly run through these stop signs. The Venus Orbit circulator bus drivers can supply more data regarding this.
3. Bike lanes near ASU are preferred.
4. fine with this segment.
5. I agree it makes sense to maintain since the infrastructure is already there for a dedicated bike lane in each direction.
6. I am in support of this plan
7. I would appreciate if there could be some green paint to signify the bike lane here, whole lane or sections.
8. I'm in strong favor of this. If there's any way to create a barrier between the bike lane and vehicles, that'd make it even more enjoyable and safe to use.
9. OK
10. Painted bike lanes are acceptable on this street, because traffic is slow. However, the painted line approaching intersections should become full, instead of dashed.
11. Please do not have the bike lane paint turn to dotted lines at intersections and put in green paint at intersections.
12. Please paint most of bike lane green and CLEAN all bike lane. Most of the trash is pushed over into the bike lanes forcing us to ride in the street or on the sidewalk to avoid debris.
13. Protect the bike lane!
14. That should work fine.
15. This bike path should go Farmer to 13th to Hardy.

16. This is a place where cars do not notice bikes. Make the lanes more visible
17. This is a short section and the existing infrastructure makes sense.
18. this works

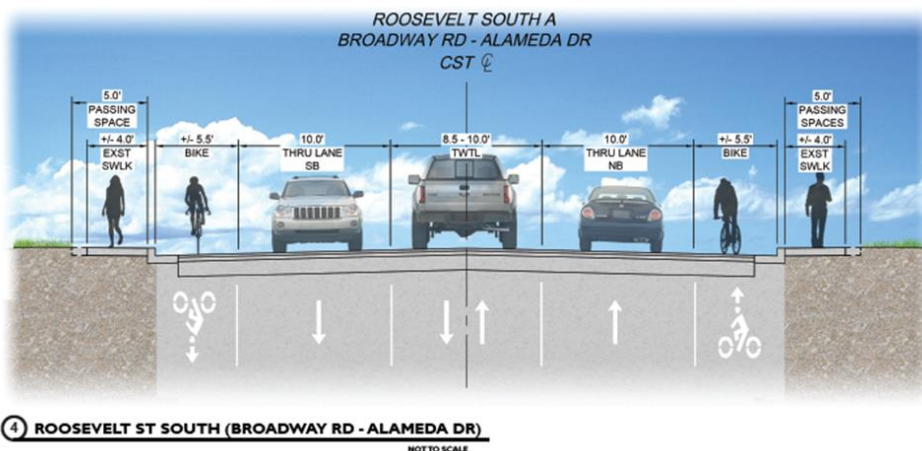
3. Roosevelt St. from 13th Street to Broadway Road is proposing to remove the center turn lane to add a 5' buffer space between the vehicular and bike lane. Within the buffer space a raised channelization device is proposed (gaps will be provided for access to driveways, streets, alleys, and transit stops). In addition, new sidewalk is proposed where sidewalk is currently missing. Please share your thoughts on the Roosevelt St from 13th Street to Broadway Road segment.



1. Adding barriers to the bike lane and adding a side walk is a good idea for this road - it is in a neighborhood and there should be a sidewalk on both sides.
2. Can we add some planted medians in specific locations? Trees and shrubs in the buffer would be great! Shade! This segment has tons of room- skinny up the travel lanes if you need to- anything to slow down the cars. Maybe add one of the new transit shelters in tis location near Clark Park?
3. Don't remove traffic lanes! Just Say No to buffered bike lanes! They are dangerous for cyclists. What do you do when there is debris in the bike lane? You crash into the debris, or into the buffer. This segment is not needed and cyclists will not use it. Hardy is the preferred route that cyclists know and use.
4. Good to add sidewalks. Concrete bollards
5. I am in favor of removing the middle turn lane to add safety measures for cyclist with a 5' buffer. Having a buffer is the most effective way to protect cyclists from vehicular traffic while still giving access to driveways and alleys. The need for a continuous sidewalk is paramount for accessibility and safety.
6. I am in support of this plan
7. I am pleased to see this design that protects the both the walker and the biker. Thanks so much for completing the missing sidewalk segments. It will do such much to protect our neighbors. Thanks!!!
8. I don't think the buffered part of the lanes should be anything that drivers could drive over easily. I would feel safer if the barrier was higher and made of sturdier material.
9. I like that Roosevelt (13th Street to Broadway) will have sidewalks and protected bike lanes on each side of the street.
10. I realize the city already owns the east side of Roosevelt where sidewalks are proposed and therefore the city can do whatever it pleases on this strip of land. I just hope someone from the city is contacting the residential land

owners along the east side of Roosevelt to discuss this plan in detail. I am one house removed (further east) so I would not be in the directly affected group of home owners.

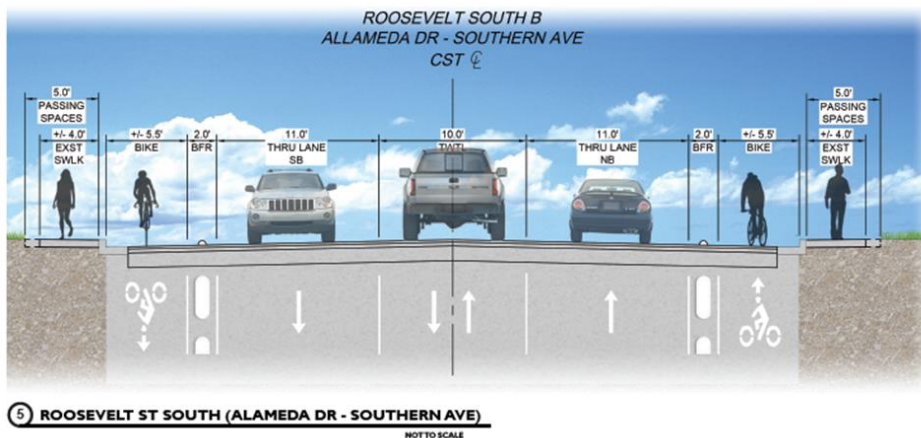
11. I think the buffer takes up too much space. If it was reduced to 2' in each direction (like the Alameda to Southern segment), a middle turn lane could still be maintained.
 12. I would suggest putting both bike lanes on the same side, bi directional. This could save some space for parking on one side of the road. maybe make the buffer ridged and smaller than 5 feet wide.
 13. Oh my gosh, a barrier between bikes and cars, I love it, yes please - I would love to see more of this "actual barrier approach" between cars and bikes - so much safer!
 14. OK
 15. Paint bike lanes green. Please use more signage and paint more green indicators on the ground so motorists recognize and look more often.
 16. Personally have needed/wanted a sidewalk and bike lane in this area.
 17. Please consider adding vertical elements to the channelization devices in the road. Why not add them? They increase visibility with reflectors at night.
 18. Removing the center turn lane is a good idea, but the buffer would be better if it included a full curb, not small bumps that cars could still go over.
 19. This is a good treatment.
 20. this part of Roosevelt is probably wide enough to remove the center turn lane, even with improvements at Clark Park.
 21. Yes, yes, yes! I bike this regularly and this is desperately needed to make the route safer.
4. Roosevelt Street from Broadway Road to Alameda Drive is proposing standard bike lanes. Please share your thoughts on the Roosevelt Street from Broadway Road to Alameda Drive segment.



1. A buffered bike lane would be better. But a bike lane is a great start
2. A proper bike line on this road will be helpful but it would be nice to have a barrier. This section of the road has fast traffic.
3. A small physical buffer for bicycles would be ideal. Some traffic calming like speed humps or chicanes to keep vehicles at safe speeds would also be nice.
4. Again, anything with a buffer between the bike lane and vehicles is ideal.
5. I think a protected bike lane should be considered for this section. There is large amount of industrial semi-truck traffic which have large drafts that can

make a cyclist waver in their path, it would be better to have a barrier like the section proposed north of Broadway Rd.

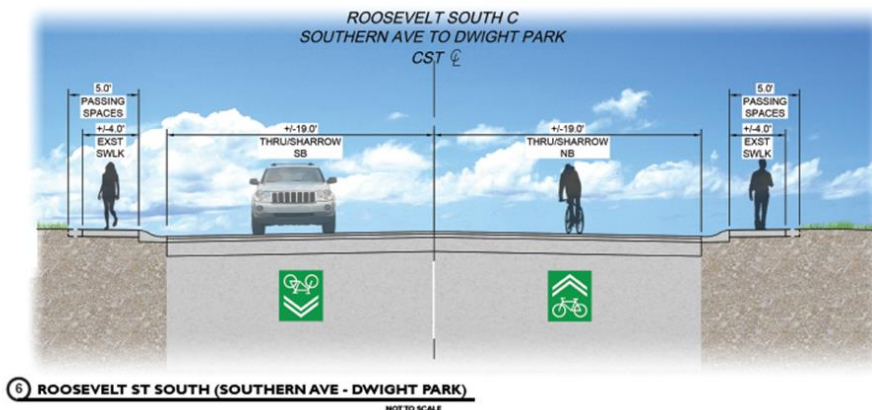
6. I wish this section also had a buffer, seems odd to not add it only for this section. Would appreciate green paint to signify bike lane.
 7. I would like to see center medians have trees/landscape
 8. I would love to remove the center lane here as well and crate the actual barriers between bikes and cars, if possible.
 9. Looks good. I would assume this fits in with the gargantuan three story mega apartment monolith just completed on the SW corner of Broadway and Roosevelt.
 10. Make sure the gutter isn't considered part of the bike lane
 11. Not needed.
 12. OK
 13. ok with this segment
 14. Protected bike lanes and pain bike lanes green. Please use more signage and paint more green indicators on the ground so motorists recognize and look more often.
 15. Protected/ buffered lanes would be better
 16. Roosevelt St. needs bike lanes.
 17. This portion of Roosevelt has a lot of semi trucks. It would be better to have a barrier for the bikes. Also the when truckers make a rt turn from Broadway to turn south on Roosevelt, the corner is too tight. The trucks have to take up both lanes to make a right hand turn. For a business district - consideration of how trucks turn should have been included in the design of the corners.
 18. Your idea of upsetting all the trucks that park in the middle lane of S. Roosevelt south of Broadway is preposterous. You cannot take out the middle lane because these trucks unloading and loading have to wait sometimes for a considerable length of time and to have them cut through the bike lane to get to these companies is really asking a lot of this business neighborhood.
5. Roosevelt Street from Alameda Drive to Southern Avenue is proposing bike lanes and a 2' buffer between the vehicular and bike lane. Within the buffer space a raised channelization device is proposed (gaps will be provided for access to driveways, streets, alleys, and transit stops). Please share your thoughts on the Roosevelt Street from Alameda Drive to Southern Avenue segment.



1. As this stretch of the road isn't as busy as others, I think the 2' buffer is fine here.

2. buffers are a good idea where infrastructure and space allows.
3. Good treatment
4. Good..That's a better design to have "bike buffer"
5. I am in favor of this plan because of the industrial and semi-truck traffic having a barrier for cyclists would feel much safer and give some distance for the truckers for their maneuvers.
6. I am in support of this plan
7. I believe channelization is needed because of the industrial areas.
8. I prefer this to help with congestion and left-hand turns down Roosevelt.
9. I would like to see center medians have trees/landscape
10. Just Say No to buffered bike lanes! They are dangerous for cyclists. What do you do when there is debris in the bike lane? You crash into the debris, or into the buffer.
11. Looks good.
12. Love it!
13. Paint bike lanes green. Please use more signage and paint more green indicators on the ground so motorists recognize and look more often.
14. Please consider adding vertical elements to the channelization devices in the road. Why not add them? They increase visibility with reflectors at night.
15. Safety along Baseline is key and is missing. It would be key to start there ASAP.
16. Sidewalks needed just north of Southern to Fairmont. But looks good
17. The buffer device will be important for improving safety.
18. The buffer should be a full curb instead of a small bump. Additionally, the bike lane must be reworked at the approaches to, and within signalized intersections. The bike lane simply ending before a traffic light is unacceptable.
19. Yes, I love the specific barrier - I would feel safer, as a bike rider.

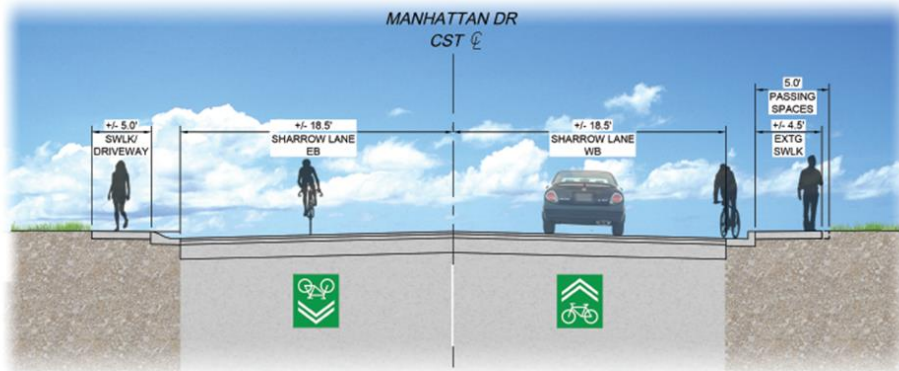
6. Roosevelt Street from Southern Avenue to Dwight Park is proposing to add shared-lane markings. Please share your thoughts for the Roosevelt Street from Southern Avenue to Dwight Park segment.



1. Again, anything with a buffer between the bike lane and vehicles is ideal.
2. Bike lanes
3. I am in support of this plan
4. I like the addition of shared lane markings. This road isn't too busy so don't mind sharing the road but bike lanes will always be preferred.
5. I like this option because it won't cause issues for residents due to construction.

6. It is best to have clear markings if it is a shared lane. However, these marking should continue to Hardy. Many cars speed in this area and do not look for pedestrians or bicycles.
7. Looks good.
8. Not needed since Hardy already has bike lanes.
9. OK
10. Please use more signage and paint more green indicators on the ground so motorists know to share the road. Signs that say "motorist MUST not road rage on cyclists" would be nice.
11. Sharrow do not change the function of the street. If traffic is slow enough (which it is here), bikes and cars can safely share the space.
12. Sure
13. That should work - there is less traffic on that segment.
14. This area of Roosevelt is under construction with 3 new Habitat for Humanity housing. More apartments are going up on the corner of S. Roosevelt and Southern so the parking will be pretty dense. This idea is just poorly thought out. Have you talked to the Deputy Director of Parks about your plans because they are installing a granite walkway in there where you are planning to put your bike path and 14 new lights to be installed in the summer of 23. You all need to talk to each other.
15. This is not heavily traveled, but many bicyclists might try to ride on the sidewalk, not sure if you have any data on the safety of the sharrow lanes.

7. **Manhattan Drive from Dwight Park to Kyrene Road is proposing to add shared-lane markings. Please share your thoughts for the Manhattan Drive from Dwight Park to Kyrene Road segment.**

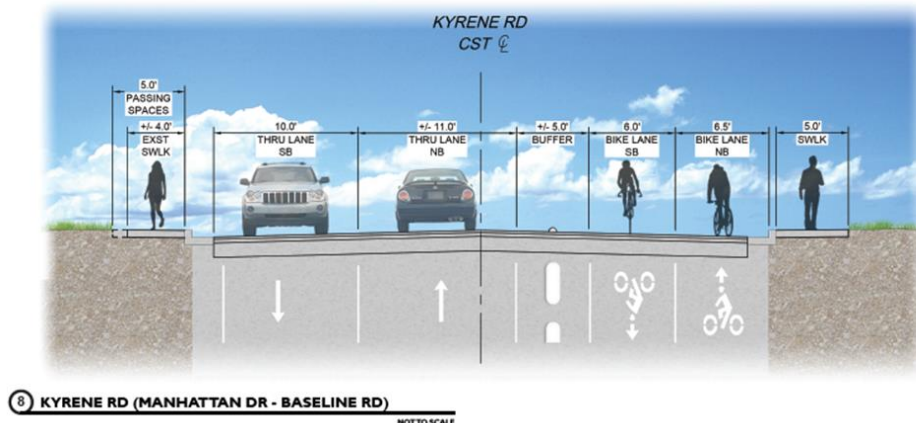


7 **MANHATTAN DR (DWIGHT PARK - KYRENE RD)**
NOT TO SCALE

1. Adding a simple bike lane or shaded lanes does not really make for a "good" bike route. Buffered or physically divided lanes would be best. The original plan to use the UP ROW would have made for a route free of car traffic, the alternative should provide a similar level of separation.
2. Again, anything with a buffer between the bike lane and vehicles is ideal.
3. Bike lanes
4. I am in support of this plan
5. I don't particularly want the side walk in front of my house made wider. I have brick pillars and wrought iron fence next to the current sidewalk. What happens to that??
6. I like the addition of shared lane markings. This road isn't too busy so don't mind sharing the road but bike lanes will always be preferred.

7. If there's 18.5' travel lanes, why not a marked bike lane?
8. It is best to have clear markings if it is a shared lane.
9. Looks fine
10. Looks good.
11. Manhattan Drive (Please see that your spelling is incorrect) at the juncture that you will cut through from the park is not practical. These are private homes for the most part and the additional people coming through this neighborhood would be frowned upon. There are speed humps on this street as well as new construction on Kyrene adding 3 hours that face Kyrene. At the moment there are multiple parties in these houses (one on Manhattan as well) where as many at 1000 people attend. How would that work?
12. OK
13. Please use more signage and paint more green indicators on the ground so motorists know to share the road. Signs that say "motorist MUST not road rage on cyclists" would be nice.
14. Sharrows do not change the function of the street.
15. Sure
16. This is not heavily traveled, but many bicyclists might try to ride on the sidewalk, not sure if you have any data on the safety of the sharrow lanes.
17. This segment is not needed. It doesn't go anywhere useful for cyclists.
18. Will there be a path through Dwight Park off Manhattan Drive, or are cyclist's supposed to take the streets that surround the park to get from Roosevelt to Manhattan Drive?

8. Kyrene Road from Manhattan Drive to Baseline Road is proposing to replace the standard bike lanes with a 2-way cycle track on the east side of the road. A buffer of 5' is being proposed between the vehicular lane and cycle track. Within the buffer space a raised channelization device is proposed (gaps will be provided for access to driveways, streets, alleys, and transit stops). Please share your thoughts for the Kyrene Road from Manhattan Drive to Baseline Road segment.



1. Given the speeds on this road, the 2 way cycle track will be valuable for safety.
2. Great place for our first real cycle track! Plant the buffer! This section needs extra love!
3. Hmmmm...I'm not sure about having the 2 way cycle track.
4. I am in support of this plan
5. I don't think this is a good idea because this is the only segment of the route that uses a 2-way cycle track. I think it will be confusing for both motorists and

cyclists. I recommend using the traditional bike lanes that are the same as the ones in other parts of the proposed route.

6. I have concerns for how bike will get from the north side of Kyrene and Baseline to the south side (access to Kiwanis). I also have concerns about the bike lanes being on the east side closest to the railroad tracks.
7. I like that the cyclists are protected from traffic assuming the speed limit will not change on that street. It is interesting that vehicles and cyclists are separated by one barrier instead of using two barriers and the direction of travel for bikes and cars the same (see Roosevelt Rd between Alameda Rd and Southern Rd). It seems like having the road divided in this way causes more cycle crossing traffic.
8. I think the buffer could be bigger here. It will feel odd to be riding into traffic going south. I also think that the buffers should have about a 3 foot tall metal box with top open where later landscaping would be added. Having a tall, sturdy buffer here will make me feel more comfortable while riding south.
9. Ideally the buffer would have a physical divider.
10. I'm not fond of NB & SB bike lanes being next to each other. I feel it's safe to have SB bikes next to SB cars as movement is more predictable to both drivers and riders.
11. Looks good.
12. Looks good.
13. Love it!
14. Needs more attention at Baselin crossing
15. Paint bike lanes green. Please use more signage and paint more green indicators on the ground so motorists recognize and look more often. Shade in some form would be great. What about large planters as a buffer? Also, please make sure to clean the bike lanes otherwise cyclist will choose to ride on the road section for cars or the side walk.
16. Please consider concrete-reinforced steel bollards here - would it much more comfortable for all riders.
17. The buffer must provide a larger barrier between cars and bikes. These small bumps are not enough.
18. The two-way cycle track section absolutely needs vertical bars on the channelization devices. As stated previously, they help increase visibility and contribute to driver awareness that it's a completely separate no-go lane for them. That, and every other city that has two-way cycle tracks has vertical posts delineating them. Let's do our first two-way cycle track right and get the vertical posts in there, and take it as a learning opportunity to see how they work for our city. Worst case scenario they can always be removed, so please include them in the project to start!
19. There is a surprising amount of traffic that goes down Kyrene between Manhattan and Baseline, plus the train tracks run parallel to the road. I'm not sure if having a pedestrian sidewalk the furthest east makes sense because of the train tracks.
20. This road is almost an expressway. I do like the 2-way cycle track as seen on the Mesa Connector project and feel it will reduce speeds. adding a sidewalk on the E side will also help pedestrians.
21. Why do we need a cycle track dead ending at Baseline where the canal and the RR tracks mess everything up? I cannot think of a worse place to put a bike path. Delete this segment and use Hardy south of Manhattan which is ALREADY THERE.

22. Why?! Just make bike lanes cars move way to fast and everyone will be confused.
23. Wow, this would be ideal, I love it!
24. Your plan to come right up to the edge of the UPRR ROW is going to be very interesting considering that their ROW is now 10 feet more (5 feet more from the center of the rails on each side for a total of 25 feet). That makes it a little tight.. If people step onto this property, there will be hell to pay from the UPRR to the City and that relationship is always rocky at best. The homeless garbage dumps will continue and be unsightly. Have you contacted Rosa Inchausti about this? She has been working with the UPRR since last September trying to create a better relationship. Not working at present.

9. What do you like best about the project?

1. A north south connection, kind of.
2. Absolutely nothing.
3. Adding sidewalks to Roosevelt street.
4. Buffers being installed
5. I commute daily by bike along this route, and everything about this is a major improvement! Thank you.
6. I have recently started cycling to ASU via Roosevelt because I don't feel safe on Kyrene getting to College Ave. Having an increased bike lane presence on these roads is great!
7. I like that there will be a pedestrian signal on Baseline Rd at the Western Canal Path, that area of Tempe is very car centric and the light will add some safety for pedestrians and cyclists.
8. I like the 5'+ buffered lanes and 6'+ bike lanes.
9. I like the addition of the 2 way cycle track, and the buffers.
10. In the drawings, it looks like bumps to separate the vehicle lane from the bike lane, if that's the case, that would definitely be my favorite. I feel it keeps cyclists safer because it alert drivers who wander into the bike lane because they were looking at their phone or otherwise not paying complete attention. I like that the dots allow cyclists to easily exit the bike lane to make a left turn.
11. It creates safe riding from TTL to Kiwanis
12. It is focused on Tempe's goal of making the city more bike and pedestrian friendly.
13. It's a little bit of a patchwork quilt, but a creative solution to the (outrageous) demands from the railroad for fees and ongoing maintenance.
14. Makes a safer route for bikes and walkers.
15. More bike lanes the better.
16. Move off Hardy Drive to Roosevelt and Kyrene improvements.
17. The buffer space between bike lanes and vehicles. This is a wonderful investment for the city to create safe and enjoyable bikeways.
18. The cycle track on kyrene. If possible we need physical separation or barriers on as much road as possible. I will use this route ALL the time as i am just south of baseline off kyrene and need a safe route into north tempe
19. The fact that we are starting to see actual barriers, in higher car flow areas, to project people on bikes from cars and it is a path I would ride as I live off close to the Farmer and University point.
20. The new protected bike lanes.

21. The opportunity to provide a great north south connection and green up a stretch of Tempe.
22. The pedestrian crossing of Baseline and the protected cycle track on Kyrene
23. This is driven with the intent of making bicycle riding easier in the city of Tempe. Hopefully lessons learned from the bike lane provision on Hardy between University and 13th street are not repeated (alternating having bike path on sidewalk and on the roadway). I would encourage anyone involved with planning for bicycle paths to personally ride a bicycle north and south down that stretch of Hardy to get a firsthand experience of mediocre designs.
24. Two way cycle track!

10. What are your biggest concerns with the project?

1. 1. Is this needed? Hardy and College are great N/S routes for bikes. There are many other areas of the city can could use more bike lane support like S Priest drive or finishing the BikeIT Seat route across the tracks at Knox and Hardy.
2. Adding a cross walk on Baseline between Mill and Kyrene(s) will only make this terrible area worse. As bike and a driver better street alignment needs to be done in order to facilitate safer traffic of all types.
2. Crossing at Baseline from Kyrene to Kiwanis is dangerous. The UPRR has put up every red flag for a light there. I think Hardy would be better for everyone all the way down.
3. How long construction is going to take down Kyrene. Since there is a high volume of traffic, construction can make an impact on wait times and cause congestion that currently doesn't exist. Also the noise volume of construction for residents is a concern.
4. I couldn't tell from the drawings (sorry they were good, I'm not familiar with those types of drawing) I'm worried that there will be areas that are similar to Hardy Dr around Parkway Blvd. Riding north or south on Hardy is unsafe riding area for a number of reasons. Here are some reasons:
The curb ramp is narrow and doesn't line up with the line of bike travel, causing a cyclist to have to weave to catch the ramp or go slamming off the curb; The bike lane is way too narrow (it's narrower than most bike lanes because separated from the vehicle lane and the pedestrian lanes by vegetation strips) I appreciate vegetation but need the bike lane to be wider; Cars don't stop where the bike lane is. Cars are accustomed to stopping at the intersection with the perpendicular street not, 10 feet before the intersection.
5. I do not have any concerns, looks great
6. I live near Dwight Park and Manhattan Dr. I don't see a clear bike route on the streets from Manhattan to Roosevelt.
7. I wish it was along the railroad and away from cars.
8. I'm afraid the bike lanes and road will still have a lot of debris on them.
9. I'm concerned that cyclist safety will loose to vehicular convenience. Lives can be saved with barriers instead of minutes saved in someone's drive, time is valuable but so are lives.
10. I'm hoping this can be done expediently as I know there are many projects in the works. This would go a long way to connecting Tempe bikeways to other paths and routes.
11. It appears to be a well thought out design. At the risk of pointing out what is already known, designs at intersections are critical. Assuming more bicyclists

- are using the proposed design, can the intersections handle the increased bicycle traffic?
12. Lack of any vertical posts on the channelization devices. High car speeds along Kyrene.
 13. Most of it is wasteful and not needed. Spend our money more responsibly by building paths where none currently exist. Do you know that between College and the Tempe/Mesa border, there are NO options for crossing the RR tracks except for the major streets? Why is that?
 14. My biggest concern is that there is not a crosswalk to cross Roosevelt at Clark Park where the new pool and building will be. I would think a pedestrian activated (Hawk type) crosswalk would be appropriate and safer than no crosswalk at all. Expecting people to go north all the way to 16th street, or south to Broadway is not realistic. People will cross in that area illegally and dangerously. The orbit stop will also perpetuate this issue.
 15. My biggest concerns are the addition of sharrows, which do absolutely nothing for bike safety. The use of small bumps as buffers is also not adequate protection.
 16. None
 17. Please make sure the intersections are safe. protected bike lanes are nice but it is intersections where the protection is really needed.
 18. Safety of end result
 19. Speeding on Kyrene, debris in the bike lanes, conflict with cars at Kyrene and Baseline
 20. That we add more asphalt / concrete where it's not necessary.
 21. The Baseline crossing arrangements are weak.
 22. The use of sharrows.
 23. Traffic.
 24. Will this project bring more transients into the residential areas? Near Southern and South Roosevelt Street, we have caravans of transients with shopping carts who already gravitate towards Kyrene Road and onto streets like Manhattan and Roosevelt Street to Dwight Park. Most importantly, the afternoon traffic coming from the commerce area north of Roosevelt and Southern creates a constant flow of cars speeding to make a u-turn back towards Southern, specifically on the corners of South Roosevelt and Malibu causing many potholes in the road, daily. There are also many school bus routes that come onto Roosevelt from this same stop light. Without proper signage (no U-turns ect.) this new bike path can cause even more pedestrian /bicyclist accidents on the Dwight Park extension. The previous bike path plan was away from residents door fronts. As a resident who will be directly affected by this change, having more pedestrian traffic come directly through residential streets, is highly undesirable.
 25. You absolutely NEED a safe and dedicated connection on Baseline from the Western Canal to Kyrene Rd. which is roughly 423ft. There are close calls constantly from people turning and pulling out from the Baseline Mobile Home Park. Also motorists running stop signs to turn right off of Kyrene Rd and head west on Baseline.

11. **Are there additional features or elements you would like to see for safer, more comfortable bicycle and pedestrian travel?**
 1. A multi use path that cuts through Dwight park and connects Roosevelt and Manhattan
 2. An archway to go over Baseline with a walkway/pathway without interfering with traffic would be great like the one on the ASU campus on University. which might work better from the canal to 4000 block of Kyrene (near the Dollar Store) would be better for everyone and more safe, without raising the ire of the railroad.
 3. Clear signage for cars going Southbound on South Roosevelt and Southern, Dwight Park extensions.
 4. Consistency in design so people know what to expect. Stop putting in bike lanes without lowering speed limits or minimizing street parking.
 5. Currently when riding on Roosevelt at night, pressing the button to cross Broadway & Southern takes a really long time, even if there are no cars coming. There are times when it feels safer to go through the light that won't change than just stand on my bike waiting for the light in the dark. If there is no traffic and a cyclist hits the button to cross, the light should change much quicker.
 6. Electronic warning signs to alert drivers, maybe with sound and words.
 7. I may have missed it on the slides above, but is there going to be any additional landscaping or rest areas associated with this project. I remember the original presentation had several rest nodes.
 8. I think having shaded segments throughout the project (especially Kyrene where there aren't any trees) would make biking and walking more comfortable during the summer.
 9. Incorporating green space with tree cover where possible would be amazing. I've seen this incorporated in other cities where they strategically place elevated tree planters in the buffer zones.
 10. Leading pedestrian indicators at lights, two-way cycle track connecting Kyrene to the canal on Baseline, protected bike lane on 13th
 11. On roads with speeds over 25 mph, bikes, cars, and pedestrians MUST be physically separated for safety. Paint along the gutter, or a tiny bump is not enough. Intersections must also be protected, like in the Netherlands. Right turn lanes and bike lanes should NEVER intersect.
 12. Sharrows or bike lanes in traffic circles.
 13. Sure, more barriers between bikes and cars and I love the idea of a bike path where it has the bikes going in different directions, with a barrier from the Cars, I would like to see more of that in Tempe and around downtown Tempe (where I live)
 14. The more buffered bike lanes, the better.
 15. The safer for bikes and slower for cars the better. Buffers on bike lanes add a little additional safety
 16. The ultimate would be more paved, bike/pedestrian only paths, like the canals.
 17. There are portions of Roosevelt and Farmer that are dark at night. If the project could look at some additional lighting that would be great. Lighting like they have on 5th St in front of the Scales school.
 18. There were several comments regarding where the canal path from the north meeting Baseline road. The idea of improving/creating a larger

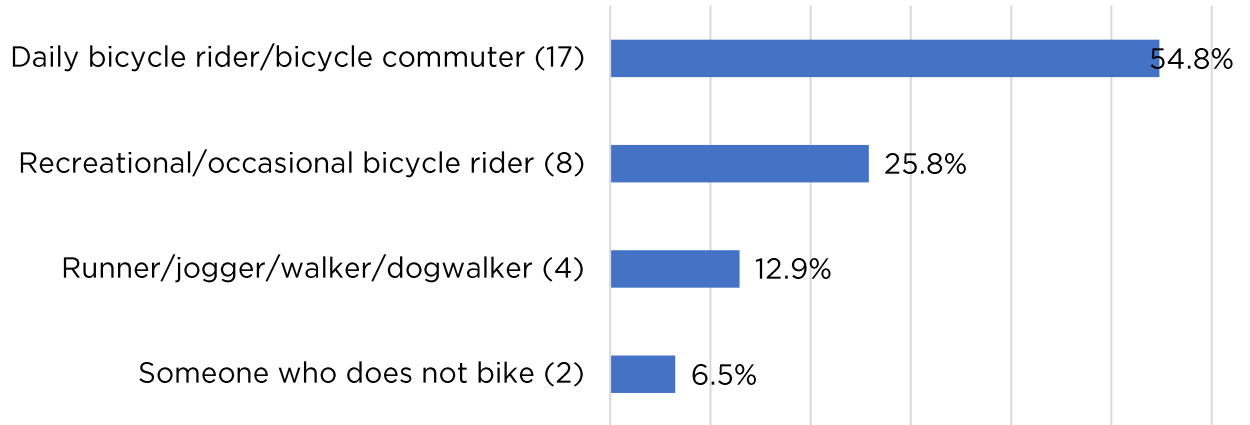
sidewalk/bikepath on the North side of Baseline from the North canal path to reach the proposed Baseline crossing sounds ideal if it is possible.

19. THIS: You absolutely NEED a safe and dedicated connection on Baseline from the Western Canal to Kyrene Rd. which is roughly 423ft. There are close calls constantly from people turning and pulling out from the Baseline Mobile Home Park. Also motorists running stop signs to turn right off of Kyrene Rd and head west on Baseline. Also signage, buffers, and more green paint for viability
20. Underpasses at major intersections like baseline road to provide safe and unimpeded bike travel like was proposed with the N/S rail spur project.
21. Yes please a curb or heavy duty pylons between automobile and bicycle lanes. Or at least 6+ feet of non paved median

12. Do you have any additional comments related to this project?

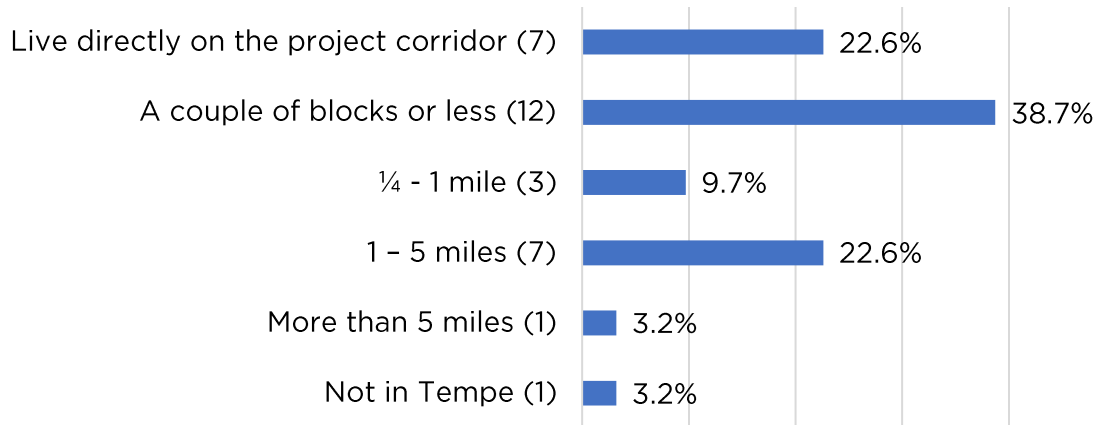
1. A straight paved path should be built through Dwight Park to make it easier for cyclists to get from one side to the other.
2. Bike routes should be continuous and linear.
3. Good to see steps like this being taken and an example of why I enjoy living in Tempe.
4. Love this path! I already take my bike this way and I'm looking forward to it being safer.
5. No, thank you!
6. Not now
7. Shared lane marking should also be added on Manhattan Drive from Dwight Park to Hardy Dr.
8. Thank you for improving the biking/pedestrian infrastructure!
9. Thank you for investing in Tempe's bike routes.
10. Thank you for your continued efforts to make Tempe bicycle friendly.
11. thanks for making Tempe more bikeable
12. Thanks for this bike friendly investments. As someone who doesn't own a vehicle and primarily commutes on bike and by walking, this is massively important to me.
13. Thanks to all that are working on this project.
14. These are all good improvements. To increase connectivity further, please consider protected bike lanes on Baseline, Southern, and Broadway.
15. We need more safe bike paths but we need to put more thought into them than you have on this project. The N/S project didn't work because there wasn't enough ROW on the north side of Southern and the UPRR is a pain to work with. Take the traffic slowing art projects out of Hardy and put the bike path there.
16. You absolutely NEED a safe and dedicated connection on Baseline from the Western Canal to Kyrene Rd. which is roughly 423ft. There are close calls constantly from people turning and pulling out from the Baseline Mobile Home Park. Also motorists running stop signs to turn right off of Kyrene Rd and head west on Baseline.

13. Which best describes you?



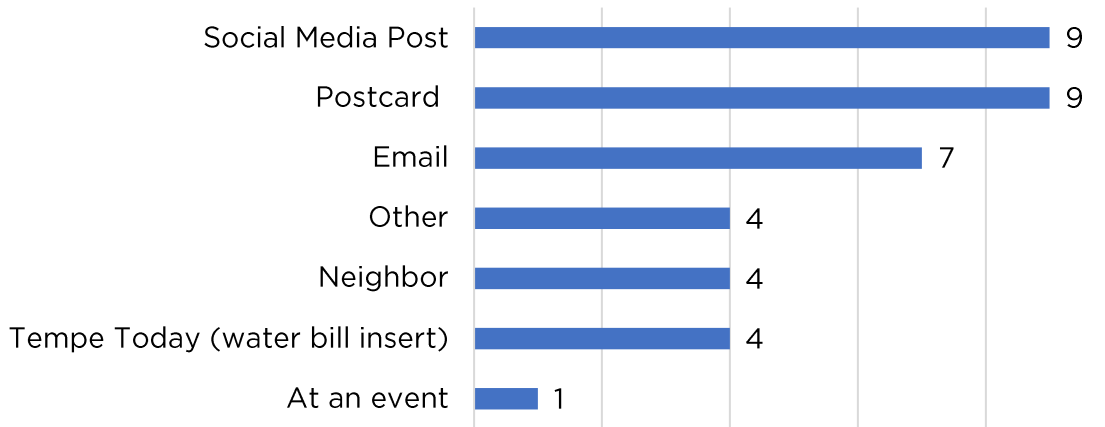
Responses: 31

14. How far is your home from the Kyrene Road/Roosevelt Road/Farmer Avenue Bicycle and Pedestrian Improvements project?



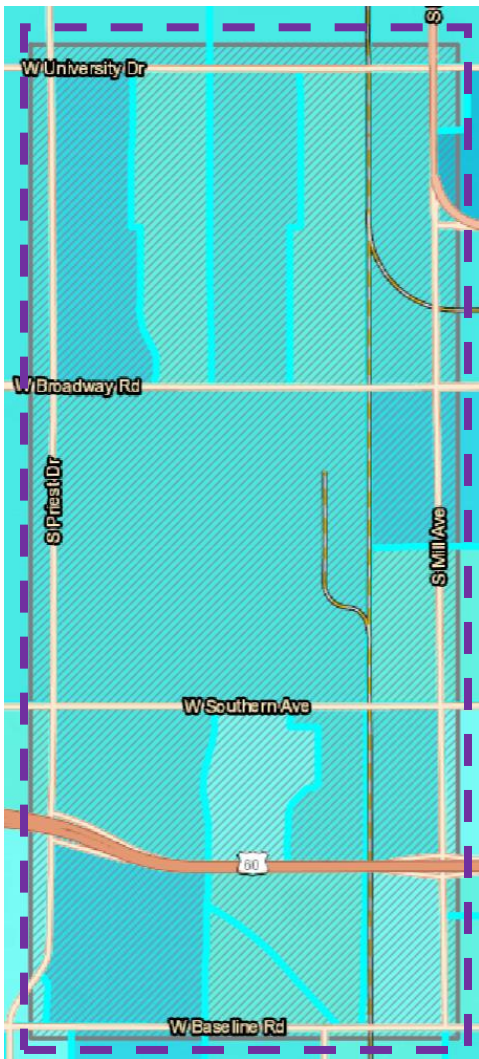
Responses: 31

15. How did you hear about the Kyrene Road/Roosevelt Road/Farmer Avenue Bicycle and Pedestrian Improvements project? Check all that apply.




IV. Demographics

The Project Area is designated by a purple dashed line. Data that follows includes all census tracts that touch the project area.



▾ Race and Ethnicity

Total Population	46,149	-
Hispanic	12,158	26.3%
Non-Hispanic		
White, Non-Hispanic	22,101	47.9%
Black, Non-Hispanic	5,118	11.1%
Native American, Non-Hispanic	1,080	2.3%
Asian, Non-Hispanic	3,100	6.7%
Pacific Islander, Non-Hispanic	211	0.5%
Other, Non-Hispanic	160	0.3%
Two or More, Non-Hispanic	2,221	4.8%
Minority 	24,048	52.1%

▾ Ability to Speak English

Population 5 years and over	44,371	-
Speak Only English	34,043	76.7%
Speak Other Languages	10,328	23.3%
Speak English "very well"	7,881	-
Persons with Limited English Proficiency (LEP)	2,447	-
Speak English "well"	1,647	-
Speak English "not well"	753	-
Speak English "not at all"	47	-

▾ Commuting to Work

Workers 16 years and over	26,622	-
Car or Truck - drive alone	17,527	65.8%
Car or Truck - carpool	2,464	9.3%
Public Transportation	1,211	4.5%
Bicycle	713	2.7%
Walked	1,689	6.3%
Other means (taxicab, motorcycle, etc.)	505	1.9%
Work at home	2,513	9.4%

▾ Vehicles Available

<i>Occupied Housing Units</i>	<i>18,342</i>	<i>-</i>
No vehicle available	1,627	8.9%
1 vehicle available	7,866	42.9%
2 vehicles available	6,053	33.0%
3 or more vehicles available	2,796	15.2%

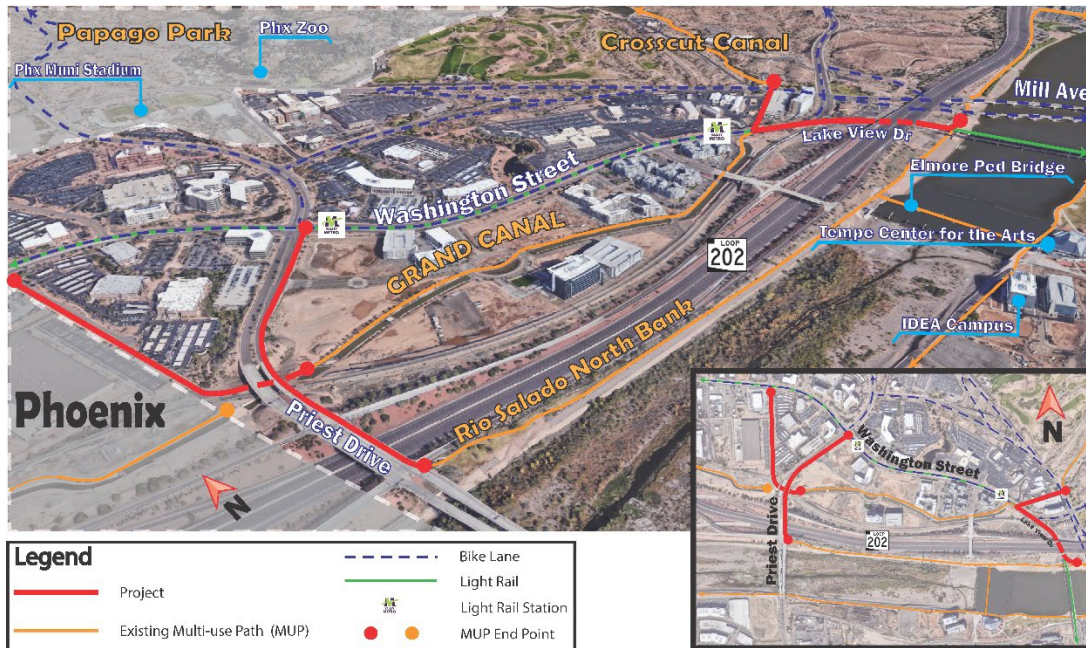
V. Emails

- April 19, 2023** - I had a terrible connection during the online bike path meeting and tried and tried to leave a comment in the chat, but I just wouldn't let me. Can I pass one more suggestion along? I would like to request the bike buttons at the crossings, right next to the bike lane in the sidewalk, those are great. I get around on a recumbent tadpole trike and if there is no bike lane button, I have to go up on the sidewalk, park my trike, unclip, get up, push the button, clip back in and cross from the sidewalk, so a little more involved than a standard bike. For me, it's an accessibility feature that I really appreciate. I use the trike because I have balance issues and can no longer get around in a standard bike. Thanks for hosting the meeting, this looks like an awesome improvement! I'm looking forward to using it. Add 55" bike push buttons curbside where needed and appropriate for ease of bike access crossing the road.



Grand Canal Connection Project Public Input Summary: November 2022

I. Background



Currently, the City of Tempe's portion of the Grand Canal Path (located just north of the 202, east of Priest Drive) is separated from other regional off-street pathways in the area including the Rio Salado Path and Crosscut Canal Path.

In 2019, Tempe developed preliminary designs and a project assessment report to complete the gaps in these regional paths. This project will take the preliminary designs developed in 2019 and produce the final plans, specifications, and estimate so that the project can be bid for construction.

Another round of public meetings will be held in the spring of 2023, and construction is anticipated in fall of 2024.

II. Outreach

POSTCARDS/MEETINGS

- Postcards: 2844 households mailed to the project area
- Public Meetings: 10/24/22- noon (online): 8 attendees | 10/24/22- 5:30 p.m.: 4 attendees online

TWITTER

- 10/10 – public meeting: Reach/Impressions: 785 | Engagement: 37
- 10/18 – public meeting reminder: Reach/Impressions: 918 | Engagement: 38
- 10/24 – day-of meeting reminder: Reach/Impressions: 709 | Engagement: 27
- 11/2 – public input reminder: Reach/Impressions: 448 | Engagement: 16

FACEBOOK

- 10/10 – public meeting: Reach/Impressions: 2450 | Engagement: 225
- 10/18 – public meeting reminder: Reach/Impressions: 1110 | Engagement: 58
- 10/23 – day-of meeting reminder (story): Reach/Impressions: 440 | Engagement: 3
- 11/2 – public input reminder: Reach/Impressions: 1732 | Engagement: 234
- 11/2 – public input reminder (story): Reach/Impressions: 360 | Engagement: 32

NEXTDOR

- 10/10 – public meeting: Reach/Impressions: 1270 | Engagement: 0
- 11/2 – public input reminder: Reach/Impressions: 1079 | Engagement: 4

INSTAGRAM

- 10/10 – public meeting: Reach/Impressions: 1270 | Engagement: 0
- 11/2 – public input reminder: Reach/Impressions: 1079 | Engagement: 4

MEDIA

- 10/10/22 – news release: 2806 emails sent, 39.2% open rate | 2.1% click rate
- 10/10/22 – Tempe This Week: 7841 emails sent, 41.3% open rate | 4.6% click rate
- 10/17/22 – Tempe This Week: 7824 emails sent, 41.7% open rate | 5.3% click rate
- 10/24/22 – Tempe This Week: 7832 emails sent, 40.5% open rate | 3.7% click rate
- 11/2/22 – Input reminder; 2809 emails sent, 37.8% open rate | 3.6% click rate

III. Survey Results

The survey was posted online from October 24 – November 7, 2022 and attendees at both meetings were directed to provide comments on the Tempe Forum. There were twenty-seven responses to the survey.

Respondents were asked provide comments on each of the four segments of the project.

SRP CROSSCUT

CONNECTING CROSSCUT CANAL TO GRAND CANAL



PROPOSED IMPROVEMENTS

10' WIDE CONCRETE PATH | PEDESTRIAN SIGNAL AT MILL AVE. | PEDESTRIAN LIGHTING | LANDSCAPING (NOT CURRENTLY SHOWN)

EXISTING CONDITIONS



The following comments were received regarding the **SRP Crosscut segment**:

1. This is a pretty high speed area. Possibly some rumble strips before the crosswalk, and maybe offset the cross walk (like over on Hardy , south of Uni) to give a bit of refuge for peds. and the signals could be just for the southbound traffic, then for the northbound traffic, it's a pretty long distance for a slow walker/wheelchair user.
2. This will be nice for getting across Mill Ave and onto the Crosscut path.
3. Improved lighting and paving would be great!
4. Configure the crossing so users (bicyclists, especially going downhill) must slow/stop before proceeding across Mill.
5. Anything to improve bike connectivity is great, thank you. On a side note, approaching the Curry / Mill intersection northbound on the bike path is chaos - cars typically swerving trying figure where bikes are going while the car are attempting to get into the the right hand turn bay, surprise bicyclist haven't been hit or run over here. And then no bike cross markings at intersection leading to a sketchy potholed path on the other side. It's a dangerous intersection with poor conditions for bicyclists heading northbound along Mill.
6. Very much needed
7. Love this. It would be great to have the pedestrian crossing at the crosscut and Mill.
8. The major concern I have with the crossing of Mill connection for the two paths is how well it would safely work for bicyclists. As the Crosscut Canal currently ends at Mill, I have observed bicyclists shooting across Mill through traffic. My heart has been in my throat when I have seen this happen.
9. I wouldn't use it. Maybe others would.
10. Looks good. Make sure there is enough signage to direct people the way. Very important to have the pedestrian cross signal across Mill Ave.
11. Suggest including some wayfinding at the beginning and end points where this new segment is being added to make it clear how to utilize the new

connection. Suggest making the pedestrian signal activate at touch to prioritize bike/ped crossing over moving vehicles fast.

12. I support this alignment.
13. I think this is a great additional connection to existing bike paths and light rail facility. Please make sure there is good visibility to allow for safe crossing in both daytime and night time. Also, it would be great to improve the pavement quality along Mill on both sides of this crossing. The bike lane going uphill from this crossing on Mill is extremely bumpy. Personally I feel it is one of the worst stretches of bike lane in Tempe. It would also be great if the Mill bike lane could be widened to better buffer cyclists along this stretch.
14. The proposed improvements here all look great. Hope there is a lot of low water shade coverage considered in the landscaping design. A pedestrian signal is definitely needed. For anyone looking north of this signal, the next crossing is a mile away at Priest Dr.
15. Any expansion of the paths would be great. Hopefully also with good landscaping and lighting so even if it's behind a parking garage it doesn't feel sketchy
16. This will be a really valuable connection! This will fix a missing link between two otherwise great bike routes.

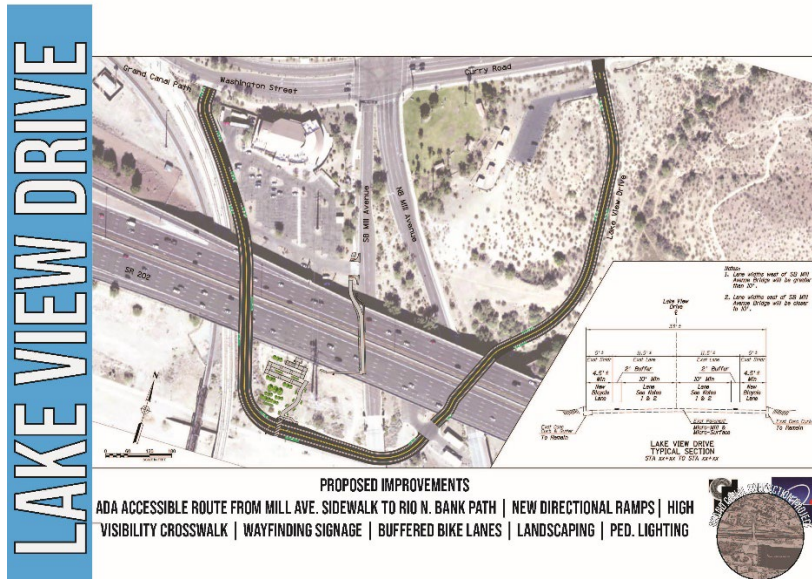


The following comments were received regarding the **56th Street segment**:

1. Seems ok, understanding the UPRR issues.
2. I prefer the existing off street path. Perhaps that could be improved rather than having a buffered bike lane on the street. I am a little concerned about the railroad crossing to the Phoenix Grand Canal path not being changed. Are future motor vehicle speed and volume projections being taken into consideration for determining what types of bike lanes are appropriate using the FHWA or NACTO bikeway guidelines?
3. Looks like a great redesign and connector.

4. Never really needed to access 56th street. Hope a solution to cross railroad tracks for East West access to Grand Canal path is close at hand, right now its pretty sketchy to use the trail system.
5. Parking we need easy access for everyone who is not wealthy enough to live nearby or training for an Ironman.
6. Huge improvement. Would like to see protected bike lanes
7. Connection to 56th is great but a paved direct connection from the concrete patch to the grand canal path would be great. Many cyclists and path users go from the Tempe Grand Canal to PHX Grand canal via dirt path under Priest, including a crossing at the railroad tracks. I'd expect that the proposed improvements would see a similar cut through by users (rather than making a sharp turn on 56th). Guessing the UPRR is being annoying about using their right of way but the city should push for this as a way to improve connectivity between Tempe and Phoenix on a very popular route.
8. As I said in your public meeting, it is unbelievable that Tempe can't connect to Phoenix's Grand Canal path. I realize the RR is mostly to blame. Connecting to 56th St. and restriping 56th is a waste, it doesn't go anywhere useful.
9. All I want is for the Tempe and Phoenix portions of the canal to connect. I also feel like the buffered bike lane on 56th is just for show so the City can say they added x amount of buffered lanes, when in reality, the buffered lane would be put to much better use on Washington, McClintock, etc. Also, paint isn't protection.
10. It's unclear to me what the connection from the 10' concrete path to the buffered bike lanes is. Suggest some clear pavement marking and/or signage to guide this movement.
11. I support this improvement, but will there be tangible links to the Phoenix Grand Canal Path?
12. I was curious why the bike path does not stay on the north and east side of the new future proposed road to avoid forcing a crossing near the grand canal.
13. I agree with the proposed improvements. However, a connection to the existing Phx Grand Canal on the West is missing. With the existing road crossing the train tracks, adding signage may be all that is needed there. More importantly though, there is no direct access for commuters travelling up priest drive who want to join the Phx Grand Canal or 56th st north towards Phoenix and the Airport. Can a side walk be added to either side of Priest Drive after the bridge portion to connect down?
14. Any expansion of the paths would be great. Hopefully also with good landscaping and lighting so even if it's behind a parking garage it doesn't feel sketchy
15. This is my biggest comment/question: why is the Phoenix Grand Canal path not being connected to the Tempe Grand Canal path? I couldn't attend the meeting, so this may have been answered, but the image above looks like it's doesn't quite connect up with the end of the Phx canal path. Is the idea to go up to 56th St and then over? Currently, the path just ends at the RR tracks and there's zero signage to demarcate where to go to continue on. You have to navigate it yourself and go over dirt tracks to get to the Tempe portion. This might have to do with getting an easement from Union Pacific or whoever is operating the RR tracks, etc, but making some sort of effort to connect the two paths more directly would really be nice. Especially if all this work is already going to happen in the area.

16. This portion seems less critical than the others, to me, but still important to have. I live near the Tempe Town Lake and often go to the post office on Van Buren, and this will be much nicer than doing so on surface streets.



The following comments were received regarding the **Lake View Drive segment**:

1. The ADA ramp needs to begin at the Mill Side, not the west side of the parking lot, this is a long way to go for someone that needs to use the ramp. In fact I think it's uphill going east to west on that existing sidewalk. I was talking to one of the Commissioners on the Disability Commission who is in a chair, and we talked about this and he was in agreement.
2. Are future motor vehicle speed and volume projections being taken into consideration for determining what types of bike lanes are appropriate using the FHWA or NACTO bikeway guidelines?
3. I look forward to the redevelopment of this road for better visibility and signage. People seem pretty turned around and perhaps took a wrong turn on this road thinking it could connect to Mill.
4. I am curious if there will be any sidewalk path added alongside the entire length of lakeview drive for folks walking or running? I often connect while running from Washington to the lake and back by going up/down lakeview drive and currently i have to run up/down in the bike lane.
5. Add RPMs in the buffer to better delineate the space for motorists
6. Transition from westbound lake trail to the uphill northbound Lake View Drive is always awkward. Possibly an adaptive street solution to help everyone understand it an active transition zone.
7. Unsure of how this provides connection to other paths
8. I like this!
9. On the buffered bike lane, could there be a concrete buffer added between bike lane and the traffic lane, or a plastic post every 10 feet instead of concrete.
10. I do wish there was a way to construct a walk way on one side or the other of the east leg of Lake View Drive. As it is pedestrians have to walk in the bike lanes. Perhaps there could be a path in the future that is directed down to the North bank of the lake from Mouer Park parking lot.
11. More room for bikes is great, build it!

12. I've never seen a car on Lake View Drive. It is perfectly rideable as it is. This part of the project is wasteful.
13. Please make sure no cars can park in the bike lanes. Maybe add a low curb in the buffer part.
14. Suggest adding some wayfinding on Washington Street EB to alert road users of access to lake front.
15. I endorse the additional ADA crossing near the lakeshore. But I would prefer the bike lane to be protected by plastic bollards, raised reflectors, or by artwork to give cyclists and other ride-able users a safer experience.
16. I have biked on this section before and a buffered bike lane for more visibility would be nice.
17. Thank you for adding a crosswalk and connection to the multiuse path here. Protected/separated bike lanes would be better than buffered lanes.
18. Any expansion of the paths would be great. Hopefully also with good landscaping and lighting so even if it's behind a parking garage it doesn't feel sketchy
19. Happy to see buffered bike lanes, but would be even more happy to see protected bike lanes, with some type of bollard at least, be used in the buffer zone. City-wide I think Tempe should be deploying more protected bike lanes, so starting that implementation sooner vs later and learning how it works, etc with a project like this would be great.
20. This part is important. Traffic is often chaotic through here during events or just when people are showing off their loud cars. Having clear space for bikes will make this part a lot more comfortable.

PRIEST DRIVE

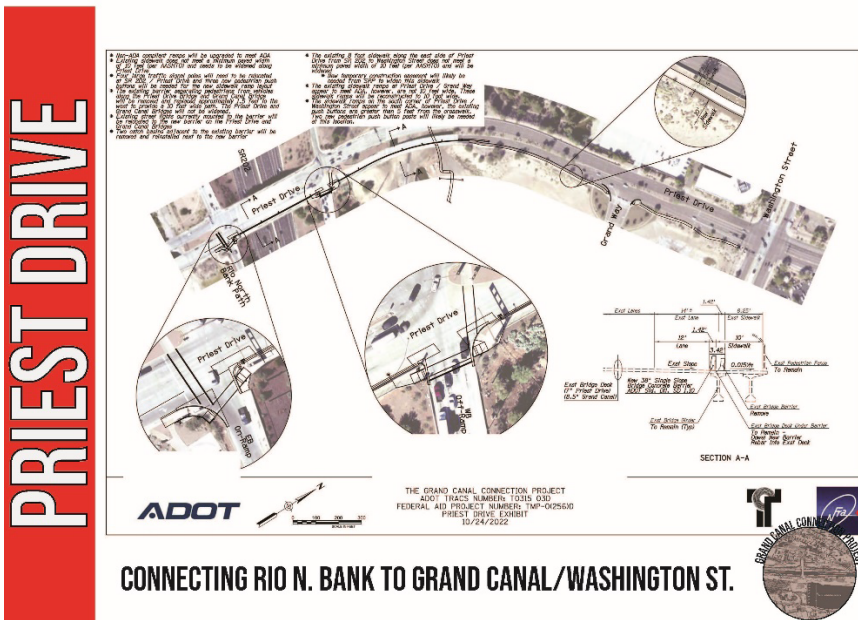
(a) N. PRIEST DR. - EXISTING CONDITIONS

(b) N. PRIEST DR. - PROPOSED IMPROVEMENTS

(c) N. PRIEST DR. - PROPOSED IMPROVEMENTS (SECTION)

PROPOSED IMPROVEMENTS
CONSTRUCT 10' WIDE CONCRETE PATH WHERE EXISTING EAST SIDEWALK IS TODAY | NEW DIRECTIONAL RAMPS | HIGH VISIBILITY CROSSWALKS | WAYFINDING SIGNAGE

DESIGN CANAL CONNECTION PROJECT



The following comments were received regarding the **Priest Drive segment**:

1. The Priest Drive section seems like you are proposing nothing. It's already wide, could use some concrete fixes due to settling, but there is a wide sidewalk, signals and then bike lanes on Priest. I'd say, don't even do this part, other than the maintenance. I ride my bike here 2-3 times a week.
2. I always have concerns about multi-use pathway crossings at freeway off ramps. Will work be done to reduce motor vehicle traffic speeds on the ramp? Will work be done to make the crossing as visible as possible? Will right turns on red be prohibited? Will work be done make sure that vehicle drive sight lines are clear?
3. Paint is cheap and works wonders for biker visibility. I really like the proposed reconfiguration and striping at Priest & 202.
4. Make certain the sidewalk/MUP across the on- and off-ramps are visible to motorists. Tight radii
5. Sure, looks good.
6. We need public parking in the area east to access the nearby light rail station and enjoy a walk around the lake without the heavy traffic near mill and asu
7. Long overdue
8. This would be great, especially the improvement of the pedestrian ramps. I always find the intersection of Washington and Priest tricky as there's a bike lane on priest north of washington but not south. Could this widened pathway also have a designated connection to a bike lane?
9. It should be approved. Very good for the city and its residents.
10. One suggestion I would make is to put reflectors of some sort on the concrete barriers since they will be closer to the north bound lanes.
11. This would help bikes and is great.
12. As I said in the public meeting, the bridge is completely adequate as it is. Widening it provides no benefit for cyclists on southbound Priest. This part of the project is wasteful.
13. Path should be wider. Consider a leading pedestrian crossing signal so people can cross without worrying about getting hit by a driver.

14. Chase: Thanks for talking to me about the Grand Canal Improvement Plan. I appreciate that there will be an asphalt connection on the existing service road to the Phoenix Canal Path.
15. The proposed path looking north looks like the chain link fence encroaches on my biking area. Confirm height of fence will not obstruct riding path. If you are calling this a multi-use path I assume you are expecting bi-directional travel bi bike? If so, consider adding pavement marking to delineate NB vs. SB as the 10-ft space with barrier on each side is tight to have bikes going NB and SB at the same time. Was a bike lane on SB Priest considered? Priest Drive north of Washington has a nice buffered bike lane that 'dies' south of Washington where 4 SB vehicle lanes are present. 4 SB vehicle lanes has always felt excessive to me and communicates that accommodating cars is not only the top priority, but the ONLY priority. Suggest considering eliminating one of the 4 SB vehicle lanes to continue the SB buffered bike lane.
16. I support this alignment.
17. Would love for the improvements to extend south to the south bank river path
18. I have also biked this segment. A wider path would be nice to better navigate traffic in both directions. Also I like the better ramps and visibility on the crossings. Car drivers in this area are not always looking for pedestrians and bikes, so anything that helps improve their visibility would be helpful.
19. The improvements to this segment look good. I really like the high-visibility cross walk.
20. Any expansion of the paths would be great. Hopefully also with good landscaping and lighting so even if it's behind a parking garage it doesn't feel sketchy
21. The sidewalk that goes over the bridge over the 202 is quite narrow and not pleasant to ride along. Widening that would be amazing. Not part of this project, but getting a bike lane from Priest & University continued up to these improvements would be super nice to see for another nicer option to get to the Light Rail station.
22. The high-viz crossing will be super useful. Currently it doesn't seem like drivers expect to see cyclists whenever I'm riding through here, making me very nervous about people trying to turn into me when I should have right-of-way.

Additional Comments:

1. This seems like such a small project to go thru the public process, but thanks for doing the work!
2. I am happy to see that this work in being proposed. This has been a missing link between Tempe and Phoenix pathways. I look forward to the day when I can ride my bicycle from Mesa into Phoenix using separated bike lanes and paths.
3. Plan a pedestrian and bike pathway connecting Tempe to Phoenix that is designed for E Bike traffic. Include charging stations pit stop points with water and pay restrooms. Include a pay for use bike storage to lock up bikes 24/7 access so commuting by rail is an option with out having to take your bike on board or have your bike stolen. Make it a safe with monitoring and patrolling with drones and security cameras to quickly dispatch help if needed.
4. Please use the Crosscut Canal path wheelchair accessible path (WAP) as a model for the design for the path from Mill Avenue to the Town Lake path. The Crosscut Canal WAP switchbacks are easily negotiated by trikes and long

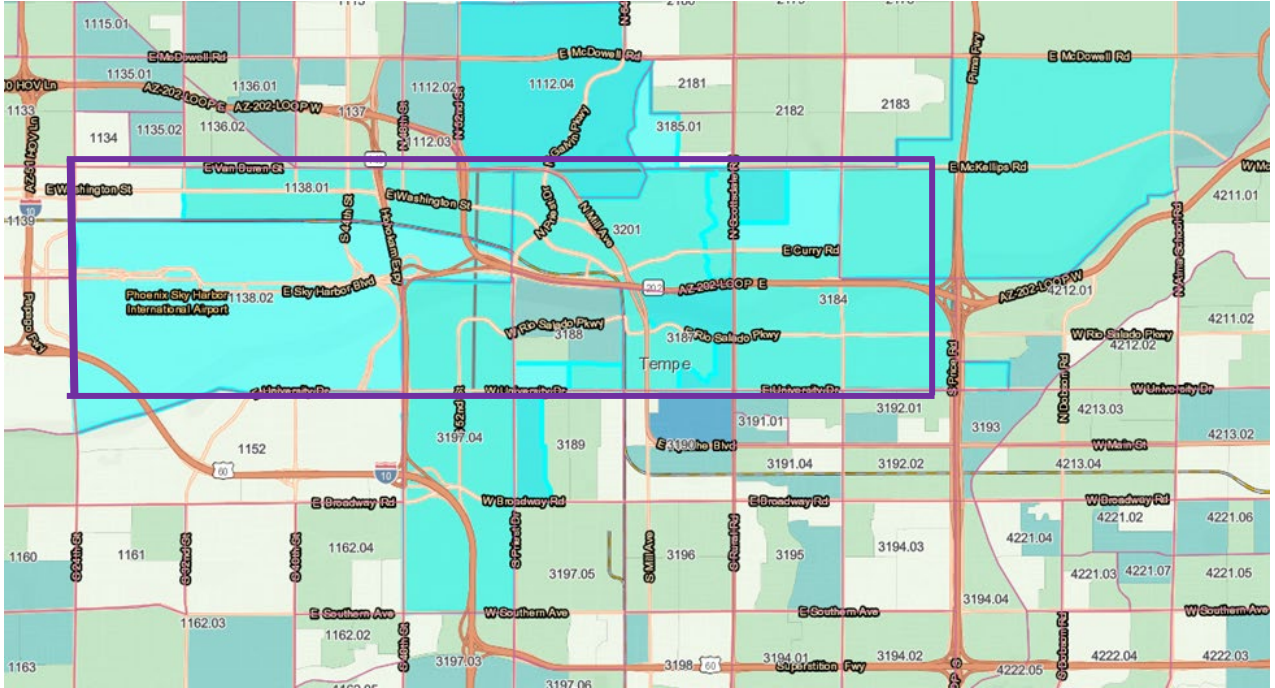
wheel-base bikes. I have been on WAPs that aren't negotiable on my trike without stopping, dismounting and shifting the trike by lifting the back or front wheels.

5. Thanks for doing these improvements. They're much needed and would be well utilized.
6. This looks like a great project, but I have a general comment. I love to bike, but the buffered bike paths are just not working with Valley traffic and too many people are being injured and killed on these roads. Please work to create protected lanes or cycle tracks (with physical barriers separating bikes from cars) along all of our routes (and on the sections of these routes that share the road with cars) on all future projects and please focus on upgrading what we have. Nobody uses the protected bikes lanes on McClintock Drive because they are just too unsafe, for example. My family would use these all over Tempe regularly for commuting if we were not obviously in serious danger each time we use the bike lanes without barriers.
7. Good work. I know quite a bit of time and consideration went into these projects.
8. Most of this work is unnecessary and wasteful. Build a 6' wide temporary asphalt path across the dirt from the end of the Tempe Grand Canal path, and get as close to Phoenix's end of the path as you can. There, I just saved you several million dollars.
9. Where the trail crosses Mill Avenue from Scottsdale's Cross Cut Canal Path there is a proposed light with a push button for people to cross. May I suggest that consideration be given to installing an automatic sensor which activates as bicyclists come from either direction. I have seen this used with great results on roads with high traffic. Several cities I have visited have these installed and lights start flashing as the bicycle gets within twenty feet of the cross walk giving motorists adequate time to stop. It is important for the bicyclist to make sure the lights are flashing before crossing. If the decisions to use a button is still decided then it should activate the lights as soon as the button is pushed rather than cycling through a designated wait time. In the video I heard someone mention that bicyclists come down the hill at high speeds. It would be great if they would stop and push a button before crossing but most will only look each way and cross without stopping to push a button.
10. Thank you for making all these valuable connections happen. There are lots of great bikeways in the area and it's currently challenging to navigate. These connections will help and wayfinding will only make the connections more accessible for all to figure out how to use, especially their first time riding the area which this area sees a lot of tourists and recreational riders that may be unfamiliar with the area.
11. As someone that commutes to work in this area by bicycle, I look forward to these new improvements. If additional improvements on nearby connecting bike lanes could be done at the same time, that would likely increase the adoption of these new improvements.
12. I look forward to using these new routes once complete. Thank you!
13. Main comment: Why not actually connect the Phoenix & Tempe portions of the Grand Canal as it goes under Priest and over the RR tracks? If the idea is to divert onto the new path on 56th st, that should be made a little more clear. Currently there is no signage or anything when the Phoenix portion ends, and it's just going over bumpy/hilly dirt tracks.
14. Thank you for investing in bike infrastructure!

IV. Demographics

The Project Area is designated by purple dashed line.

Data that follows includes all census tracts that touch project area (turquoise)



Race and Ethnicity		
Total Population	24,371	-
Hispanic	6,499	26.7%
Non-Hispanic		
White, Non-Hispanic	13,853	56.8%
Black, Non-Hispanic	1,348	5.5%
Native American, Non-Hispanic	876	3.6%
Asian, Non-Hispanic	1,136	4.7%
Pacific Islander, Non-Hispanic	52	0.2%
Other, Non-Hispanic	46	0.2%
Two or More, Non-Hispanic	561	2.3%
Minority	10,518	43.2%

Ability to Speak English		
Population 5 years and over	23,765	-
Speak Only English	16,689	70.2%
Speak Other Languages	7,076	29.8%
Speak English "very well"	5,040	-

Persons with Limited English Proficiency (LEP)	2,036	-
Speak English "well"	1,155	-
Speak English "not well"	697	-
Speak English "not at all"	184	-

Commuting to Work

Workers 16 years and over	14,360	-
Car or Truck - drive alone	10,688	74.4%
Car or Truck - carpool	935	6.5%
Public Transportation	532	3.7%
Bicycle	528	3.7%
Walked	780	5.4%
Other means (taxicab, motorcycle, etc.)	250	1.7%
Work at home	647	4.5%

Vehicles Available

Occupied Housing Units	10,642	-
No vehicle available	990	9.3%
1 vehicle available	5,517	51.8%
2 vehicles available	3,148	29.6%
3 or more vehicles available	987	9.3%

Source: United States Census Bureau, American Community Survey 2013-2017 5yr Estimates

Source: U.S. Census Bureau, 2013-2017 American Community Survey (ACS) 5-Year Estimates. ACS data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate is represented through the use of a margin of error (MOE). In addition to sampling variability, the ACS estimates are subject to nonsampling error. The MOE and effect of nonsampling error is not represented in these tables. Supporting documentation on subject definitions, data accuracy, and statistical testing can be found on the American Community Survey website (www.census.gov/acs) in the Data and Documentation section. Sample size and data quality measures (including coverage rates, allocation rates, and response rates) can be found on the American Community Survey website (www.census.gov/acs) in the Methodology section. The MOE for individual data elements can be found on the American FactFinder website (factfinder2.census.gov). Note: Although the ACS produces population, demographic and housing unit estimates, the 2010 Census provides the official counts of the population and housing units for the nation, states, counties, cities and towns. Prepared by: Maricopa Association of Governments, www.azmag.gov, (602) 254-6300

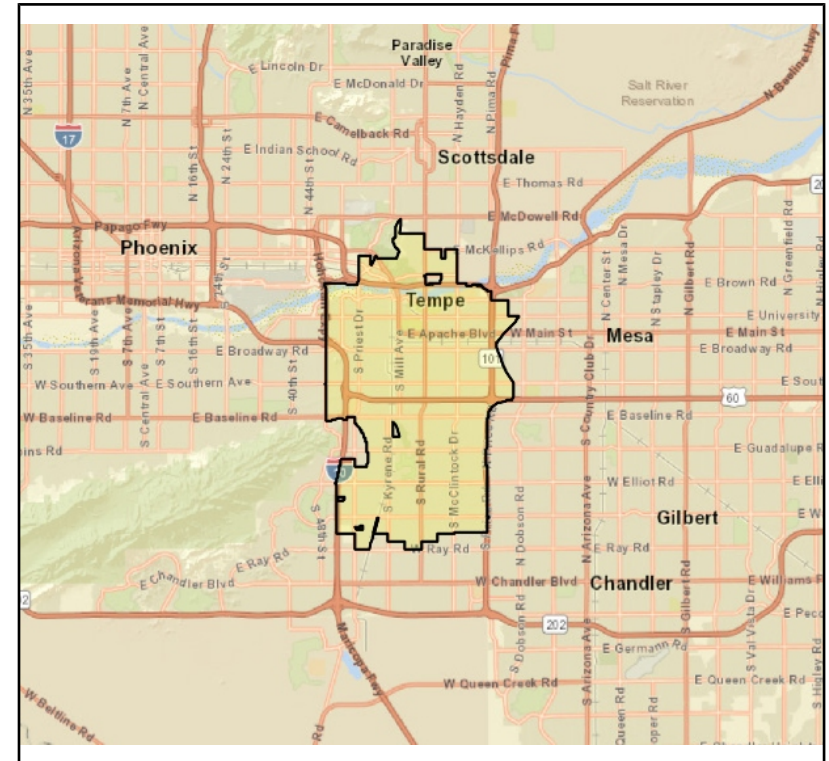
Attachment B – City of Tempe Demographic Report

Tempe Demographic Report



Tempe has a population of **178,862** with a minority* population of **82,034** or **45.86%**.

Tempe has **73,785** total households.



About the U.S. Census Bureau's 2017-2021 American Community Survey 5 year Estimates

The American Community Survey (ACS) is a nationwide survey that uses continuous, multi-year sampling to produce estimates for a variety of geographical areas, the smallest being the Census Block Group. MAG uses the 5-year estimates because they provide increased statistical reliability for less populated areas and small population groups. ACS is a sample, meaning that it is not a full census of the population. For the 5 year estimates, surveys are collected from a sample population over the 5 year period. These surveys are then used to create estimates for the whole population. And, because it is an estimate of the whole population, there is a degree of uncertainty in the results. This degree of uncertainty is reflected in the margins of error that are calculated and reported along with the results of the survey. The margins of error are calculated at the 90 percent confidence level, meaning that users of the data can be 90 percent confident that the range reflected in the margin of error contains the true value. The margins of error are not reported on this web site, but are available from the Census at <http://factfinder.census.gov/> or are available upon request from MAG. More information on the methodology of the American Community Survey is available at <http://www.census.gov/acs/>.

* Minority population is defined as the population that is of any race other than non-hispanic white.

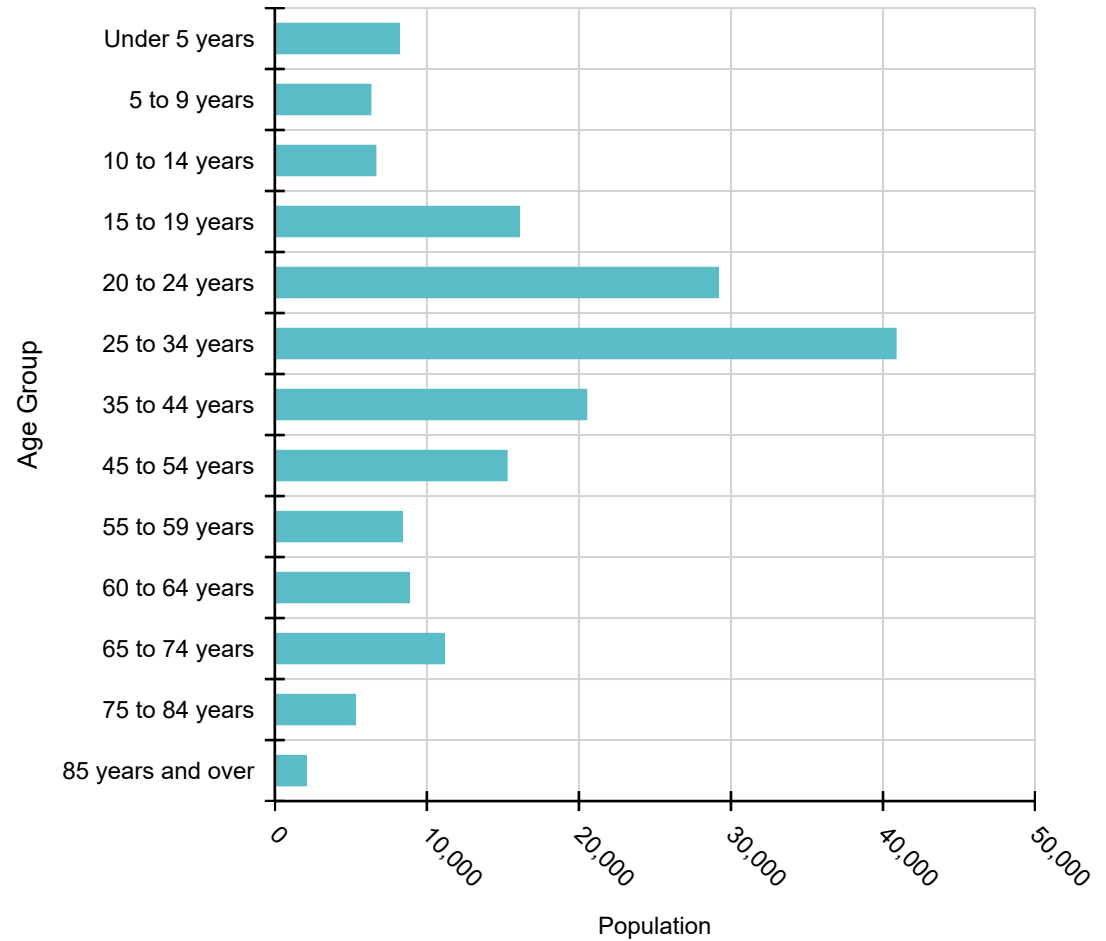
Age



American Community Survey 2017-2021 5yr Estimates

Age		
Name	Total	Percent
Total	178,862	N/A
Under 5 years	8,187	4.6 %
5 to 9 years	6,323	3.5 %
10 to 14 years	6,651	3.7 %
15 to 19 years	16,077	9.0 %
20 to 24 years	29,183	16.3 %
25 to 34 years	40,862	22.8 %
35 to 44 years	20,518	11.5 %
45 to 54 years	15,281	8.5 %
55 to 59 years	8,381	4.7 %
60 to 64 years	8,861	5.0 %
65 to 74 years	11,164	6.2 %
75 to 84 years	5,302	3.0 %
85 years and over	2,072	1.2 %

Universe: Total Population



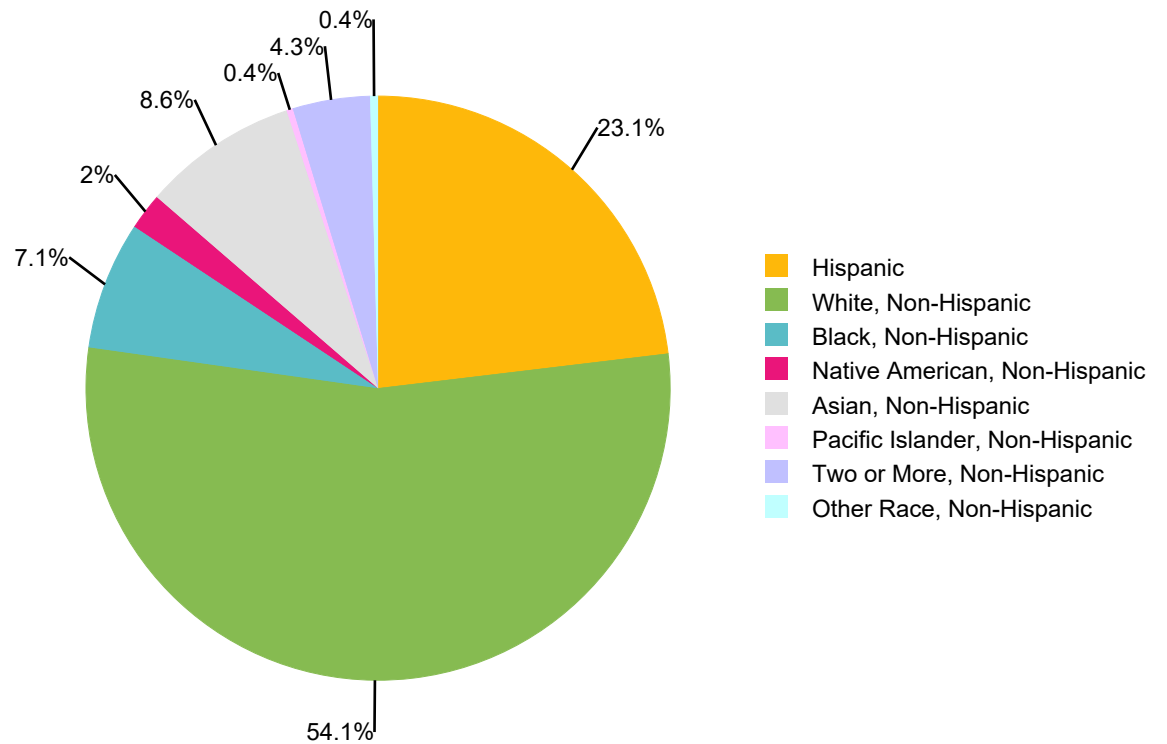
Race and Ethnicity



American Community Survey 2017-2021 5yr Estimates

Race and Ethnicity		
Name	Total	Percent
Total	178,862	N/A
Hispanic	41,325	23.1 %
White, Non-Hispanic	96,828	54.1 %
Black, Non-Hispanic	12,671	7.1 %
Native American, Non-Hispanic	3,610	2.0 %
Asian, Non-Hispanic	15,369	8.6 %
Pacific Islander, Non-Hispanic	636	0.4 %
Two or More, Non-Hispanic	7,644	4.3 %
Other Race, Non-Hispanic	779	0.4 %

Universe: Total Population



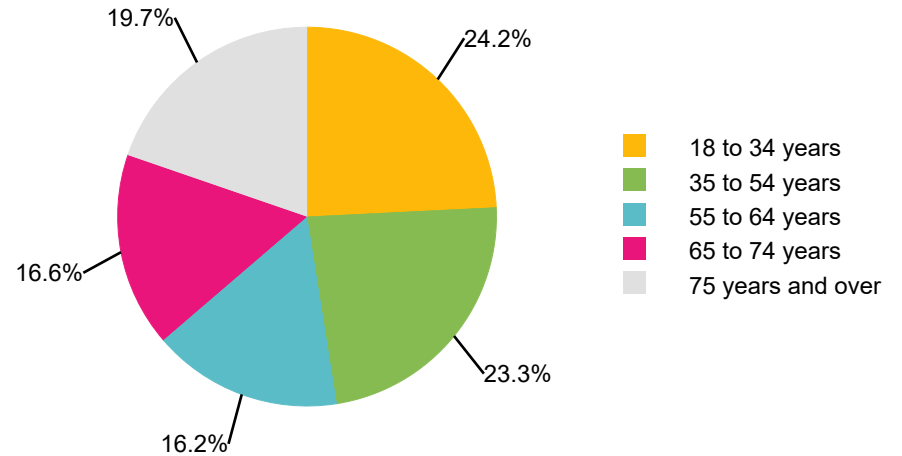
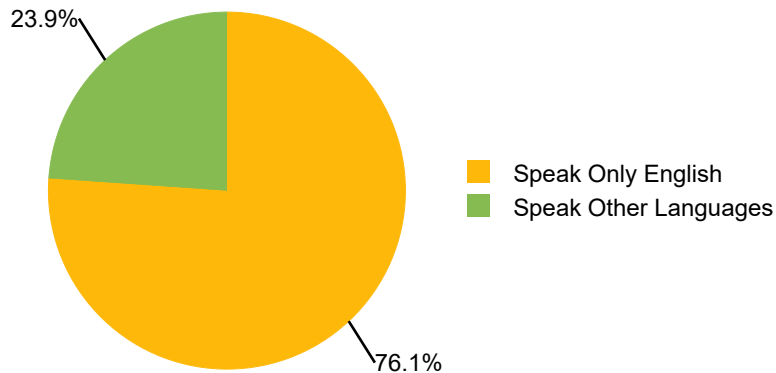
Ability to Speak English / Veterans Status by Age



American Community Survey 2017-2021 5yr Estimates

Ability to Speak English		
Name	Total	Percent
Speak Only English	129,891	76.1 %
Speak Other Languages	40,784	23.9 %
Speak English "very well"	29,467	N/A
Persons with Limited English Proficiency (LEP)	11,317	N/A
Speak English "well"	7,784	N/A
Speak English "not well"	2,997	N/A
Speak English "not at all"	536	N/A

Veterans Status		
Name	Total	Percent
Civilian Population 18 years and over	153,258	N/A
Civilian veterans	8,121	5.3 %
Male	6,981	N/A
Female	1,140	N/A
18 to 34 years	1,967	24.2 %
35 to 54 years	1,890	23.3 %
55 to 64 years	1,317	16.2 %
65 to 74 years	1,345	16.6 %
75 years and over	1,602	19.7 %



Universe: Population 5 years and over

Universe: Civilian Population 18 years and over

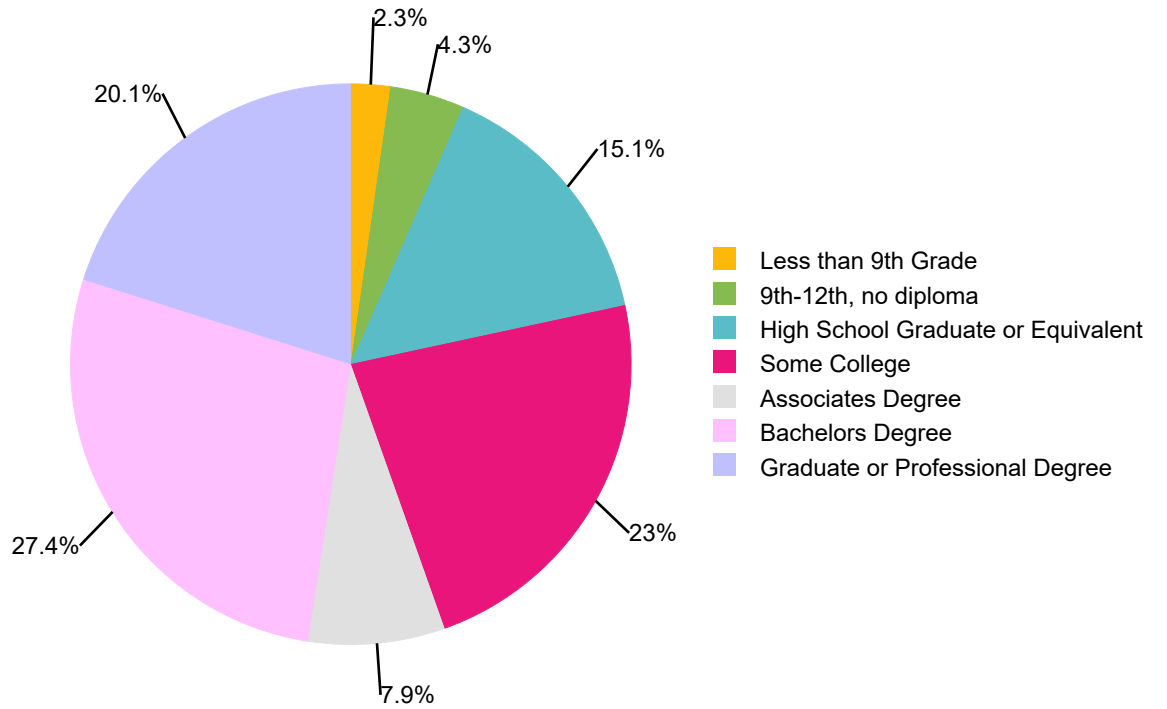
Educational Attainment



American Community Survey 2017-2021 5yr Estimates

Educational Attainment		
Name	Total	Percent
Population 25 and over	112,441	100.0 %
Less than 9th Grade	2,552	2.3 %
9th-12th, no diploma	4,812	4.3 %
High School Graduate or Equivalent	16,950	15.1 %
Some College	25,806	23.0 %
Associates Degree	8,852	7.9 %
Bachelors Degree	30,849	27.4 %
Graduate or Professional Degree	22,620	20.1 %

Universe: Population Age 25 Years and Over



Household Income and Households



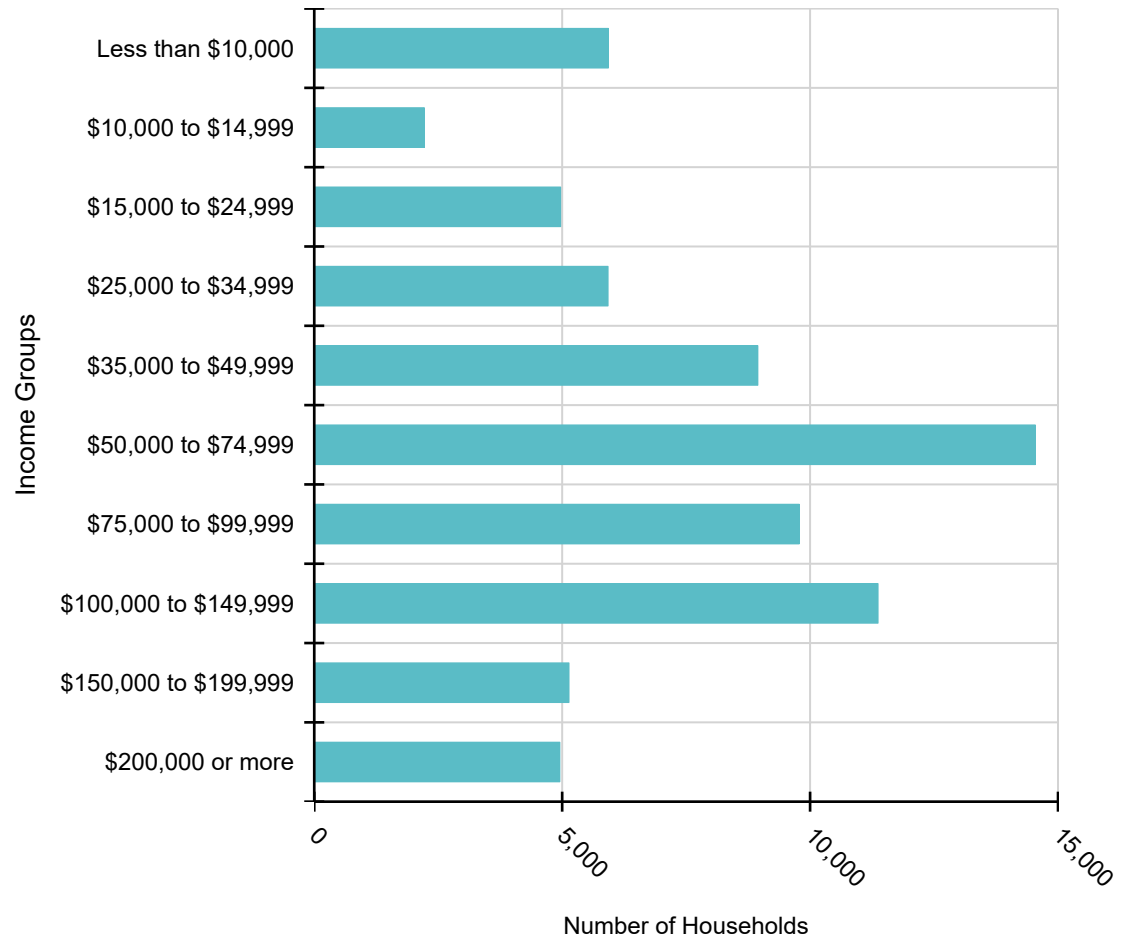
American Community Survey 2017-2021 5yr Estimates

Household Income (In 2018 inflation-adjusted dollars)		
Name	Total	Percent
Total Households	73,785	N/A
Median Household Income	\$ 64,080	N/A
Less than \$10,000	5,933	8.0 %
\$10,000 to \$14,999	2,221	3.0 %
\$15,000 to \$24,999	4,970	6.7 %
\$25,000 to \$34,999	5,926	8.0 %
\$35,000 to \$49,999	8,947	12.1 %
\$50,000 to \$74,999	14,543	19.7 %
\$75,000 to \$99,999	9,782	13.3 %
\$100,000 to \$149,999	11,371	15.4 %
\$150,000 to \$199,999	5,138	7.0 %
\$200,000 or more	4,954	6.7 %

Universe: Households

Households		
Name	Total	Percent
Total Households	73,785	N/A
Average Household Size	2	N/A
Family Households (Families)	33,837	45.9 %
Married-couple family	22,144	N/A
Female Householder, no spouse present	6,998	N/A
with own children under 18 years	2,881	N/A
Nonfamily Households	39,948	54.1 %
Householder living alone	24,592	N/A

Universe: Households



Poverty Status



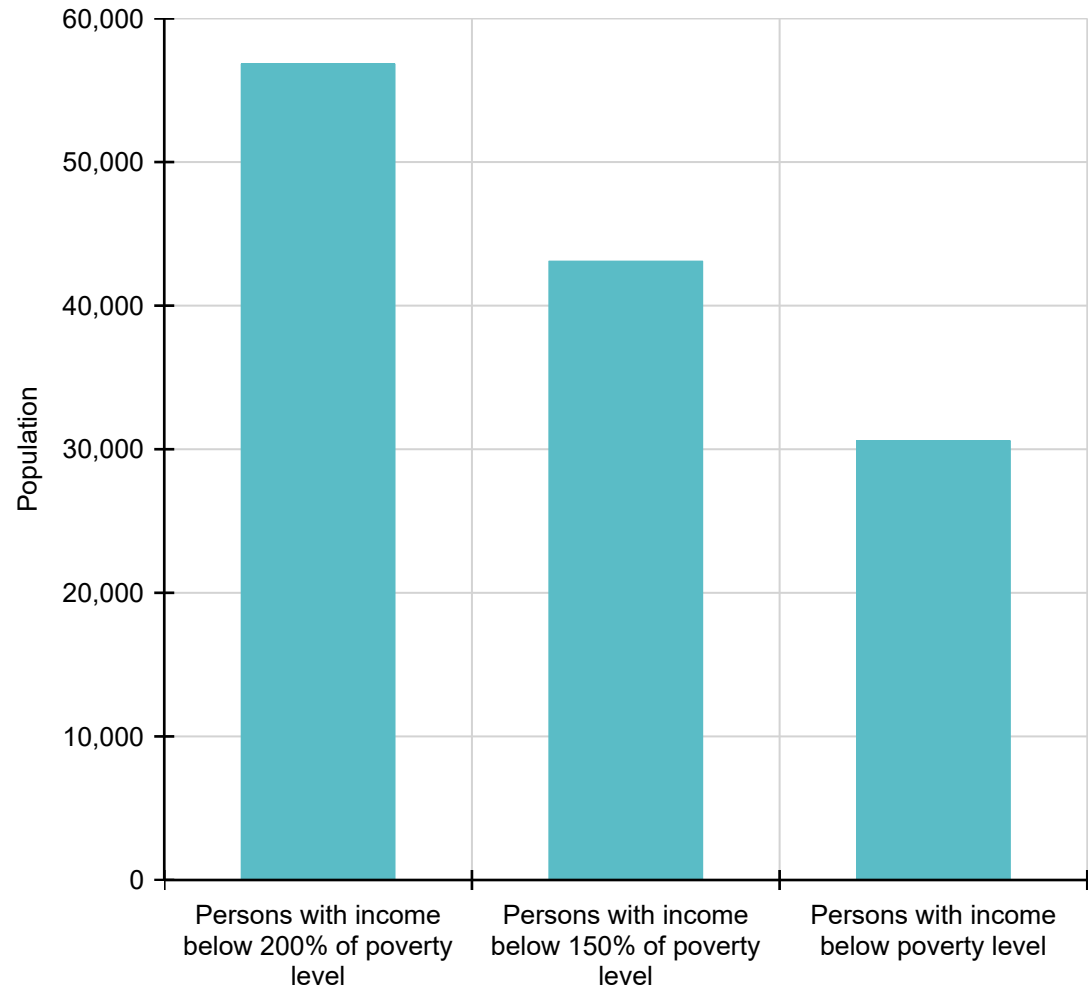
American Community Survey 2017-2021 5yr Estimates

Poverty Status in the Past 12 Months		
Name	Total	Percent
Persons for whom poverty status is determined	167,762	N/A
Persons with income below poverty level	30,594	18.2 %
Persons with income below 150% of poverty level	43,101	25.7 %
Persons with income below 200% of poverty level	56,830	33.9 %

Universe: Persons for whom poverty status is determined

Poverty Status for Families in the Past 12 Months		
Name	Total	Percent
Total Families	33,837	N/A
Families with income below poverty level	3,391	10.0 %
Married-couple family with related children under 18 years	1,132	N/A
Female householder, no spouse present with related children under 18 years	612	N/A
Female householder, no spouse present with related children under 18 years	1,689	N/A
Male householder, no spouse present with related children under 18 years	1,308	N/A
Male householder, no spouse present with related children under 18 years	570	N/A
Male householder, no spouse present with related children under 18 years	370	N/A

Universe: Families



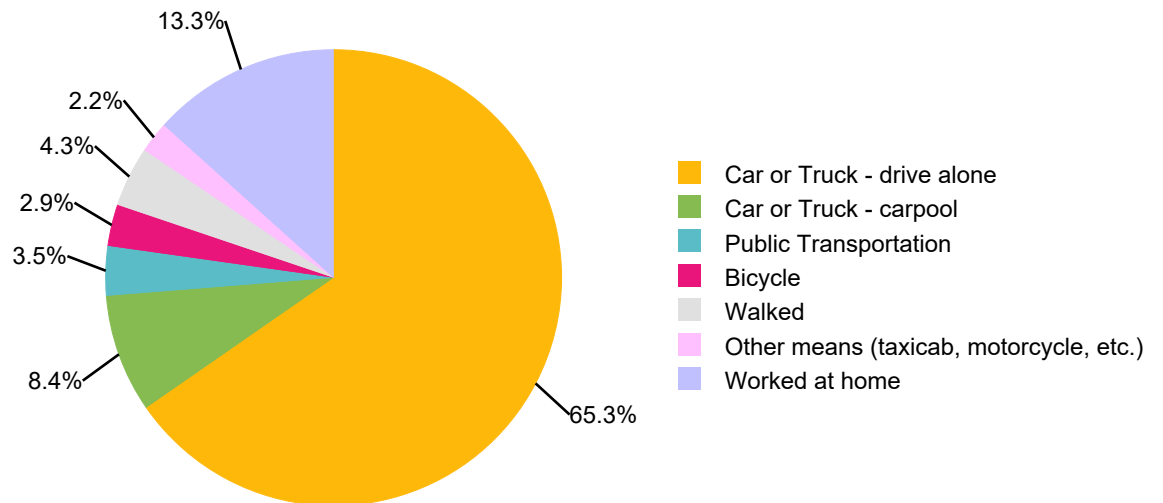
Modes of Transportation



American Community Survey 2017-2021 5yr Estimates

Commuting to Work		
Name	Total	Percent
Workers 16 years and over	100,522	N/A
Car or Truck - drive alone	65,690	65.3 %
Car or Truck - carpool	8,429	8.4 %
Public Transportation	3,520	3.5 %
Bicycle	2,961	2.9 %
Walked	4,284	4.3 %
Other means (taxicab, motorcycle, etc.)	2,228	2.2 %
Worked at home	13,410	13.3 %

Universe: Workers age 16 years and over



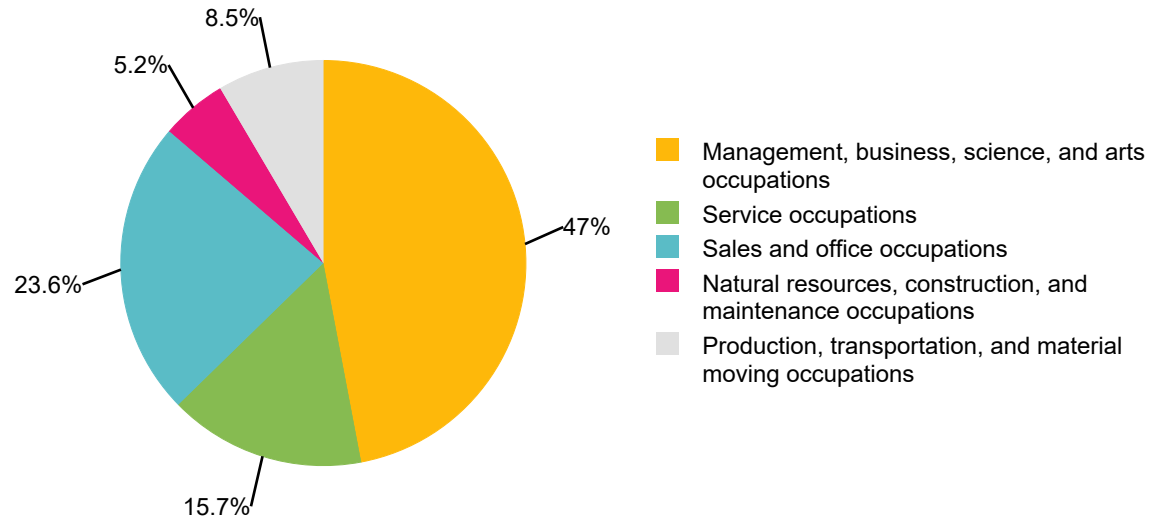
Occupation



American Community Survey 2017-2021 5yr Estimates

Occupation		
Name	Total	Percent
Civilian employed population 16 years and over	102,400	N/A
Management, business, science, and arts occupations	48,138	47.0 %
Service occupations	16,065	15.7 %
Sales and office occupations	24,136	23.6 %
Natural resources, construction, and maintenance occupations	5,375	5.2 %
Production, transportation, and material moving occupations	8,686	8.5 %

Universe: Civilian employed population 16 years and over



Occupancy, Tenure, Value, and Rent



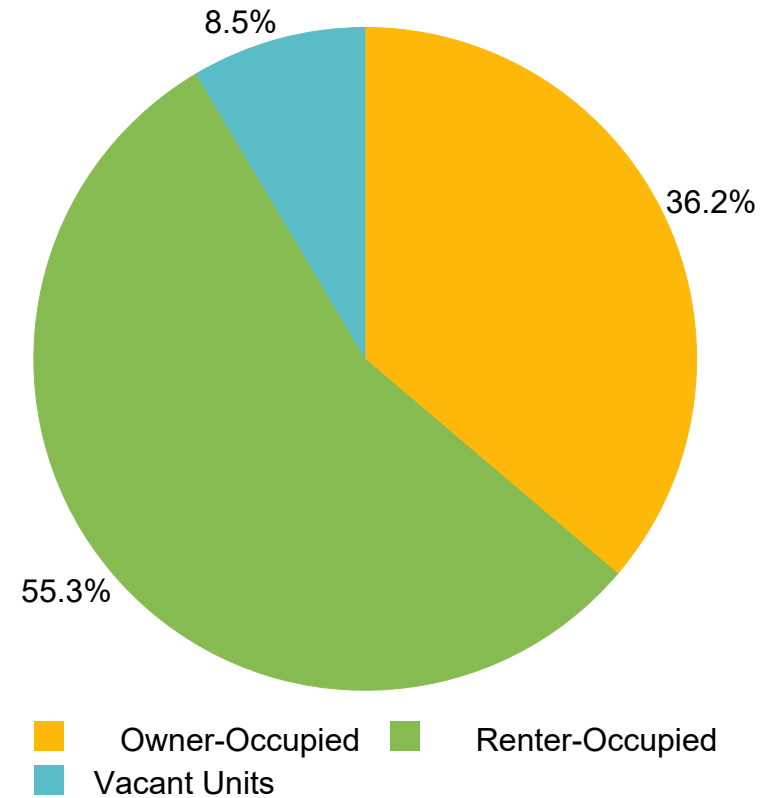
American Community Survey 2017-2021 5yr Estimates

Housing			
Name	Total	Percent	Per Sq Mile
Housing Units	80,663	N/A	2.8
Occupied Housing Units	73,785	91.5 %	2.6
Owner-Occupied	29,205	36.2 %	1.0
Renter-Occupied	44,580	55.3 %	1.6
Vacant Units	6,878	8.5 %	0.2
Median Housing Value	\$ 321,300	N/A	N/A
Median Rent	\$ 1,345	N/A	N/A

Universe: Housing Units

Housing		
Name	Total	Percent
Total Housing Units	80,663	N/A
1, detached	31,539	39.1 %
1, attached	6,845	8.5 %
2 to 9	12,284	15.2 %
10 or more	27,579	34.2 %
Mobile Home	2,406	3.0 %
Boat, RV, van, etc.	10	0.0 %

Universe: Housing Units



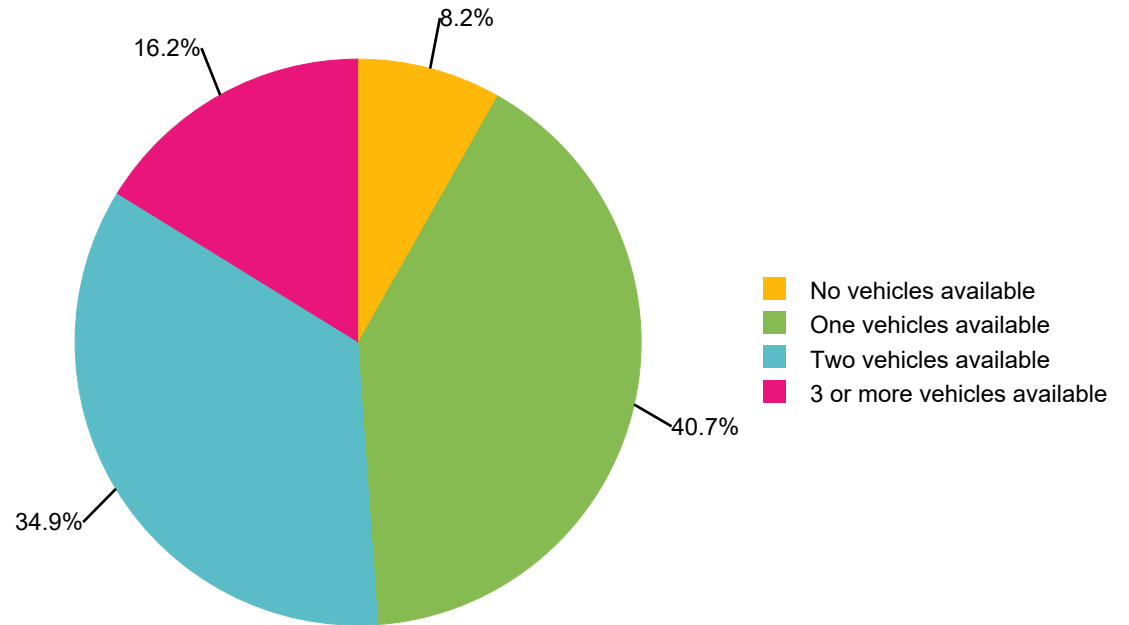
Vehicles Available



American Community Survey 2017-2021 5yr Estimates

Vehicles Available		
Name	Total	Percent
Total Occupied Housing Units	73,785	N/A
No vehicles available	6,049	8.2 %
One vehicles available	30,008	40.7 %
Two vehicles available	25,774	34.9 %
3 or more vehicles available	11,954	16.2 %

Universe: Occupied Housing Units



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To provide comments or report problems please contact: [Jason Howard, GIS Program Manager](#)

Attachment C – Tempe Involving the Public (TIP) Manual

Attachment C



Tempe Involving the Public (TIP) Manual

January 2015

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I. INTRODUCTION

The City of Tempe values resident input and believes that community members should be engaged early on in decisions that affect them. When done effectively, public involvement fosters cooperation and collaboration among individuals with differing viewpoints to find common ground. Rather than treating involvement as a process of competing interests, it is viewed as a forum where the public learns, forms opinions and preferences, and decides *together*.

Overview and Purpose

The *Tempe Involving the Public (TIP) Manual* was developed by the City of Tempe, in collaboration with the Tempe Neighborhood Advisory Commission, a 21-member citizen commission advising Mayor and Council on issues effecting neighborhoods, to maximize public input and engagement in planning activities. The goal of the manual is to provide a range of options for including citizens' voices in decision making for a variety of projects.

<p>“Meaningful Public Involvement”</p> <ul style="list-style-type: none">✓ Community members have an appropriate opportunity to participate in decisions that will affect them.✓ The concerns of all participants involved are reflected in the public involvement process.✓ How the public’s contributions were considered in the City’s decision is clear and transparent.

There are four different project types: private development, capital improvement planning, service planning, or long-range planning.

1. **Private Development Projects:** The level of public involvement in these projects will depend on how much change is being requested and how broad an impact.
2. **Capital Improvement Projects:** These are projects undertaken by the city to improve infrastructure and facilities such as streets, parks, sewers, fire or police stations. The public will have the opportunity to get involved when the five-year Capital Improvement Budget is considered. As specific projects are initiated, citizens provide input on project design. The size of the project and the type of project will influence at what level citizens get involved.
3. **Service Planning:** The city’s primary purpose is to supply and deliver a wide range of public services. These include police, fire, planning, transportation, parks, utilities, courts, human services, trash, libraries and recreation. Public input is sought, gathered and analyzed prior to making service changes. The public can also address the City Council, pertinent Boards and Commissions and Council Committees.
4. **Long Range Planning:** These are plans that consider issues impacting the whole community and/or that have a multi-year timeline. The goal is to provide a participatory planning process that will educate and involve the public and ensure that the planning process is open to all impacted stakeholders.

This *Manual* outlines how to design an appropriate public involvement process detailing what to expect as well as when and how participants can provide their input for public and private

development projects. However, some degree of flexibility and generality is necessary because the type of public involvement designed will vary depending on the project’s scope, budget, and the level of expected public interest or project impact. Use of this *Manual* is required for developers as they conduct their neighborhood outreach prior to the public hearing process.

Participants Roles and Responsibilities

In all public decision-making processes, everyone is welcome to participate. Participants have increasing levels of influence on the decisions made depending on their role in the project. Roles and responsibilities of participants are described below.

Decision-Makers. Decision-makers are those with the legal or legislative authority to make decisions. This might include City Council, authorized City Staff, Boards and Commissions, or other government regulators or funding authorities.

Impacted Constituents. Property owners, residents, business owners, homeowner associations, neighborhood associations, business associations, community organizations, service user groups, and other constituents who have an interest in the process or who may be impacted by the project are usually the most active participants. They should be notified and involved in the planning process in an appropriate manner.

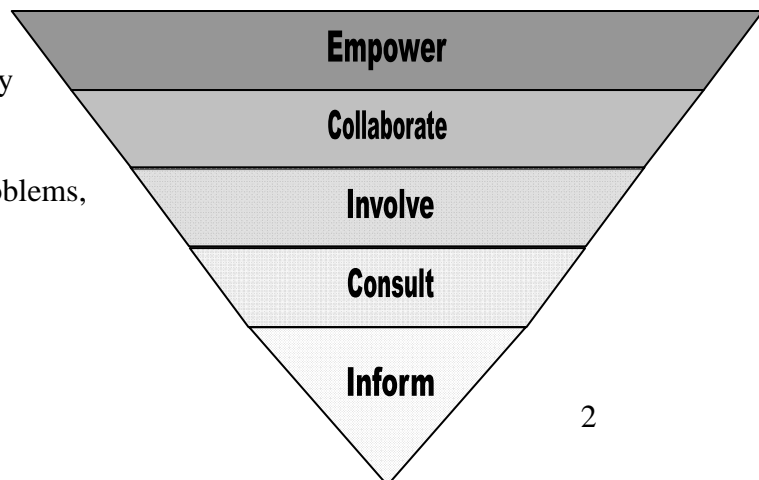
Technical Reviewers. Professional staff members from the City and other regulatory bodies provide technical and legal review and feedback to plans either during the planning process or its acceptance, adoption, or ratification.

General Public. Beyond impacted constituents, there may be others who are interested in the project, but not significantly impacted by it.

Levels of Public Influence

The level of influence public input has on decision-making is based on the degree to which authority is given to the participants. At the start of every project, this level of authority must be determined and confirmed with participants. It is possible that levels of influence will change during different project phases. The following International Association of Public Participation (IAP2) levels of public involvement assumes a hierarchical form where the activities included in each level are included in the one above. Refer to Appendix B for the IAP2 Public Participation Spectrum.

Inform. The *Inform* level is the least engaging of the various levels of participation. It offers one-way communication to participants. Its purpose is “to provide the public with balanced and objective information to assist them in understanding the problems, alternatives, and/or solutions.”



Consult. The *Consult* level provides information and gathers feedback from participants, but may not use that input in decision-making. It typically consists of a series of one-way communications. Its purpose is “to obtain public feedback on analysis, alternatives, and/or decisions.”

Involve. The *Involve* level directly engages the public. Communication is typically through two-way, open dialogue. Its purpose is “to work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.”

Collaborate. To *Collaborate* means to engage the public in decisions made during each step of the project, including defining the issues, developing alternatives, formulating recommendations, and sometimes even implementing recommendations. Its purpose is “to partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.”

Empower. The *Empower* level gives the public the authority to make decisions that will be ratified by the City of Tempe and implemented according to the plan. Its purpose is “to place final decision-making in the hands of the public.”

II. CITY OF TEMPE PROJECTS

Public Involvement Plan Components

The intent of the Public Involvement Plan (PIP) is to create an open and transparent process to guide the design of public projects resulting in a shared community vision. The role of a public involvement process is to provide objective information to assist the public in understanding the proposed project, to seek and encourage the involvement of all community members, to provide a variety of ways for the public to contribute ideas and offer feedback through all phases of the process, to make the process accessible and engaging to interested community members and to consider the public input in the design of the project.

All PIPs used in the City of Tempe must be developed according to this section of the TIP unless other specific regulatory requirements are mandated. The PIP will remain on file with the City and made available upon request.

There are eight components in a Public Involvement Plan, which are listed in the adjacent box. The Public Involvement Plan may evolve as conditions change, input is received or additional resources become available.

Public Involvement Program Components

1. Project Description and Background
2. Public Involvement Objectives
3. Stakeholder Analysis
4. Involvement Techniques and Communication Approach
5. Project Timeline
6. Public Meeting, Scheduling, Location & Access
7. Responsible Documentation
8. Process Evaluation and Conclusion

1. Project Description and Background

The Project Description and Background clearly and succinctly describes the project for which the PIP is being developed and its background. The narrative should answer the following questions:

- What is the project or program? What are the project boundaries?
- Who initiated the project?
- Why and how did the project come to be?
- What other projects or planning processes might be relevant, associated, or impacted?
- Who does the project impact (e.g., area or constituent groups)?
- Other pertinent information

2. Public Involvement Objectives

Public Involvement Objectives describe the expected level of public influence in the public involvement process.

An effective public involvement process for a capital improvement project considers the size and scope of the project. The level of involvement also depends on the type of project. Highly technical projects such as reconstruction of a sewer pipe may have very limited public involvement opportunities due to the project’s inflexible nature. The design of a park and its amenities provide much greater opportunity for interested citizens to *Collaborate* during the planning process.

Capital

Inform	Consult	Involve	Collaborate	Empower

The level of influence in Service Planning should be *Involve* at minimum or *Collaborate* when possible. The level will depend on the technical or regulatory flexibility involved in decision-making. For example, the delivery of safe water must be left up to qualified experts, thus community members would not play a role in this service. On the other hand, determining library hours could involve significant public input. This input would play a part in the decision-making process.

Service

Inform	Consult	Involve	Collaborate	Empower

Long-range planning requires a high level of public involvement. State law requires voter ratification of municipalities’ general plan documents every 10 years. Therefore, all long-range plans, and particularly those relevant to the *Tempe General Plan 2040* or the *Zoning and Development Code* as amended should seek the *Involve* level of influence at minimum. In planning for more specific areas and neighborhoods, the City should seek to *Collaborate*. This

manual does not replace careful review of the requirements for Tempe General Plan 2040 adoption and amendments included in the *Tempe General Plan 2040* and *ZDC* as amended.

Long Range

Inform	Consult	Involve	Collaborate	Empower

3. Stakeholder Analysis

A Stakeholder Analysis identifies the community members that have an interest in the process or project in addition to their preliminary concerns or opinions. During the outreach effort, stakeholders should be informed about the general purpose of the planning process, invited to participate, and queried in regard to potential issues and types of concerns.

Internal and external community members that may have an interest in the city’s planning processes are listed below:

Internal

- Mayor and Council
- Interdepartmental Staff
- Boards and Commissions

External

- Residents
- Property owners
- Neighborhood and Homeowners’ Associations
- Civic, Non-profit and Religious Groups
- Educational Groups (PTAs, school districts, community colleges and ASU)
- Businesses

4. Involvement Techniques and Communication Approach

Public involvement and communication techniques will vary depending on the type of planning process and the stakeholders (see Appendix C). The approach will be to facilitate working directly with the public throughout the process to ensure that the community’s concerns and vision are consistently noted, understood and considered.

While traditional methods (meetings, presentations, and hearings etc.) still play an important role in public engagement, new participation and communication tools will also be extensively used to disseminate information and broaden outreach.

Some or all of the following methods will also be used to achieve broad and continuous public participation:

- Documents will be posted on the project website and made available at the City Clerk’s Office and the Tempe Public Library.

- Comment forms will be available at public meeting(s), design charette(s), hearing(s), presentation(s), and on-line.
- Community survey(s) of residents, businesses and other interested parties.
- Online dialogue and interactive activities. These will include the Tempe Forum powered by Peak Democracy, which was founded to provide an online platform for citizen engagement designed to have the order and decorum of government meetings.
- Presentations to stakeholder Boards and Commissions
- Dedicated websites and online URLs will be used to share information and to collect feedback throughout the process
- Neighborhood Workshops
- Focus Groups
- Lecture Series
- Activities: Visual Preference Survey; Photo Safari; Placemaking Game; Character Area Community Walk / Ride; Self-guided Walking or Biking Tour; Dining Map Punch Card; Meeting-in-a-Box
- Web- based Activities; Virtual Meetings (online); WikiMaps Input; Google Earth
- Open Houses

Communication methods used may include:

- Press releases
- Tempe Today articles
- Water bill flyer insert
- Brochures and posters placed in common public areas
- Door hangers
- Mailed Notice
- Social media
- Tempe 11 video/banners
- Advertising
- Partner communication vehicles - work with the Neighborhood and Homeowners' Associations, Tempe Chamber, Tempe Tourism, the Downtown Tempe Community, Arizona State University, the school districts and others to include information in print newsletters, e-newsletters and online.

5. Project Timeline

The project timeline will clearly define the various steps to be taken to implement the project and carry out the PIP's objectives. The timeline should identify key milestones, how and when involvement will occur as well as decision points. Clarity on the anticipated timeline and stakeholder roles is important so that participants know what to expect in regard to next steps in the process as well as an overall time commitment for participation.

6. Public Input Scheduling, Location & Access

Public input opportunities need to be scheduled at times and in various locations in the city that help maximize attendance, should be held in locations accessible to persons with disabilities and should be held as near as possible to transit routes when possible.

With 48 hours advance notice, special assistance should be provided for persons with sight and/or hearing impairments; translators should also be made available for meetings when needed.

If required to meet the Arizona Open Meeting Law, agendas for public meetings must be posted at City Hall at least twenty-four (24) hours in advance of the public meeting. (Refer to Arizona Revised Statutes § 38-431.09 for specific requirements.)

7. Responsible Documentation

Documentation of all phases of the process will occur for future use and understanding of how the program worked, what comments were received and how the results of the public involvement were used in the development of the project.

Documentation will include:

- The adopted Public Involvement Program
- List and samples of outreach and communication documents
- Database of participant contact information
- All public comments made
- Results of Surveys

8. Process Evaluation & Conclusion

The City of Tempe seeks continual improvement of all of its activities. Evaluation will be performed throughout the public involvement process to ensure the Public Involvement Program is meeting participation requirements. Feedback opportunities related to public involvement techniques will be provided through the website and meetings and continuously reviewed.

Public Involvement Program's may change as conditions change or additional resources become available. The most current information about upcoming meetings and comment opportunities will be available on the dedicated website.

III. PRIVATE DEVELOPMENT PROJECTS

This *Manual* provides instructions for private applicants to create a Public Involvement Plan (PIP) after the Site Plan Review comments have been addressed and the project is ready for formal submittal. The purpose of the plan is to ensure that applicants pursue early and effective resident and property owner participation in regards to their land use applications in order to mitigate any real or perceived impacts their application may have on the community. This enables applicants to better comprehend the community's needs, resolve concerns at an early stage of the process and to facilitate ongoing communication between the applicant, interested citizens, property owners, City staff and elected officials throughout the application review process.

The planning of these projects is primarily conducted by the applicant and through a process required by the City of Tempe *Zoning and Development Code (ZDC)* as amended. The ZDC as amended explains approval and appeal authorities, detail requirements for application submittal and review, public notice and staff reports, public meetings and public hearings, conditions of approval, re-application and reconsideration of decisions, appeals and time extension, revocation, and transfer of permits/approvals.

Key steps in the public involvement process include: preparing and submitting a PIP to the city for review; implementing a PIP upon approval by the city; and preparing and submitting a Public Involvement Final Report after the implementation of the PIP has been completed.

Public Involvement Plan

The completion of the following is necessary for approval of a Public Involvement Plan (PIP). Each item listed below must be addressed in the PIP:

1. Attach a cover page titled “Public Involvement Plan,” which lists information such as the project name, address, general cross streets, and case number(s), if assigned at this time.
2. Provide a brief description of the proposed project, including the specific entitlement request(s).
3. Include a draft copy of your notification letter and sign text in the Plan.
4. Describe the proposed format of the neighborhood meeting.
5. Assess whether language translation is needed for the notification and/or neighborhood meeting.
6. Notification:
 - Include the notification area map and provide a list of the property owners within the area who will be notified.
 - List any Registered Neighborhood and Homeowners’ Associations, and their representatives, who will be notified.
 - Notification must occur a minimum of 15 days prior to the neighborhood meeting.
 - Confirm the date of the neighborhood meeting to ensure City Planning staff attendance whenever possible.
7. Identify to the best of your ability the stakeholders who will be directly and indirectly affected by your proposal and some of the concerns or issues these individuals may have.
8. State how individuals will be informed of any significant changes or amendments to the proposed development after the applicant’s neighborhood meeting (notification by mail, a second neighborhood meeting, etc.).

9. Prepare a schedule with estimated dates for completion of the Public Involvement Plan. This should include:
 - The date the Public Involvement Plan will be submitted to the project planner for review.
 - The estimated date of notification mailings and posting of site.
 - A submittal date for the Public Involvement Final Report (within 5 business days of the neighborhood meeting).
10. Receive sign-off authorization from the assigned Planner for the project, prior to mailing the notifications and posting the sign.

Public Involvement Final Report

Following the neighborhood meeting, a Public Involvement Final Report must be submitted. Each item listed below must be addressed in the report.

1. Attach a cover page titled “Public Involvement Final Report,” which lists information such as the project name, address, general cross streets, and case number(s), if assigned at this time.
2. List dates that notification letters and meeting notices were mailed, newsletters, other publications were posted and/or advertised and signs were posted.
3. Attach a map of the notification area.
4. List the names of registered neighborhood and homeowners’ associations that were notified.
5. Identify dates and locations of all meetings where citizens were invited to discuss the proposal. Include a description of the format of the neighborhood meeting.
6. Provide the total number of individuals noticed and the number of people that actually participated in the process. This includes individuals who attended the meeting(s), provided written comments, or phone calls.
7. List concerns and issues expressed by the participants and specify how each has or has not been addressed and why.
8. Attach copies of letters, photos of signs posted, affidavits, meeting invitations, newsletters, publications, meeting sign-in sheets, petitions received in support or against the proposed project, and any other materials pertaining to the public involvement process.
9. Submit Final Report to the assigned Planner for review.

IV. CONCLUSION

Recognizing the importance of informed decision-making, the City of Tempe, through the *Tempe Involving the Public Manual*, has sought to create a document that defines the City's public involvement processes.

The *Manual* sets expectations for the public on how they can provide input into public and private projects as well as establishing standards for conducting public involvement processes. As noted in this *Manual's* purpose section, it is important that the public involvement process remain open and flexible. Whether it is a matter of further planning or ongoing regulatory maintenance, it is vital to keep residents and interested parties informed about and engaged in the process.

For more information or assistance, please contact the Neighborhood Services Division at 480-350-8234 or neighborhoods@tempe.gov

An electronic version of the *Manual* is available at www.tempe.gov/TIPManual

The City of Tempe would like to thank the Neighborhood Advisory Commission for its dedication to and hard work on this project.

APPENDIX A

Overview Matrix

The Overview Matrix provides general insight into how types of planning, participants, and levels of influence all contribute to the type of public involvement plan that is designed for a given project.

	PRIVATE DEVELOPMENT PROJECTS	CAPITAL IMPROVEMENT PROJECTS (CIP)	SERVICE PLANNING	LONG-RANGE PLANNING
EXAMPLES OF EFFORTS	<ul style="list-style-type: none"> ▪ Residential ▪ Commercial ▪ Mixed-Use 	<ul style="list-style-type: none"> ▪ Streets ▪ Water/Sewer ▪ Parks 	<ul style="list-style-type: none"> ▪ Public Safety ▪ Recreation ▪ Transit 	<ul style="list-style-type: none"> ▪ Tempe General Plan 2040 ▪ Character Plans ▪ Transportation Plan
WHO TO INVOLVE	<ul style="list-style-type: none"> ▪ General public ▪ Applicant ▪ Impacted constituents ▪ City Staff 	<ul style="list-style-type: none"> ▪ General public ▪ Regulators ▪ Impacted constituents ▪ City Staff 	<ul style="list-style-type: none"> ▪ General public ▪ Regulators ▪ Impacted constituents ▪ City Staff 	<ul style="list-style-type: none"> ▪ General public ▪ Regulators ▪ Impacted constituents ▪ City Staff
POTENTIAL LEVEL OF PUBLIC INFLUENCE	<ul style="list-style-type: none"> ▪ <i>Inform</i> if according to all existing ordinances ▪ <i>Consult</i> or <i>Involve</i> if in need of variances or other special requests 	<ul style="list-style-type: none"> ▪ <i>Consult</i> to Annual CIP Plan and Budget ▪ <i>Involve</i> for specific projects ▪ <i>Collaborate</i> for specific project design 	<ul style="list-style-type: none"> ▪ <i>Involve</i> up to <i>Collaborate</i> 	<ul style="list-style-type: none"> ▪ <i>Involve</i> up to <i>Empower</i>
EXAMPLES OF INVOLVEMENT TECHNIQUES*	<ul style="list-style-type: none"> ▪ Public Comment ▪ Neighborhood Meetings ▪ Public Hearings 	<ul style="list-style-type: none"> ▪ Fact Sheets ▪ Open Houses ▪ Website Information ▪ Informational Meetings 	<ul style="list-style-type: none"> ▪ Surveys ▪ Focus Groups ▪ Public Meetings ▪ Advisory Committee 	<ul style="list-style-type: none"> ▪ Public Workshops ▪ Design Charrettes ▪ Task Forces

*** FEDERAL, STATE, OR LOCAL REGULATIONS MAY DICTATE ADDITIONAL TYPES OF INVOLVEMENT AND COMMUNICATION PROCESSES.**

APPENDIX B

IAP2 Public Participation Spectrum

Developed by the International Association for Public Participation

INCREASING LEVEL OF PUBLIC IMPACT

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL:	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, 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 issues and concerns 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 provide feedback on how public input influenced the decision.	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.	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.	We will implement what you decide.
EXAMPLE TOOLS:	<ul style="list-style-type: none"> ▪ Fact Sheets ▪ Web Sites ▪ Open Houses 	<ul style="list-style-type: none"> ▪ Public Comment ▪ Focus Groups ▪ Surveys ▪ Public Meetings 	<ul style="list-style-type: none"> ▪ Workshops ▪ Deliberate Polling 	<ul style="list-style-type: none"> ▪ Citizen Advisory Committees ▪ Consensus-Building ▪ Participatory Decision-Making 	<ul style="list-style-type: none"> ▪ Citizen Juries ▪ Ballots ▪ Delegated Decisions


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IAP2's PUBLIC PARTICIPATION TOOLBOX




TECHNIQUES TO SHARE INFORMATION

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
BILL STUFFERS			
Information flyer included with monthly utility bill	Design bill stuffers to be eye-catching to encourage readership	Widespread distribution within service area Economical use of existing mailings	Limited information can be conveyed Message may get confused as from the mailing entity
BRIEFINGS			
Use regular meetings of social and civic clubs and organizations to provide an opportunity to inform and educate. Normally these groups need speakers. Examples of target audiences: Rotary Club, Lions Clubs, Elks Clubs, Kiwanis, League of Women Voters. Also a good technique for elected officials.	KISS! Keep it Short and Simple Use "show and tell" techniques Bring visuals	Control of information/presentation Opportunity to reach a wide variety of individuals who may not have been attracted to another format Opportunity to expand mailing list Similar presentations can be used for different groups Builds community goodwill	Project stakeholders may not be in target audiences Topic may be too technical to capture interest of audience
CENTRAL INFORMATION CONTACTS			
Identify designated contacts for the public and media	If possible, list a person not a position Best if contact person is local Anticipate how phones will be answered Make sure message is kept up to date	People don't get "the run around" when they call Controls information flow Conveys image of "accessibility"	Designated contact must be committed to and prepared for prompt and accurate responses May filter public message from technical staff and decision makers May not serve to answer many of the toughest questions
EXPERT PANELS			
Public meeting designed in "Meet the Press" format. Media panel interviews experts from different perspectives. Can also be conducted with a neutral moderator asking questions of panel members.	Provide opportunity for participation by general public following panel Have a neutral moderator Agree on ground rules in advance Possibly encourage local organizations to sponsor rather than challenge	Encourages education of the media Presents opportunity for balanced discussion of key issues Provides opportunity to dispel scientific misinformation	Requires substantial preparation and organization May enhance public concerns by increasing visibility of issues

 An IAP2 Tipsheet provides more information about this technique.
 Tipsheets are included as part of the course materials for IAP2's Techniques for Effective Public Participation.

THE IAP2 PUBLIC PARTICIPATION TOOLBOX

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
FEATURE STORIES			
<p>Focused stories on general project-related issues</p>	<p>Anticipate visuals or schedule interesting events to help sell the story</p> <p>Recognize that reporters are always looking for an angle</p>	<p>Can heighten the perceived importance of the project</p> <p>More likely to be read and taken seriously by the public</p>	<p>No control over what information is presented or how</p>
FIELD OFFICES			
<p>Offices established with prescribed hours to distribute information and respond to inquiries</p>	<p>Provide adequate staff to accommodate group tours</p> <p>Use brochures and videotapes to advertise and reach broader audience</p> <p>Consider providing internet access station</p> <p>Select an accessible and frequented location</p>	<p>Excellent opportunity to educate school children</p> <p>Places information dissemination in a positive educational setting</p> <p>Information is easily accessible to the public</p> <p>Provides an opportunity for more responsive ongoing communications focused on specific public involvement activities</p>	<p>Relatively expensive, especially for project-specific use</p> <p>Access is limited to those in vicinity of the center unless facility is mobile</p>
HOT LINES			
 <p>Identify a separate line for public access to prerecorded project information or to reach project team members who can answer questions/obtain input</p>	<p>Make sure contact has sufficient knowledge to answer most project-related questions</p> <p>If possible, list a person not a position</p> <p>Best if contact person is local</p>	<p>People don't get "the run around" when they call</p> <p>Controls information flow</p> <p>Conveys image of "accessibility"</p> <p>Easy to provide updates on project activities</p>	<p>Designated contact must be committed to and prepared for prompt and accurate responses</p>
INFORMATION KIOSKS			
<p>A station where project information is available.</p>	<p>Make sure the information presented is appropriately tailored to the audience you want to reach.</p> <p>Place in well traveled areas.</p> <p>Can be temporary or permanent.</p>	<p>Can reach large numbers of people.</p> <p>Can use computer technology to make the kiosk interactive and to gather comments.</p>	<p>Equipment or materials may "disappear".</p> <p>Information needs to be kept up to date.</p>

TECHNIQUES TO SHARE INFORMATION




TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
INFORMATION REPOSITORIES			
Libraries, city halls, distribution centers, schools, and other public facilities make good locations for housing project-related information	<p>Make sure personnel at location know where materials are kept</p> <p>Keep list of repository items</p> <p>Track usage through a sign-in sheet</p>	<p>Relevant information is accessible to the public without incurring the costs or complications of tracking multiple copies sent to different people</p> <p>Can set up visible distribution centers for project information</p>	Information repositories are often not well used by the public
LISTSERVES AND E-MAIL			
Both listserves and email are electronic mailing lists. With listserves, anyone can register on the listserv to receive any messages sent to the listserv. With e-mail, someone needs to create and maintain an electronic distribution list for the project.	<p>People read and share e-mail quite differently from hard copy mail. Thus you must write messages differently.</p> <p>Augment with hard copy mail for those who prefer it or who don't have ready e-mail access.</p> <p>To share information of any sort including notifying stakeholders when new material is posted to a Web site, inviting them to upcoming meetings, including comment and evaluation forms, sharing summaries of meetings, comments and input, etc.</p>	<p>As an inexpensive way to directly reach stakeholders</p> <p>When you hope people will pass on messages to others since electronic-based mail is much easier to share than hard copies</p>	Can be difficult to maintain accurate, current e-mail addresses as these tend to change more frequently than postal addresses.
NEWS CONFERENCES			
	Make sure all speakers are trained in media relations	Opportunity to reach all media in one setting	Limited to news-worthy events
NEWSPAPER INSERTS			
A "fact sheet" within the local newspaper	<p>Design needs to get noticed in the pile of inserts</p> <p>Try on a day that has few other inserts</p>	<p>Provides community-wide distribution of information</p> <p>Presented in the context of local paper, insert is more likely to be read and taken seriously</p> <p>Provides opportunity to include public comment form</p>	Expensive, especially in urban areas

THE IAP2 PUBLIC PARTICIPATION TOOLBOX

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
PRESS RELEASES & PRESS PACKETS			
Press Releases	Fax or e-mail press releases or media kits	Informs the media of project milestones	Low media response rate
Press packets (provides resource and background information plus contact information)	Foster a relationship with editorial board and reporters	Pressreleaselanguageisoftenused directly in articles Opportunity for technical and legal reviews	Frequent poor placement of press release within newspapers
PRINT ADVERTISEMENTS			
Paidadvertisementsinnewspapers and magazines	Figure out the best days and best sections of the paper to reach intended audience Avoid rarely read notice sections	Potentially reaches broad public	Expensive, especially in urban areas Allows for relatively limited amount of information
PRINTED PUBLIC INFORMATION MATERIALS			
Fact Sheets	KISS! Keep It Short and Simple	Can reach large target audience	Only as good as the mailing list/ distribution network
Newsletters	Make it visually interesting but avoid a slick sales look	Allows for technical and legal reviews	Limited capability to communicate complicated concepts
Brochures	Include a postage-paid comment form to encourage two-way communication and to expand mailing list	Encourages written responses if comment form enclosed	No guarantee materials will be read
Issue Papers		Facilitates documentation of public involvement process	
Progress Reports			
Direct Mail Letters	Be sure to explain public role and how public comments have affected project decisions. Q&A format works well		
RESPONSIVENESS SUMMARIES			
A form of documentation that provides feedback to the public regarding comments received and how they are being incorporated	May be used to comply with legal requirements for comment documentation. Use publicly and openly to announce and show how all comments were addressed	Responsiveness summaries can be an effective way to demonstrate how public comments are addressed in the decision process.	With a large public, the process of response documentation can get unwieldy, especially if Web-based comments are involved.
TECHNICAL INFORMATION CONTACTS			
Providing access to technical expertise to individuals and organizations	The technical resource must be perceived as credible by the audience	Builds credibility and helps address public concerns about equity Can be effective conflict resolution technique where facts are debated	Limited opportunities exist for providing technical assistance Technical experts may counter project information




TECHNIQUES TO SHARE INFORMATION



TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
TECHNICAL REPORTS			
Technical documents reporting research or policy findings	Reports are often more credible if prepared by independent groups	Provides for thorough explanation of project decisions	Can be more detailed than desired by many participants May not be written in clear, accessible language
TELEVISION			
Television programming to present information and elicit audience response	Cable options are expanding and can be inexpensive Check out expanding video options on the internet	Can be used in multiple geographic areas Many people will take the time to watch rather than read Provides opportunity for positive media coverage at groundbreaking and other significant events	High expense Difficult to gauge impact on audience
WORLD WIDE WEB SITES			
 <p>Web site provides information and links to other sites through the World Wide Web. Electronic mailing lists are included.</p>	<p>A good home page is critical</p> <p>Each Web page must be independent</p> <p>Put critical information at the top of page</p> <p>Use headings, bulleted and numbered lists to steer user</p>	<p>Reaches across distances</p> <p>Makes information accessible anywhere at any time</p> <p>Saves printing and mailing costs</p>	<p>Users may not have easy access to the Internet or knowledge of how to use computers</p> <p>Large files or graphics can take a long time to download</p>

TECHNIQUES TO COMPILE AND PROVIDE FEEDBACK

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
COMMENT FORMS			
Mail-In-forms often included in fact sheets and other project mailings to gain information on public concerns and preferences Can provide a Web-based or e-mailed form	Use prepaid postage Include a section to add name to the mailing list Document results as part of public involvement record	Provides input from those who would be unlikely to attend meetings Provides a mechanism for expanding mailing list	Does not generate statistically valid results Only as good as the mailing list Results can be easily skewed
COMPUTER-BASED POLLING			
Surveys conducted via computer network	Appropriate for attitudinal research	Provides instant analyses of results Can be used in multiple areas Novelty of technique improves rate of response	High expense Detail of inquiry is limited
COMMUNITY FACILITATORS			
Use qualified individuals in local community organizations to conduct project outreach	Define roles, responsibilities and limitations up front Select and train facilitators carefully	Promotes community-based involvement Capitalizes on existing networks Enhances project credibility	Can be difficult to control information flow Can build false expectations
DELPHI PROCESSES			
A method of obtaining agreement on forecasts or other parameters by a group of people without the need for a face-to-face group process. The process involves several iterations of participant responses to a questionnaire and results tabulation and dissemination until additional iterations don't result in significant changes.	Delphi processes provide an opportunity to develop agreement among a group of people without the need for meeting Delphi processes can be conducted more rapidly with computer technology. You can modify the Delphi process to get agreement on sets of individuals to be representatives on advisory groups, to be presenters at symposia, etc.	Can be done anonymously so that people whose answers differ substantially from the norm can feel comfortable expressing themselves. A Delphi process can be especially useful when participants are in different geographic locations.	Keeping participants engaged and active in each round may be a challenge.
IN-PERSON SURVEYS			
One-on-one "focus groups" with standardized questionnaire or methodology such as "stated preference"	Make sure use of results is clear before technique is designed	Provides traceable data Reaches broad, representative public	Expensive



TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
INTERNET SURVEYS/POLLS			
Web-based response polls	Be precise in how you set up site; chat rooms or discussion places can generate more input than can be reviewed	<p>Provides input from individuals who would be unlikely to attend meetings</p> <p>Provides input from cross-section of public, not just those on mailing list</p> <p>Higher response rate than other communication forms</p>	<p>Generally not statistically valid results</p> <p>Can be very labor intensive to look at all of the responses</p> <p>Cannot control geographic reach of poll</p> <p>Results can be easily skewed</p>
INTERVIEWS			
 One-to-one meetings with stakeholders to gain information for developing or refining public involvement and consensus-building programs	Where feasible, interviews should be conducted in person, particularly when considering candidates for citizens committees	<p>Provides opportunity for in-depth information exchange in non-threatening forum</p> <p>Provides opportunity to obtain feedback from all stakeholders</p> <p>Can be used to evaluate potential citizen committee members</p>	Scheduling multiple interviews can be time consuming
MAILED SURVEYS & QUESTIONNAIRES			
 Inquiries mailed randomly to sample population to gain specific information for statistical validation	<p>Make sure you need statistically valid results before making investment</p> <p>Survey/questionnaire should be professionally developed and administered to avoid bias</p> <p>Most suitable for general attitudinal surveys</p>	<p>Provides input from individuals who would be unlikely to attend meetings</p> <p>Provides input from cross-section of public, not just activists</p> <p>Statistically valid results are more persuasive with political bodies and the general public</p>	<p>Response rate is generally low</p> <p>For statistically valid results, can be labor intensive and expensive</p> <p>Level of detail may be limited</p>
RESIDENT FEEDBACK REGISTERS			
 A randomly selected database of residents created to give feedback to an agency, business, or organization about its services, priorities, project or contentious issues.	<p>Think through what terms the participants should have. In the United Kingdom, 2 years is common.</p> <p>Using an independent company to select the participants will help allay any cynical concerns of "handpicking" residents to get the answer sponsors want</p>	<p>Useful in gathering input from "regular" citizens, on an ongoing basis, instead of just from representatives of interest groups or those who more typically come to meetings, participate on advisory groups, etc.</p> <p>Provides useful input without requiring people to come to meetings</p>	Panel may not be credible with the larger community if people feel they have not been selected fairly.

TECHNIQUES TO COMPILE AND PROVIDE FEEDBACK





TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
TELEPHONE SURVEYS/POLLS			
Random sampling of population by telephone to gain specific information for statistical validation	<p>Make sure you need statistically valid results before making investment</p> <p>Survey/questionnaire should be professionally developed and administered to avoid bias</p> <p>Most suitable for general attitudinal surveys</p>	<p>Provides input from individuals who would be unlikely to attend meetings</p> <p>Provides input from cross-section of public, not just those on mailing list</p> <p>Higher response rate than with mail-in surveys</p>	More expensive and labor intensive than mailed surveys

TECHNIQUES TO BRING PEOPLE TOGETHER






TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
APPRECIATIVE INQUIRY PROCESSES			
 <p>Appreciative inquiry is a systematic process that uses the art and practice of asking questions and building upon narrative communications to surface imagination, innovation and commitment to action.</p>	<p>Requires “whole system” involvement; participants should be a microcosm of the potentially affected public.</p> <p>Process requires an especially high level of engagement by core team members.</p>	<p>Creates high level of engagement and commitment to change as an ongoing process, not a one-time event.</p> <p>Fosters positive, grassroots level action</p> <p>Connects the community by celebrating stories that reflect the best of what is and has been.</p>	<p>Participants need to “own” and co-create the process. Core team members may burn out.</p> <p>Given the high level of engagement, people expect to see changes as a result of the process.</p> <p>The sponsor of the process needs to be truly committed to the outcomes.</p>
CHARRETTES			
 <p>Intensive session where participants design project features</p>	<p>Best used to foster creative ideas</p> <p>Be clear about how results will be used</p>	<p>Promotes joint problem solving and creative thinking</p>	<p>Participants may not be seen as representative by larger public</p>
CITIZEN JURIES			
 <p>Small group of ordinary citizens empanelled to learn about an issue, cross examine witnesses, make a recommendation. Always non-binding with no legal standing</p> <p>More Info: Citizen Jury® The Jefferson Center www.jefferson-center.org or www.soc.surrey.ac.uk/SRU/SRU37.html</p>	<p>Requires skilled moderator</p> <p>Commissioning body must follow recommendations or explain why</p> <p>Be clear about how results will be used</p>	<p>Great opportunity to develop deep understanding of an issue</p> <p>Public can identify with the “ordinary” citizens</p> <p>Pinpoint fatal flaws or gauge public reaction</p>	<p>Resource intensive</p>
COFFEE KLATCHES – KITCHEN TABLE MEETINGS			
<p>Small meetings within neighborhood usually at a person's home</p>	<p>Make sure staff is very polite and appreciative</p>	<p>Relaxed setting is conducive to effective dialogue</p> <p>Maximizes two-way communication</p>	<p>Can be costly and labor intensive</p>
COMPUTER-ASSISTED MEETINGS			
<p>Any sized meeting when participants use interactive computer technology to register opinions</p>	<p>Understand your audience, particularly the demographic categories</p> <p>Design the inquiries to provide useful results</p> <p>Use facilitator trained in the technique and technology</p>	<p>Immediate graphic results prompt focused discussion</p> <p>Areas of agreement/disagreement easily portrayed</p> <p>Minority views are honored</p> <p>Responses are private</p> <p>Levels the playing field</p>	<p>Software limits design</p> <p>Potential for placing too much emphasis on numbers</p> <p>Technology failure</p>

THE IAP2 PUBLIC PARTICIPATION TOOLBOX




TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
DELIBERATIVE DIALOGUES			
 <p>A systematic dialogic process that brings people together as a group to make choices about difficult, complex public issues where there is a lot of uncertainty about solutions and a high likelihood of people polarizing on the issue. The goal of deliberation is to find where there is common ground for action.</p>	<p>Considerable upfront planning and preparation may be needed. The deliberation revolves around 3 or 4 options described in an Issue or Options booklet.</p> <p>Process should be facilitated by a trained moderator.</p> <p>Deliberation should occur in a relatively small group, about 8 to 20 people. A larger public may need to break into several forums, requiring more moderators.</p>	<p>Participants openly share different perspectives and end up with a broader view on an issue.</p> <p>A diverse group identifies the area of common ground, within which decision makers can make policies and plans.</p>	<p>Participants may not truly reflect different perspectives.</p> <p>Participants are not willing to openly discuss areas of conflict.</p>
DELIBERATIVE POLLING PROCESSES			
 <p>Measures informed opinion on an issue</p> <p>More Info: The Center for Deliberative Democracy http://cdd.stanford.edu</p>	<p>Do not expect or encourage participants to develop a shared view</p> <p>Hire a facilitator experienced in this technique</p>	<p>Can tell decision makers what the public would think if they had more time and information</p> <p>Exposure to different backgrounds, arguments and views</p>	<p>Resource intensive</p> <p>Often held in conjunction with television companies</p> <p>2- to 3-day meeting</p>
DIALOGUE TECHNIQUES			
 <p>An intentional form of communication that supports the creation of shared meaning.</p>	<p>Dialogue requires discipline to intentionally suspend judgment and fully listen to one another. Participants need to be open to communication that engages both thinking and feeling.</p> <p>Participants need to feel safe to speak truthfully.</p> <p>It is important to carefully craft questions to be addressed in dialogue.</p>	<p>The group engages in “the art of thinking together” and creates shared meaning on a difficult issue.</p> <p>A new understanding of a problem or opportunity emerges.</p>	<p>Participants are “ready” to engage in dialogic communication. They may not be able to move from individual positions and reflectively listen to each other.</p>
FAIRS & EVENTS			
 <p>Central event with multiple activities to provide project information and raise awareness</p>	<p>All issues — large and small — must be considered</p> <p>Make sure adequate resources and staff are available</p>	<p>Focuses public attention on one element</p> <p>Conducive to media coverage</p> <p>Allows for different levels of information sharing</p>	<p>Public must be motivated to attend</p> <p>Usually expensive to do it well</p> <p>Can damage image if not done well</p>

TECHNIQUES TO BRING PEOPLE TOGETHER






TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
FISHBOWL PROCESSES			
A meeting where decision makers do their work in a "fishbowl" so that the public can openly view their deliberations.	The meeting can be designed so that the public can participate by joining the fishbowl temporarily or moving about the room to indicate preferences.	Transparent decision making. Decision makers are able to gauge public reaction in the course of their deliberations.	The roles and responsibilities of the decision makers and the public may not be clear.
FOCUSED CONVERSATIONS			
 <p>A structured approach to exploring a challenging situation or difficult issue by using a series of questions arranged in four stages:</p> <p>Objective — Review facts</p> <p>Reflective —Review emotional response</p> <p>Interpretive — Review meaning</p> <p>Decisional — Consider future action</p>	<p>Plan the series of questions ahead of time and don't skip a step.</p> <p>May be used in many different settings, from debriefing a process to exploring the level of agreement on a given topic.</p> <p>Be clear on the intent of the conversation.</p>	<p>People learn new information and insights on a complex issue.</p> <p>People learn to respect and understand other views.</p> <p>The decisional steps leads to individual or collective action.</p>	<p>People jump ahead to interpretation or decisions and lose the meaning of the structured process.</p>
FOCUS GROUPS			
 <p>Message testing forum with randomly selected members of target audience. Can also be used to obtain input on planning decisions</p>	<p>Conduct at least two sessions for a given target</p> <p>Use a skilled focus group facilitator to conduct the session</p>	<p>Provides opportunity to test key messages prior to implementing program</p> <p>Works best for select target audience</p>	<p>Relatively expensive if conducted in focus group testing facility</p> <p>May require payment to participants</p>
FUTURE SEARCH CONFERENCES			
 <p>Focuses on the future of an organization, a network of people or community</p> <p>More Info: Future Search Network www.futuresearch.net</p>	<p>Hire a facilitator experienced in this technique</p>	<p>Can involve hundreds of people simultaneously in major organizational change decisions</p> <p>Individuals are experts</p> <p>Can lead to substantial changes across entire organization</p>	<p>Logistically challenging</p> <p>May be difficult to gain complete commitment from all stakeholders</p> <p>2- to 3-day meeting</p>
MEETINGS WITH EXISTING GROUPS			
<p>Small meetings with existing groups or in conjunction with another group's event</p>	<p>Understand who the likely audience is to be</p> <p>Make opportunities for one-on-one meetings</p>	<p>Opportunity to get on the agenda</p> <p>Provides opportunity for in-depth information exchange in non-threatening forum</p>	<p>May be too selective and can leave out important groups</p>

THE IAP2 PUBLIC PARTICIPATION TOOLBOX


TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
ONGOING ADVISORY GROUPS			
 <p>A group of representative stakeholders assembled to provide public input to the planning process.</p> <p>May also have members from the project team and experts.</p>	<p>Define roles and responsibilities up front</p> <p>Be forthcoming with information</p> <p>Use a consistently credible process</p> <p>Interview potential committee members in person before selection</p> <p>Use third-party facilitation</p>	<p>Provides for detailed analyses for project issues</p> <p>Participants gain understanding of other perspectives, leading toward compromise</p>	<p>General public may not embrace committee's recommendations</p> <p>Members may not achieve consensus</p> <p>Sponsor must accept need for give-and-take</p> <p>Time and labor intensive</p>
OPEN HOUSES			
 <p>An open house encourages the public to tour at their own pace. The facility should be set up with several informational stations, each addressing a separate issue. Resource people guide participants through the exhibits.</p>	<p>Someone should explain format at the door</p> <p>Have each participant fill out a comment sheet to document their participation</p> <p>Be prepared for a crowd all at once — develop a meeting contingency plan</p> <p>Encourage people to draw on maps to actively participate</p> <p>Set up stations so that several people (6-10) can view at once</p>	<p>Foster small group or one-on-one communications</p> <p>Ability to draw on other team members to answer difficult questions</p> <p>Less likely to receive media coverage</p> <p>Builds credibility</p>	<p>Difficult to document public input</p> <p>Agitators may stage themselves at each display</p> <p>Usually more staff intensive than a meeting</p>
OPEN SPACE MEETINGS			
 <p>Participants offer topics and others participate according to interest</p> <p>More Info: H.H. Owens & Co. www.openspaceworld.com</p>	<p>Important to have a powerful theme or vision statement to generate topics</p> <p>Need flexible facilities to accommodate numerous groups of different sizes</p> <p>Ground rules and procedures must be carefully explained for success</p>	<p>Provides structure for giving people opportunity and responsibility to create valuable product or experience</p> <p>Includes immediate summary of discussion</p>	<p>Most important issues could get lost in the shuffle</p> <p>Can be difficult to get accurate reporting of results</p>
PANELS			
<p>A group assembled to debate or provide input on specific issues</p>	<p>Most appropriate to show different news to public</p> <p>Panelists must be credible with public</p>	<p>Provides opportunity to dispel misinformation</p> <p>Can build credibility if all sides are represented</p> <p>May create wanted media attention</p>	<p>May create unwanted media attention</p>

TECHNIQUES TO BRING PEOPLE TOGETHER





TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
PUBLIC HEARINGS			
Formal meetings with scheduled presentations offered. Typically, members of the public individually state opinions/positions that are recorded.	May be required by sponsor and/or legal requirement	Provides opportunity for public to speak without rebuttal	Does not foster constructive dialogue Can perpetuate an "us vs. them" feeling
PUBLIC MEETINGS			
 An organized large-group meeting usually used to make a presentation and give the public an opportunity to ask questions and give comments. Public meetings are open to the public at large	Set up the meeting to be as welcoming and receptive as possible to ideas and opinions and to increase interaction between technical staff and the public. Review all materials and presentations ahead of time.	Participants hear relevant information and have an open opportunity to ask questions and comment. People learn more by hearing others' questions and comments. Legal requirements are met	The meeting escalates out of control because emotions are high. Facilitators are not able to establish an open and neutral environment for all views to be shared.
REVOLVING CONVERSATIONS (ALSO KNOW AS SAMOAN CIRCLES)			
 Leaderless meeting that stimulates active participation More Info: Larry Aggens www.involve.com	Set room up with center table surrounded by concentric circles Need microphones Requires several people to record	Can be used with 10 to 500 people Works best with controversial issues	Dialogue can stall or become monopolized
STUDY CIRCLES			
 A highly participatory process for involving numerous small groups in making a difference in their communities.	Study circles work best if multiple groups working at the same time in different locations and then come together to share. Study circles are typically structured around a study circle guide	Large numbers of people are involved without having them all meet at the same time and place. A diverse group of people agrees on opportunities for action to create social change.	Participants may find that the results are hard to assess and may feel that the process didn't lead to concrete action. It may be difficult to reach and engage some segments of the community.
SYMPOSIA			
A meeting or conference to discuss a particular topic involving multiple speakers.	Provides an opportunity for presentations by experts with different views on a topic. Requires upfront planning to identify appropriate speakers. Needs strong publicity.	People learn new information on different sides of an issue. Provides a foundation for informed involvement by the public.	Experts don't represent different perspectives on an issue. Controversial presenters may draw protests.

THE IAP2 PUBLIC PARTICIPATION TOOLBOX

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
TASK FORCES – EXPERT COMMITTEE			
A group of experts or representatives formed to develop a specific product or policy recommendation	<p>Obtain strong leadership in advance</p> <p>Make sure membership has credibility with the public</p>	<p>Findings of a task force of independent or diverse interests will have greater credibility</p> <p>Provides constructive opportunity for compromise</p>	<p>Task force may not come to consensus or results may be too general to be meaningful</p> <p>Time and labor intensive</p>
TOURS AND FIELD TRIPS — GUIDED AND SELF-GUIDED			
 <p>Provide tours for key stakeholders, elected officials, advisory group members and the media</p>	<p>Know how many participants can be accommodated and make plans for overflow</p> <p>Plan question/answer session</p> <p>Consider providing refreshments</p> <p>Demonstrations work better than presentations</p> <p>Can be implemented as a self-guided with an itinerary and tour journal of guided questions and observations</p>	<p>Opportunity to develop rapport with key stakeholders</p> <p>Reduces outrage by making choices more familiar</p>	<p>Number of participants is limited by logistics</p> <p>Potentially attractive to protestors</p>
TOWN MEETINGS			
A group meeting format where people come together as equals to share concerns.	<p>Town meetings are often hosted by elected officials to elicit input from constituents.</p> <p>There are cultural and political differences in the understanding of the term “town meeting.” It may be interpreted differently wherever you are working.</p>	<p>Views are openly expressed.</p> <p>Officials hear from their constituents in an open forum.</p>	<p>The meeting escalates out of control because emotions are high.</p> <p>Facilitators are not able to establish an open and neutral environment for all views to be shared.</p>
WEB-BASED MEETINGS			
Meetings that occur via the Internet	<p>Tailor agenda to your participants</p> <p>Combine telephone and face-to-face meetings with Web-based meetings.</p> <p>Plan for graphics and other supporting materials</p>	<p>Cost and time efficient</p> <p>Can include a broader audience</p> <p>People can participate at different times or at the same time</p>	<p>Consider timing if international time zones are represented</p> <p>Difficult to manage or resolve conflict</p>

TECHNIQUES TO BRING PEOPLE TOGETHER



TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
WORKSHOPS			
 <p>An informal public meeting that may include presentations and exhibits but ends with interactive working groups</p>	<p>Know how you plan to use public input before the workshop</p> <p>Conduct training in advance with small group facilitators. Each should receive a list of instructions, especially where procedures involve weighting/ ranking of factors or criteria</p>	<p>Excellent for discussions on criteria or analysis of alternatives</p> <p>Fosters small group or one-to-one communication</p> <p>Ability to draw on other team members to answer difficult questions</p> <p>Builds credibility</p> <p>Maximizes feedback obtained from participants</p> <p>Fosters public ownership in solving the problem</p>	<p>Hostile participants may resist what they perceive to be the “divide and conquer” strategy of breaking into small groups</p> <p>Several small-group facilitators are necessary</p>
WORLD CAFES			
 <p>A meeting process featuring a series of simultaneous conversations in response to predetermined questions</p> <p>Participants change tables during the process and focus on identifying common ground in response to each question.</p>	<p>Room set-up is important. The room should feel conducive to a conversation and not as institutional as the standard meeting format.</p> <p>Allows for people to work in small groups without staff facilitators.</p> <p>Think through how to bring closure to the series of conversations.</p>	<p>Participants feel a stronger connection to the full group because they have talked to people at different tables.</p> <p>Good questions help people move from raising concerns to learning new views and co-creating solutions.</p>	<p>Participants resist moving from table to table.</p> <p>Reporting results at the end becomes awkward or tedious for a large group.</p> <p>The questions evoke the same responses.</p>

Attachment D – Equity in Action – Equitable Engagement Framework



Tempe®

EQUITY IN ACTION

Equitable Engagement Framework

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Framework Context

The Equity in Action (EiA) coalition, composed of community members and City staff, developed a framework through a series of conversations with community members facilitated by Collective Equity Partners¹ in the Fall of 2020 as part of Phase 2 of the Equity in Action Project funded by the City of Tempe Innovation Fund.

The purpose of the framework is to support the City of Tempe in increasing the participation of underrepresented residents in Tempe’s planning and decision making. This framework is meant to be the building blocks to the City of Tempe’s efforts in creating a more just and equitable community for all residents.

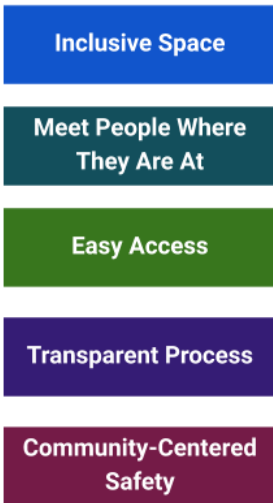
This document provides an overview of the framework as well as ideas for applying the framework within City work. It is meant to be a living document to be updated as the City begins applying the framework to its policies and practices. The first application of the framework will be throughout 2021 as part of Phase 3 of the Equity in Action Project to further shape and identify how it can be incorporated into the City of Tempe public involvement process.

The Framework

Values



Conditions for Inclusive Public Participation



Center Vulnerable & Marginalized Groups



Spectrum of Engagement



¹ Collective Equity Partners is a consultant collaborative formed by S. Rowe Consulting, Gonzalez Consulting and All Voices Consulting

Values



The following values were identified through the group conversations and a series of interviews with Equity in Action participants.² These values are meant to guide public participation efforts.

- **Accountability** - We want to create a community that values responsibility during the process and accountability for the results of our actions. We value shared ownership of the actions and results of a task
- **Diversity**- We want to create a community that reflects the diversity of our nation and centers healing the wounds of historical exclusion by valuing and celebrating our dimensions of difference
- **Collaboration** - We want to create a community that values healthy, open and honest communication where everyone in the community is welcome to join in alliance to promote egalitarian partnerships
- **Accessibility** - We want to create a community that values comprehensibility and legibility to diverse and dynamic communities. We must break barriers and build bridges as a community.
- **Inclusion** - We advance our principles of diversity and accessibility by re-articulating our commitment to inclusion. We recognize that it's not only important to have different people in the room, but to also make sure they feel empowered to speak honestly: for themselves and their communities. We honor the strength that it takes to talk through difference and commit to creating a space that challenges tokenism.
- **Empathy**- We want to create a space where humanity matters; where we center humanity, dignity and compassionate understanding. We hope to create a space that values emotional and compassionate empathy. We want to try to understand people's pain and take steps to help them when we can.
- **Liberation**- We value freedom and want to create a space where community members feel free to be themselves. We commit to understanding intersectional oppression and to centering equity and liberation in community work and political action.
- **Equity & Egalitarianism**- We value fairness, individual context and experience. We understand that equality is not always fair for those on the margins, so we must center equity and justice as we try to meet the needs of our community.
- **Transparency** - We want to create a community where our constituents trust our ability to make decisions for the betterment of the whole, especially for frontline communities. Therefore, we commit ourselves to a culture of transparency where we speak openly and truthfully about our intentions, history, actions and limitations.
- **Service** - We want to create a community that cares deeply about each other by engaging in charitable, philanthropic and reparative action meant to heal the community.
- **Safety**- We want to create a community where everyone, everywhere feels and is safe. We are committed to listening, building and maintaining trust with those that are not safe, centering marginalized communities.

² These values and descriptions are from UDSN fellow, Valencia Clement's [report](#). She identified these values and descriptions based on her one-on-one interviews with EIA coalition members.

Community Engagement Spectrum



The Spectrum of Community Engagement to Ownership charts a pathway to strengthen and transform our local democracies.³ This tool was developed by Rosa González of Facilitating Power, in part drawing on content from a number of public participation tools, including Arnstein’s Ladder of Citizen Participation, and the Public Participation Spectrum created by the International Association for Public Participation.

It was developed on the idea that thriving, diverse, equitable communities are possible through deep participation, particularly by communities commonly excluded from democratic voice and power. It emphasizes that the stronger our local democracies, the more capacity we can unleash to address our toughest challenges, and the more capable we are of surviving and thriving through economic, ecological, and social crises.

The spectrum provides developmental stages to help the City of Tempe recognize where they are at and set goals for where they can go together with the community through conscious and collective practice in order to transform systems.

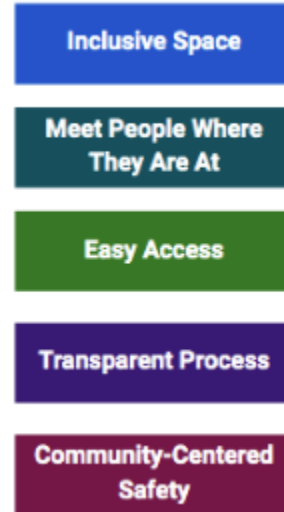


³ The Spectrum of Community Engagement to Ownership guide can be found by visiting the Movement Strategy Center at <https://movementstrategy.org/b/wp-content/uploads/2019/09/Spectrum-2-1-1.pdf>

Necessary Conditions for Inclusive Participation

What are the conditions needed for vulnerable and marginalized groups to participate in a public engagement process that promotes safety and courage? The EIA coalition identified six conditions that will increase participation of these groups.

- **Create an Inclusive Space.** This means that spaces where the City of Tempe wants to engage the community need to have a culture of community where norms are supporting each person's understanding and ability to feel comfortable as an active participant. The following considerations were emphasized during community conversations:
 - Agreements & norms
 - Working assumptions
 - Cameras on unless unable
 - Interpreter to support language barriers
 - More community than City staff in the space
 - Facilitated conversations with race equity consultant
 - Allowing most impacted to speak first.
- **Meet People Where They Are At.** This means working to understand the values, the needs, and emotions of all groups in Tempe and connecting with them in a way that is effective for them. This involves being more flexible about certain practices.
- **Provide Easy Access.** Often, government processes can have a complicated and extensive process to participate and/or access services. This condition is about making changes to allow for easier access. For example, at public meetings, some changes could include having fee waivers for parking, easier access to the internet and public comments before meetings.
- **Hold a Transparent Process.** This means being clear to residents about a particular process such as a community engagement effort about a project. It includes sharing an overview of the process as well as providing a feedback loop once the process is over to reconnect and be open. This also means being clear and upfront about any barriers or limitations.
- **Center Marginalized & Vulnerable People.** When thinking about community engagement, this would be making sure to target the vulnerable and marginalized groups as well as underrepresented places listed in the framework. Targeted Universalism is a framework that supports this condition (See Appendix B).
- **Promote Community-Centered Safety.** Community-centered safety prioritizes community needs to improve the quality of life for everyone. This way of framing safety is about addressing the root causes of offenses by providing a supportive environment to help people tackle whatever issues they are facing, whether it is mentally, financially or otherwise.



Vulnerable and Marginalized Groups

Overall, there are several groups that have been disadvantaged socioeconomically or otherwise by gender, age, racial, or ethnic inequities in society. As a result, they have a heightened sensitivity to decisions made within systems due to the barriers they experience.

Using a targeted universalism framework (see Appendix B), the City of Tempe staff and community members identified 9 groups that should be prioritized in Tempe decision making to ensure that these groups can realize benefits and not be harmed by decisions made. Ultimately, when supporting communities on the margins, there is a universal benefit for the entire community.

- Communities of Color
- Immigrants & Refugees
- LGBTQIA
- Homeless/Unsheltered
- Low-income Families
- People impacted by disabling conditions
- Formerly Incarcerated & their families as well as families of those currently incarcerated
- Youth
- Individuals who have experienced sexual or domestic abuse
- Older Adults



Places on the Margins

Although not listed in the framework graphic, the coalition identified several places as being on the margins in Tempe where vulnerable groups often live. These places should be prioritized as most vulnerable to development and displacement.

- **Schools-** High Schools North of Guadalupe, McClintock, Tempe, Marcos, Compadre
- **Incarcerated-** Jails & Courts
- **Transit-** Light rail & Bus stations, Inside buses
- **Communities-** Victory Acres, Guadalupe, Escalante
- **Unsheltered Camps-** Tempe Town Lake, North & East of 101 east and west frontage roads
- **Parks-** Sunset Riverside, Jaycee, Clark, Tempe Papago, Park outside of City Hall, Tempe Beach, Daley, Petersen, Mouer, Esquer, Escalante

Projects Ideas

The coalition identified several projects that could support a more equitable Tempe. Some can be led by the coalition; some are systemic changes and then others promote increased civic engagement within the City.

Coalition Led Community Projects

These are projects that could be led by the coalition to test and apply the framework.

- Experiential Tours for City Council in Different Districts (transportation, homelessness, parks) with the goal to be more empathetic of planning for various areas (Mayor, City Manager, Deputies, Council, Staff)
- Community Led Walkabouts- the goal is to hear needs from community member and to have community members lead walks in identified neighborhoods for Mayor, Council, City Staff
- Create opportunities to build connections (i.e., meetup at the cemetery, break bread together) Connect outside of zoom and city council meetings
- Other potential projects on how to better engage communities (Ideas)
- Paid focus group with all Tempe neighborhood associations to identify what is impacting their community the most, and what can improve their conditions

Civic Engagement Processes

These are ideas that can promote and improve civic engagement within the City.

- Engaging in City Council processes with the EiA framework
- Boards and commissions understand the EiA framework and get more marginalized communities on boards and committees
- Support community led activities and opportunities for the community
- Revamping Diversity Dialogues to have multi-medium, speakers, podcasts, books, etc. Great time for community input to revamp

Systems-Level Proposals

These are ideas that focus on internal City of Tempe systemic changes to support equity.

- Participatory Budgeting
- Equity guidelines to connect to policy
- Municipal Internet to support equitable access to participation
- Declare racism as a public health crisis like Sacramento, CA
- Alternatives to Police, Care 7 and Social services in general to invest in social services; create an alternative to police by placing funds in other resources

Additional Projects to Categorize

These additional ideas need to be reviewed with the coalition.

- Every city department must have its own equity plan
- Require all city departments and contractors to do an equity SWOT analysis and integrate into their department's individual equity plan
- Paid internship through Tempe Office of Diversity: Focal point-grant writing and philanthropic outreach to increase monies available for municipal equity projects

- Short Term Contract award: Further the scope of work with EIA to develop sustainable, long term equity solutions that can be built into city practices
- Research Development Project on creating City of Tempe Police training academy (separate from historically racist MCSO training academy)
- Hiring of BIPOC lobby firm to designate racism public health crisis in the City of Tempe
- Closing Gap in digital divide: free/sliding scale municipal internet service
- Waiver of Fees for historically Hispanic neighborhood Victory Acres to be declared historical, granting protection from further gentrification
- Scholarship fee's available for BIPOC/most impacted residents obtaining their GED (prep, classes, testing fees)
- Grant fees for BIPOC/woman/LGBTQIA Tempe based grassroots orgs that have proposals on creating safe equitable communities
- Motel Vouchers for individuals/families experiencing homelessness
- Move-in fee/utility deposit assistance fund for survivors of DV transitioning from shelter or other safe haven into permanent housing
- Lending fees with zero interest for first 5 years for BIPOC/woman owned small business in Tempe
- Transportation partnership with Dial a Ride/Lyft/Uber to serve low income/fixed income elder community that cannot leave to get essential items (groceries, hygiene, emergency appointments) due to impacts of COVID 19
- Require city budget department to include civic engagement on setting budgetary priorities (beyond just commenting on the thousand-page document that is difficult to navigate online) Prioritize communication to those identified as most impacted communities/individuals
- Require all housing/project developers to produce equity analysis, with verifiable proof that the surrounding impacted community was engaged in the process. Subject to city monitoring out of community development and diversity and inclusion offices.
- Data Analytics- Need further data on how housing development projects impact communities of color, mixed family households, single parent households

Testing the Framework: Apply Framework to a Project, Plan or Policy

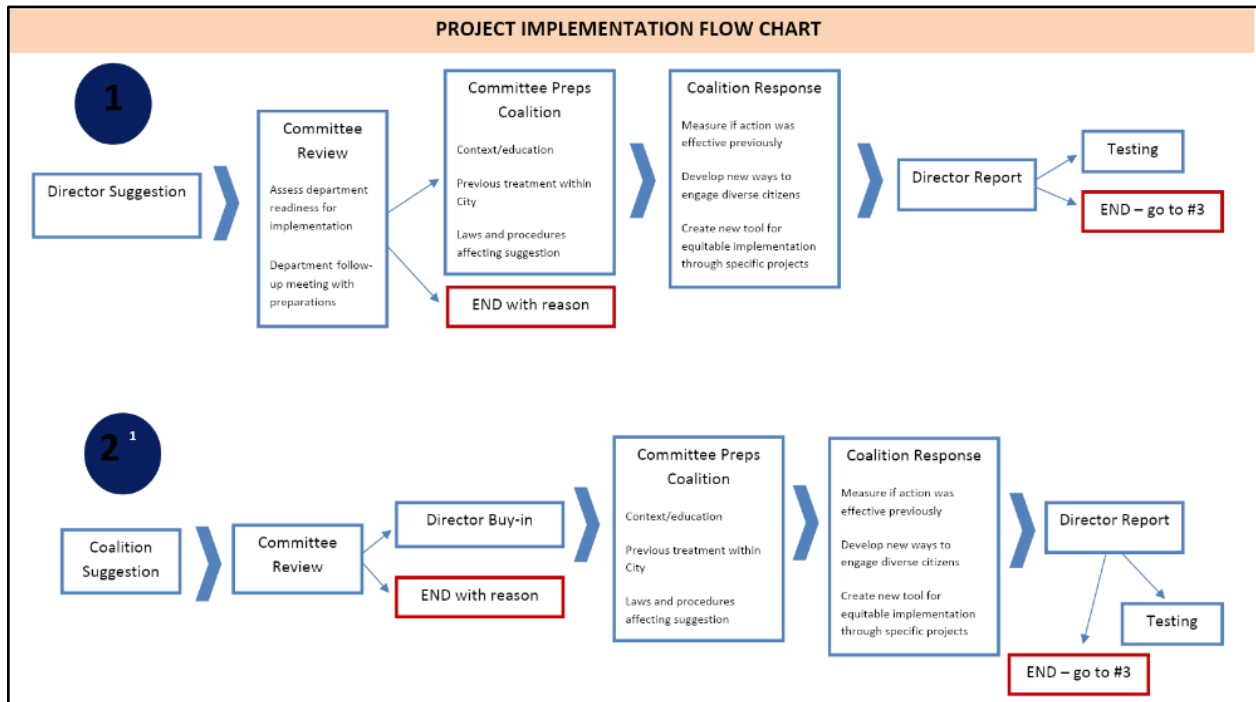
The framework was developed through a series of conversations meant to be applied to work that the City does with the community. The third phase in the Equity in Action project is about exploring how this framework can increase community engagement and ultimately improve conditions for vulnerable and marginalized groups.

There are several approaches that can be taken to test the framework. The goal of Phase 3 is not only to test the framework, but also examine how the framework can be applied. Here is an overview of one approach with details below:

- Step 1: Pre-Project Planning
- Step 2: Connect with Stakeholders Collectively
- Step 3: Project Implementation
- Step 4: Measurement & Impact
- Step 5: Reflection and Evaluation
- Step 6: Review the Framework
- Step 7: Expand Framework to City-wide

Step 1: Pre-Project Planning

This step involves the coalition to determine which project should be tested with the framework. The following flow chart provides the pathways to determine the project to ensure buy-in by both staff and community members.



Once the project is chosen, research, stakeholder review and other planning should be conducted to set up the work.

- Identify who the project will potentially impact (vulnerable and marginalized groups) and gather related data
- Identify stakeholders to represent these marginalized groups during the project process (if not represented in the group)
- Review the necessary conditions for inclusive participation and identify how these conditions will be met to support the stakeholder's ability to feel comfortable and open to participating throughout the project work

Step 2: Connect with Stakeholders Collectively

This step involves the coalition and community stakeholders to reflect on the project and determine outcomes as well as explore the potential impact of the project. Multnomah County has a couple of tools to support this work (see Appendix D and/or E).

Step 3: Project Implementation

This step focuses on utilizing the community engagement to ownership spectrum to engage additional residents related to the project implementation.

Step 4: Project Measurement and Impact

Once the project has been completed, it will be important to understand the impact of the project and measure the changes by utilizing the framework. Here are some guiding questions for this evaluation:

- How do we know we've centered vulnerable and marginalized groups?
- How do we know that Community Engagement has been expanded to Ownership?
- How do we know if Conditions for Participation have improved?
- What practice, policy or process can/did or may change connected to this project or the voice of the most impacted communities?

Step 5: Framework Reflection and Evaluation

After reviewing the impact and processes of the actual project, Step 5 involves reflecting on the framework and whether or not changes should be made for future applications. Part of the reflection includes discussion of the lessons learned throughout the project implementation.

Step 6: Edit the Framework

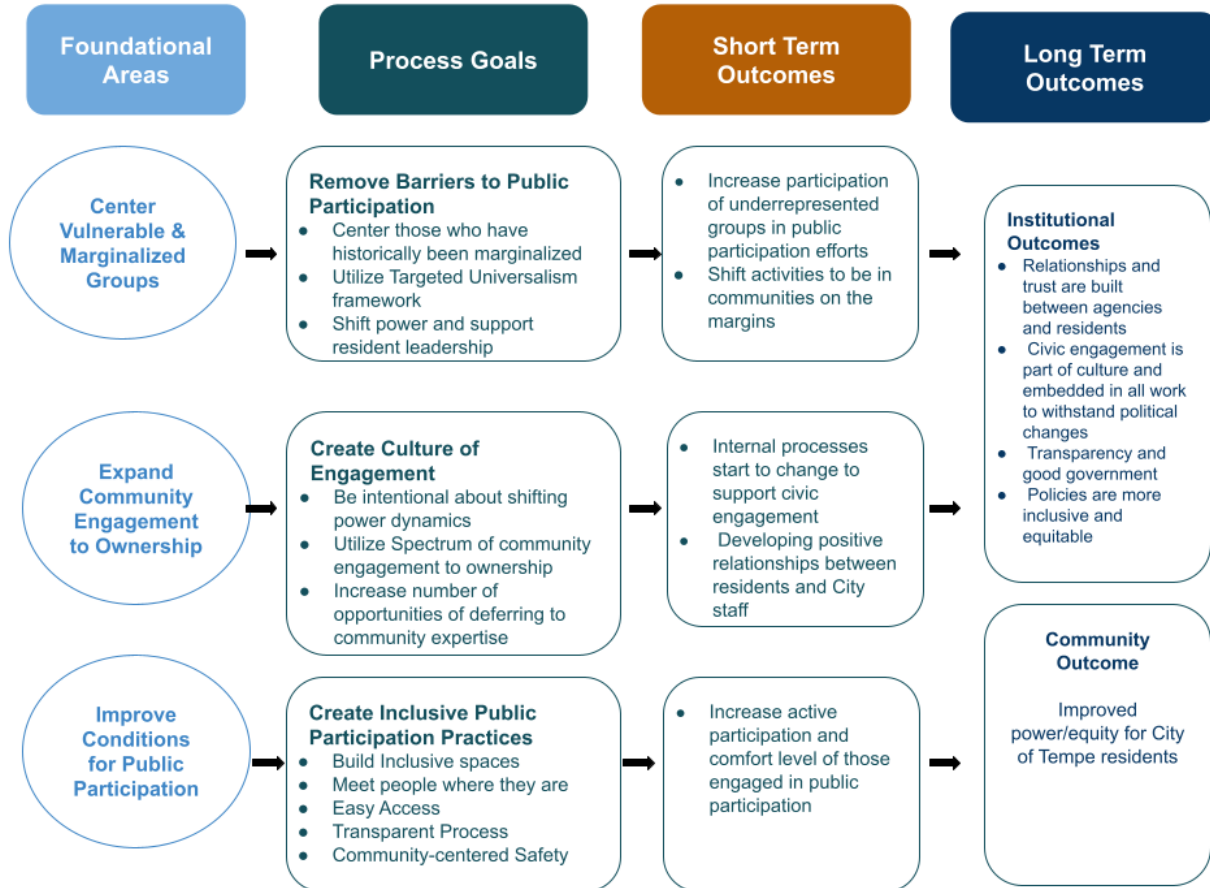
Once the group has reflected on the process, it's important to make changes and adapt the framework to incorporate the lessons learned and any additional context needed to improve the framework.

Step 7: Expand Framework to City-wide

Once the framework has been updated, Step 7 is about identifying how to incorporate and apply the framework to other aspects of City work.

Measuring the Impact of the Framework with a Theory of Change

This theory of change provides a way to apply the framework and hopes for how the framework can impact the City of Tempe as an institution and the community as a whole.⁴ As with the framework, this should be evaluated and reflected upon after testing it on a project.



⁴ Inspired by Minnesota Department of Human Rights' Guide to Civic Engagement: https://mn.gov/mdhr/assets/rFinal_2018CivicEngagementUserGuide_t-opt_1.18.19_tcm1061-361141.pdf

Appendix A: Glossary of Terms

In talking about issues of race, a common vocabulary is essential to avoid misunderstandings and misinterpretations. Words often have different meanings to different people, based on their experiences. A Glossary of Terms can help avoid such misunderstandings. Not everyone will agree on the definition of every word; but everyone should have a common understanding of how words are being used in particular circumstances.

Here is a list of glossaries that the coalition can discuss to support them in identifying definitions for key terms relevant to Equity in Action such as systemic racism, oppression, and marginalization.

Racial Equity Tools Glossary

<https://www.racialequitytools.org/glossary>

Key Equity Terms and Concepts from the Center for the Study of Social Policy

<https://cssp.org/wp-content/uploads/2019/09/Key-Equity-Terms-and-Concepts-vol1.pdf>

Equity and Empowerment Lens from Multnomah County Definitions *(on page 12)*

<https://multco.us/file/31833/download>

Chinook Fund General Terms and Forms of Oppression

<https://chinookfund.org/wp-content/uploads/2015/10/Supplemental-Information-for-Funding-Guidelines.pdf>

Aspen Institute Glossary

<https://www.aspeninstitute.org/wp-content/uploads/files/content/docs/rcc/RCC-Structural-Racism-Glossary.pdf>

NCCJ Social Justice Definitions

<https://www.nccj.org/resources/social-justice-definitions>

Appendix B: Targeted Universalism

Targeted universalism means setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted universalism is goal oriented, and the processes are directed in service of the explicit, universal goal.⁵

Differences in Targeted, Universal & Targeted Universalism Approaches

Targeted policies

Single out a specific group. They do not set a universal goal, their goal is set for particular groups. For example: the Supplemental Nutrition Assistance Program (SNAP) has resource and income parameters that qualify one for program participation. SNAP is a program targeted toward households that meet specific income and resource conditions. Many means-tested programs fall into the category of targeted programs. The entire welfare system is a package of programs targeted to those meeting specific conditions. One may or may not qualify for targeted programs.

Universal policies

Aspire to serve everyone. They set a goal for the general population. Universal policies intend to apply to everyone, to all groups. For example, universal health care policies are intended to apply to all groups; there are no qualifying standards that must be met.

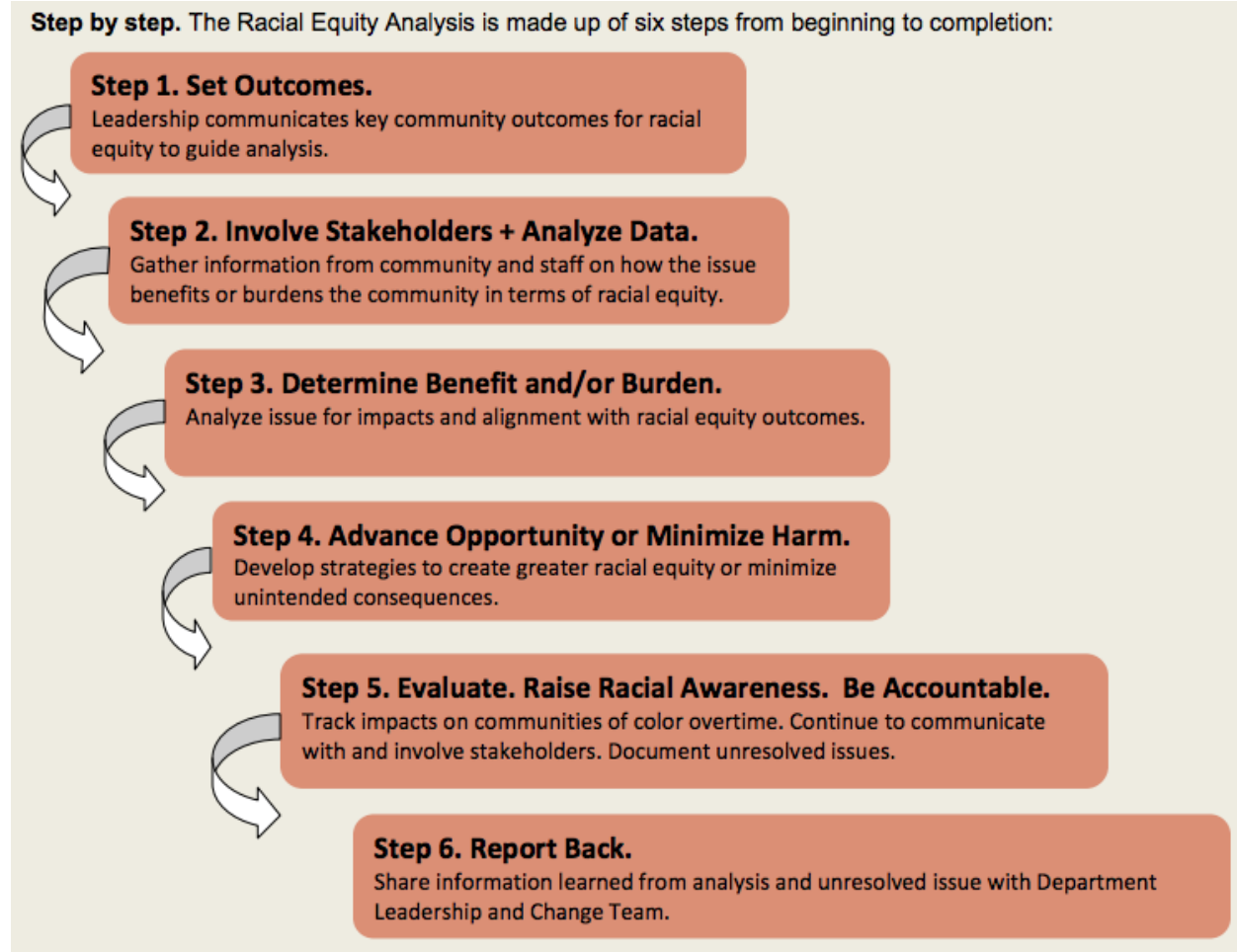
Targeted universal policies

Aspire to serve everyone by enabling different strategies based on the needs of different groups. Targeted universal policies appeal to everyone and set a goal for the general population: everyone stands to benefit by reaching the universal goal. At the same time everyone benefits from reaching the goal, different groups need different supports. Some groups also need more help because groups are situated differently with respect to the goal. Some are closer, some are further, and different groups must take different paths to get there.

⁵ <https://belonging.berkeley.edu/targeteduniversalism>

Appendix C: City of Seattle Racial Equity Analysis

The Racial Equity Toolkit⁶ lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.



⁶ https://www.seattle.gov/Documents/Departments/RSJI/RacialEquityToolkit_FINAL_August2012.pdf

Appendix D: Multnomah County Equity Considerations

Multnomah County embarked on a community centered process to identify how to apply an equity lens to their climate action plan. Staff summarized the feedback from these work sessions and finalized them after review by the Equity Working Group (image).⁷

Staff then used the Equity Considerations to conduct a basic equity assessment of every action proposed in the draft Climate Action Plan. Actions were revised based on that assessment and the updated actions were shared with the Equity Working Group to determine if their feedback had been adequately integrated.

EQUITY CONSIDERATIONS

1. Disproportionate impacts

Does the proposed action generate burdens (including costs), either directly or indirectly, to communities of color or low-income populations? If yes, are there opportunities to mitigate these impacts?

2. Shared benefits

Can the benefits of the proposed action be targeted in progressive ways to reduce historical or current disparities?

3. Accessibility

Are the benefits of the proposed action broadly accessible to households and businesses throughout the community — particularly communities of color, low-income populations, and minority, women and emerging small businesses?

4. Engagement

Does the proposed action engage and empower communities of color and low-income populations in a meaningful, authentic and culturally appropriate manner?

5. Capacity building

Does the proposed action help build community capacity through funding, an expanded knowledge base or other resources?

6. Alignment and partnership

Does the proposed action align with and support existing communities of color and low-income population priorities, creating an opportunity to leverage resources and build collaborative partnerships?

7. Relationship building

Does the proposed action help foster the building of effective, long-term relationships and trust between diverse communities and local government?

8. Economic opportunity and staff diversity

Does the proposed action support communities of color and low-income populations through workforce development, contracting opportunities or the increased diversity of city and county staff?

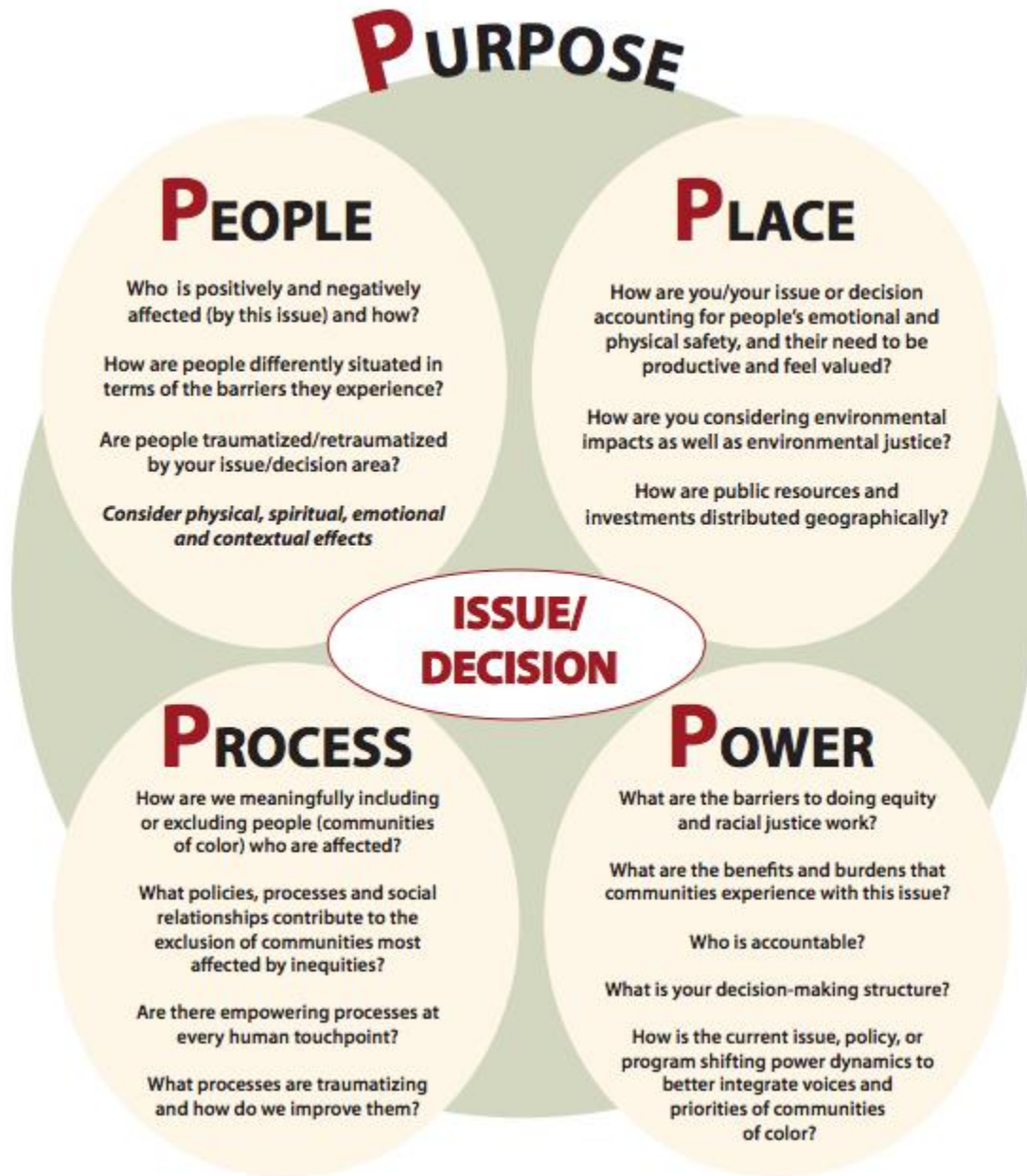
9. Accountability

Does the proposed action have appropriate accountability mechanisms to ensure that communities of color, low-income populations, or other vulnerable communities will equitably benefit and not be disproportionately harmed?

⁷ <https://www.portland.gov/sites/default/files/2019-07/cap-equity-case-study-web29jul.pdf>

Appendix E: Multnomah County 5 Ps Guiding Questions

This tool (from Multnomah County) is part of Multnomah County, OR's Equity and Empowerment Lens which seeks to improve planning, decision-making, and resource allocation leading to more racially equitable policies and programs. This worksheet asks questions in the areas of People, Place, Process, Power, and Purpose.⁸



⁸ <https://www.countyhealthrankings.org/resources/equity-and-empowerment-lens-5-ps-worksheet>