



complete streets

TUCSON

COMMUNITY ENGAGEMENT TOOLKIT

ACKNOWLEDGEMENTS

This toolkit was produced by Living Streets Alliance, Bryn Jones of Elan Consulting, and Sarah Griffiths of The Next Chapter Consulting & Coaching, in partnership with Vitalyst Health Foundation.

We would like to thank and acknowledge a variety of partners and stakeholders who participated in the policy development process and/or contributed to the production of this toolkit, including: Tucson Department of Transportation and Mobility, Arizona Physical Activity Policy Research Network (PAPRN+), the National Complete Streets Coalition, Complete Streets Task Force members, and community engagement workshop facilitators and participants.

Living Streets Alliance (LSA) is a 501(c)(3) nonprofit organization with a mission to advocate for a thriving Tucson by creating great streets for everyone. LSA envisions streets as living public spaces that connect people to places and to each other. To learn more about LSA's work visit www.livingstreetsalliance.org

LSA's Complete Streets initiative was funded, in part, by Vitalyst Health Foundation and by Voices for Healthy Kids, an initiative of the Robert Wood Johnson Foundation and the American Heart Association.

Vitalyst Health Foundation works to improve well-being in Arizona by addressing root-causes and broader issues that affect health.

MAY 05, 2020

INTRODUCTION

BACKGROUND

Complete Streets are streets built to share. They are designed, built, and maintained to safely accommodate everyone, no matter who they are or how they get around. Complete Streets policies are a way to ensure safe, affordable, equitable, and reliable transportation for all citizens, by formalizing a city's commitment to a vision and establishing goals and implementation steps to make that vision a reality. Cities across the U.S. are adopting Complete Streets policies to create greater mobility; more than 1,600 policies (in the form of either resolutions or binding ordinances) have been adopted at the time of this report.

On Tuesday, February 5th, 2019, the Tucson Mayor & City Council unanimously adopted a Complete Streets policy via Ordinance 11621, developed in partnership with Living Streets Alliance, Tucson Department of Transportation and Mobility, and hundreds of stakeholders and volunteers over the course of nearly two years. What follows is a reporting of methodologies and recommendations from this process.

WHAT TO EXPECT: WHO IS THIS TOOLKIT FOR?

Quite simply, this toolkit is designed for anyone who recognizes the need to rethink our streets and is motivated to begin the process of engaging, collaborating, and getting to action.

Whatever your perspective—government agency, complete streets leader, advocate, community member, or funder—we hope that you will find the information, resources and reflections useful as you design your process (and avoid some of our stumbling blocks).

The toolkit elevates the community engagement component of the work—what it looked like, sounded like, and felt like—in our community. It explores how we interpreted community engagement through the lens of our guiding principles and how we anchored the work to them.

We offer it as an example of how to do the work of policy design and adoption in a way that is different from how it is typically done at a local level. This toolkit shows how we strove to let go of preconceived ideas of what the results might look like, and instead share power through the practice and discipline of collaborative decision-making.

It should be noted that the voice in this report is that of the "advocate." It reflects the observations and perspective of the "community's" role of the policy initiative (Living Streets Alliance and collaborators). It is our hope that this toolkit can aid in better collaborations between government and the public when pursuing Complete Streets policies in other places.

COMMUNITY ENGAGEMENT PROCESS

OBJECTIVES

Complete Streets policies are blanket policies that cover an entire jurisdiction. Given the broad, big picture nature of the Tucson policy, which will not specifically impact any given community until the City begins to work on implementation steps, coupled with limited grant dollars available to do the work, Living Streets Alliance chose to focus primarily on the **quality** of public engagement (i.e. engaging a diverse sample of Tucson's population) rather than the quantity (i.e. engaging large numbers of people overall).

Guidance from the National Complete Streets Coalition on Complete Streets policies calls for developing a community engagement plan that facilitates inclusive and equitable public engagement and includes strategies for overcoming barriers to engagement for underrepresented communities. Therefore, to help inform the future outreach/engagement efforts in implementing the Complete Streets policy, LSA developed a community engagement model with the goals of:

- Piloting a more grassroots community engagement strategy where community members are trained and offered stipends to host workshops with their own neighborhoods or other circles they belong to;
- Demonstrating a "go to them" (instead of a "come to us") approach to engagement that can be used to supplement traditional open houses for future transportation projects;
- Sharing information about what Complete Streets are and how they can benefit the people of Tucson;
- Gathering broad input to help inform the policy vision;
- Garnering support for Complete Streets; and
- Raising awareness about the Complete Streets initiative, so that people are in a better position to come to the table—through meaningful and inclusive engagement—when the implementation work begins.

With these goals in mind, LSA enlisted Elan Consulting and The Next Chapter Consulting & Coaching to be thought partners in developing tools and strategies. The following is an overview of our approach.

“Complete Streets impact so much more than the transportation infrastructure, it’s important to consider the health, economy, and dynamics of the community.”

— COMPLETE STREETS TASK FORCE MEMBER

METHODOLOGY

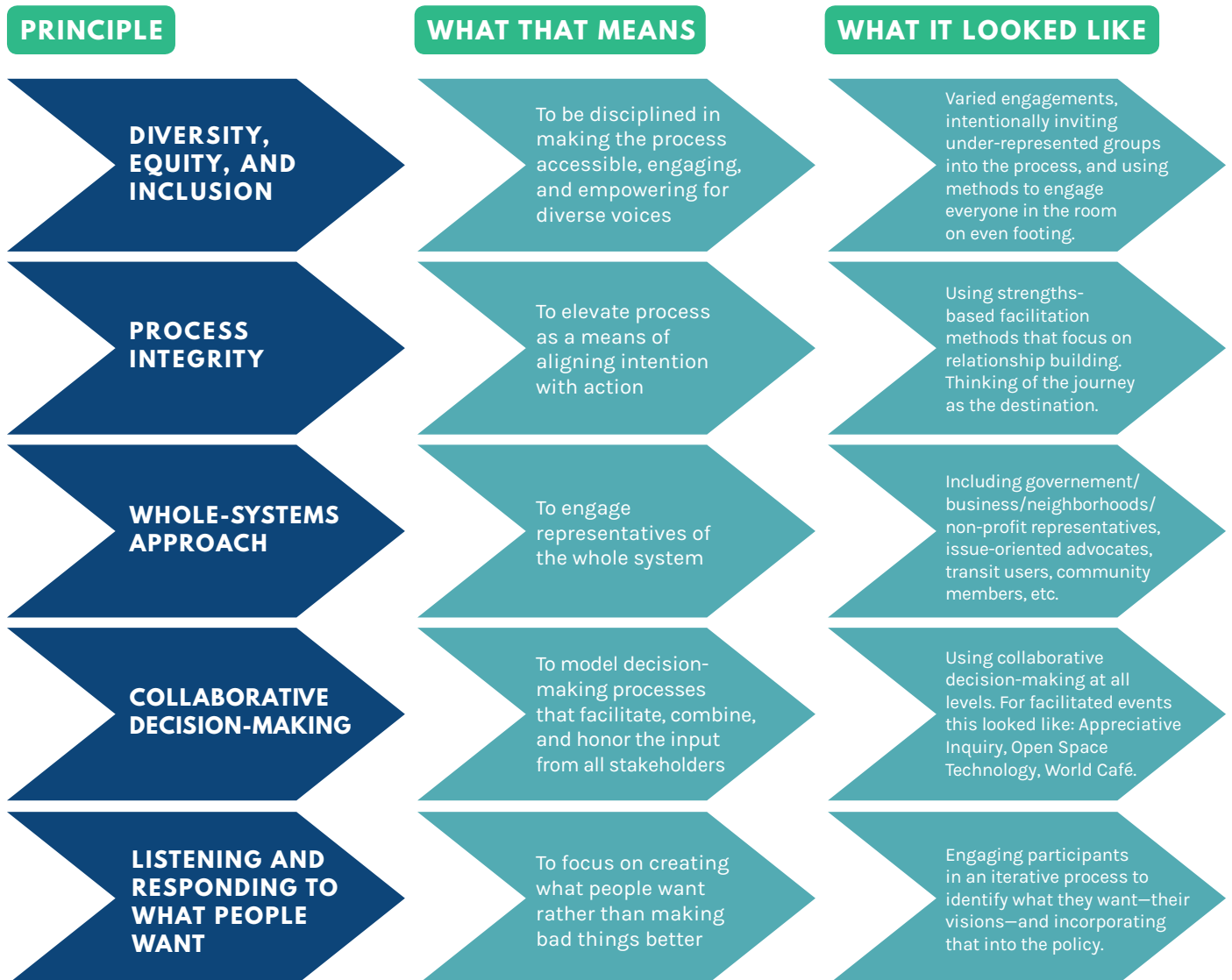
The methodology we used was designed to model the following community engagement principles:

- Diversity, Equity, and Inclusion
- Process Integrity
- Whole-systems approach
- Collaborative decision-making
- Listening and responding to what people want

“Involve as diverse of a cross section of people as you can, keeping in mind potential barriers to participation, keep the process transparent and communicate about it.”

— COMPLETE STREETS TASK FORCE MEMBER

HERE’S A SNAPSHOT OF WHAT THIS LOOKED LIKE:



From early on in its work as an organization, Living Streets Alliance has observed a disconnect between people's needs and how public streets take shape; what people want isn't necessarily what gets built. It was important, then, to shift the framing of complete streets to one of *envisioning* rather than *remedying*. Therefore, all facilitated community engagement events were based on the principle that: "**Creating what you want is fundamentally different from making bad things better.**" — Bruce Elkin

The community engagement process was designed and facilitated by professional facilitators: Bryn Jones of Elan Consulting and Sarah Griffiths of The Next Chapter Consulting and Coaching (the facilitation team). The methodologies used were strengths-based and designed for whole systems-thinking. They were designed to engage participants in structured and generative discussions around important questions integral to the process. In addition, they aligned with positive psychology and neuroscience—they encouraged everyone's contribution, broadened rather than narrowed thinking, elevated themes, connected diverse perspectives, and built relationships. They drew upon many facilitation methods, tools and resources, including but not limited to:

- **APPRECIATIVE INQUIRY (AI):** AI is a process for facilitating positive change in human systems, e.g., organizations, groups, and communities. It is a model that seeks to engage stakeholders in self-determined change, focusing on what is best in what already exists and building on that to pursue what could be.
More info at: www.centerforappreciativeinquiry.net/more-on-ai/what-is-appreciative-inquiry-ai/
- **WORLD CAFÉ:** A simple, effective and flexible methodology for creating a network of small group conversations within a larger group which is tackling important questions.
More info at: www.theworldcafe.com/key-concepts-resources/world-cafe-method/
- **OPEN SPACE TECHNOLOGY:** A participant-driven process where the people in the room self-organize to deal with complex issues in a short time.
More info at: www.openspaceworld.com/users_guide.htm

PROCESS DESIGN

LSA deployed a variety of tactics to help engage the broader community in both learning more about Complete Streets as well as in articulating their desired outcomes for a Complete Street policy. They also worked closely in partnership with Tucson Department of Transportation and Mobility and the City Manager's Office to bridge the community engagement strategies with government agencies who could help make the policy reality. As a result, community engagement was not a single activity. It was integrated into different levels of the work.

"Value the process as much as the outcome. I think LSA and the facilitator team did a marvelous job structuring these sorts of community-engaged activities to be a meaningful way to engage everyday folks, partners, and stakeholders. When the policy had been passed, I felt so proud to be part of this organization, knowing that there had been a genuine process shaping this policy."

— VOLUNTEER COMMUNITY DIALOGUE FACILITATOR

THE COMPLETE STREETS TASK FORCE (CSTF)

The CSTF grew out of the Brain Trust—an earlier and smaller body who helped LSA think through how to get started with a Complete Streets policy and center it around equity. It was integral to developing the policy.

In convening this group, LSA intended that it:

- Bring together City, County, and community stakeholders to be a part of the same conversation;
- Demonstrate a different kind of process to make decisions that affect the community;
- Be facilitated by neutral facilitators;
- Work collaboratively and break down the siloing effect of internal staff meetings versus citizen advisory committees; and
- Represent an effort to "put the whole system in the room," bringing the wisdom and perspective of many.



There were 40 members on the Task Force. It included representation from various local government departments as well as non-governmental stakeholders representing diverse sectors and issue areas (affordable housing, public health, economic development, local business, food justice, shade/green infrastructure, etc.), as well as constituencies (youth, older adults, persons with disabilities, low-income households, public transit users, etc.). The group met six times over the course of eight months.

The main foci of their work was to:

- **Serve as custodians of the policy**—Through an iterative process, the CSTF reflected on and provided recommendations to LSA and Tucson Department of Transportation and Mobility on the Complete Streets policy. Before presenting a final draft to the Tucson Mayor and City Council, the Task Force was asked—and gave—their final blessing to do so.
- **Bring accountability**—Ensure that stakeholder feedback was integrated into the draft policy.
- **Provide professional integrity**—Ensure, from their perspective, that the policy was aligned with their knowledge base.

“Process was integral to achieving goals. Nothing was lost. Opinions were valued. Everyone was equal.”

— COMPLETE STREETS TASK FORCE MEMBER

ONE-ON-ONE WORK

Throughout the course of the process, LSA and partners held 1:1 meetings with diverse stakeholders. These included the Mayor, City Council members, and stakeholders who were important to the process but declined or were unable to attend community events. These meetings focused on aligning goals and expectations as well as building relationships.

NEIGHBORHOOD AND COMMUNITY EVENTS

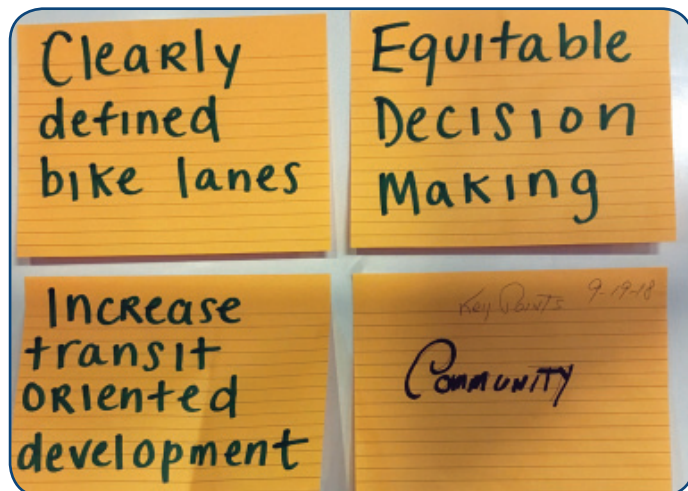
RETHINKING STREETS WORKSHOPS

Part of LSA's community engagement strategy included a series of "Rethinking Streets" workshops. These 2.5-hour-workshops, each for a maximum of 20 people, were built upon the Appreciative Inquiry approach. Participants worked together to articulate their vision for Tucson's streets and arrive at shared themes/ recommendations to help guide the policy.

To extend the reach of the Rethinking Streets workshops, LSA and the facilitation team trained a corps of 25 volunteer facilitators in hopes of ensuring that as many neighborhoods, congregations, civic associations, etc. wishing to participate in a workshop could be accommodated. Volunteer facilitators were also asked to proactively reach out to their own communities. LSA supported them with technology, workshop materials, food budgets, stipends, and a straightforward process of how to set up community workshops.

LSA encouraged volunteer facilitators to reach out to individuals, groups, and communities who are traditionally underrepresented in transportation planning and decision-making processes. With this in mind, the workshop materials were translated into Spanish and bilingual individuals were trained as workshop facilitators.

Rethinking Streets workshops had the flexibility to be modified to accommodate groups with different time constraints. They were hosted at times and locations requested by each group to demonstrate a "go to them" instead of "come to us" approach. In addition, LSA provided a meal and offered transit passes to workshop participants. Through the workshops, LSA was able to reach "non-traditional" groups such as youth with disabilities, undocumented immigrants, and *promotoras* (community health workers).



STAKEHOLDER DIALOGUES

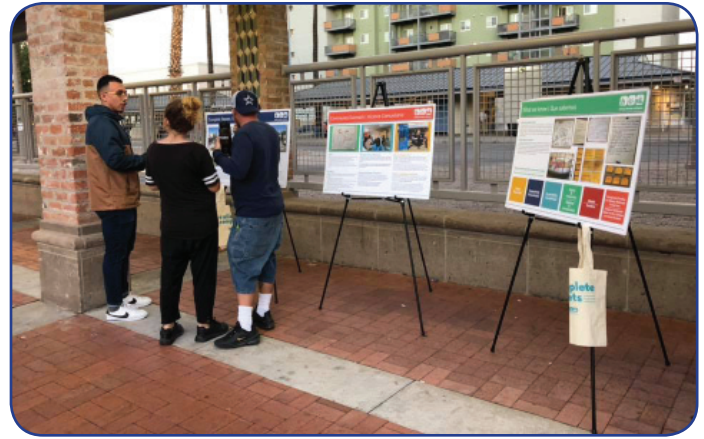
These two community events for up to 100 people were designed to invite a diverse spectrum of participants. The goals for participants were to:

- Learn about the Tucson Complete Streets Ordinance
- Re-imagine what streets in Tucson could look like
- Provide group recommendations for the Complete Streets ordinance
- Connect with people in their community



POP-UPS

To supplement the workshops and demonstrate an additional non-traditional engagement method that doesn't require people to alter their daily routines to participate, LSA developed a pop-up community engagement model. LSA worked with two youth partners to conduct on-street engagement at everyday community destinations or places where community members are naturally convening. The youth partners were compensated through stipends and supported by LSA staff.



Pop-up engagements were conducted in Spanish and English and primarily targeted individuals and communities likely to have greater barriers to finding out about workshops and participating in longer meetings. Pop-up events took place next to the downtown transit center, outside of a public library in Tucson's primarily Latino south side, outside of a popular restaurant on the south side, and during Community Food Bank of Southern Arizona's food pickup.

COMPLETE STREETS PRESENTATIONS

As a way to more broadly disseminate information about the Complete Streets policy work underway, LSA contacted all registered neighborhood associations and offered to give a Complete Streets presentation at neighborhood meetings scheduled. LSA also delivered similar presentations to a variety of stakeholder groups from different sectors.

INSPIRATIONAL SPEAKER

Since public policy can be challenging for many people to comprehend, LSA partnered with the City of Tucson to bring Gil Penalosa to Tucson for a series of inspirational keynotes. These keynotes were presented to different audiences, including elected leaders, city staff, and the general public. Gil's presentations painted an exciting and tangible vision of how Tucson could become a great 8-80 city, by cultivating quality parks, streets, and transportation. This made it easier for people to understand how creating "complete streets" would make that vision a reality.

FOUNDATIONAL PARTNERSHIPS WITH TUCSON DEPARTMENT OF TRANSPORTATION AND MOBILITY & THE CITY MANAGER'S OFFICE

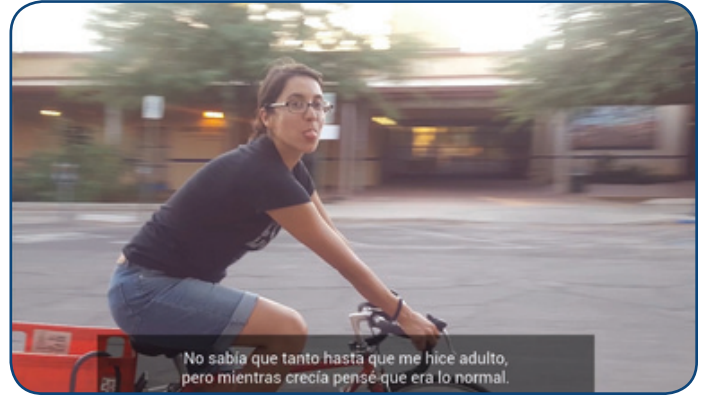
Though not identified as a formal part of the Community Engagement strategy, LSA's partnership with Tucson Department of Transportation and Mobility and the City Manager's Office was critical to the success of the City's adoption of the Complete Streets ordinance and policy in a short time.

Representatives from LSA, Tucson Department of Transportation and Mobility, and the City Manager's Office met on a regular basis to discuss the policy drafts, reflect on community input, and collaborate on agenda design for community engagement meetings. Many, but not all, of these meetings were facilitated by one or both members of the facilitation team.

TRAININGS & COMMUNICATIONS

DIGITAL STORYTELLING WORKSHOP*

Prior to beginning to work with the facilitation team, in September 2017, LSA hosted a digital storytelling workshop in partnership with Creative Narrations. The goal was to bring the authentic voices and experiences of community members into the Complete Streets campaign and demonstrate how transportation policy decisions have a profound impact on people's lives. 13 Tucsonans participated in the workshop and they each created their own unique digital story in the form of a video that's narrated by their own voice, featuring photographs or footage of their choice. LSA provided stipends to all workshop participants to honor their time. The stories were shared during the subsequent phases of the Complete Streets initiative at various workshops and presentations.



SPOKESPERSON TRAINING*

In early 2018, Living Streets Alliance brought Burness communications experts to Tucson to host a Complete Streets spokesperson training. About two dozen partners, leaders, and stakeholders participated to develop their Complete Streets stories, talking points, and to learn how to stay on message.

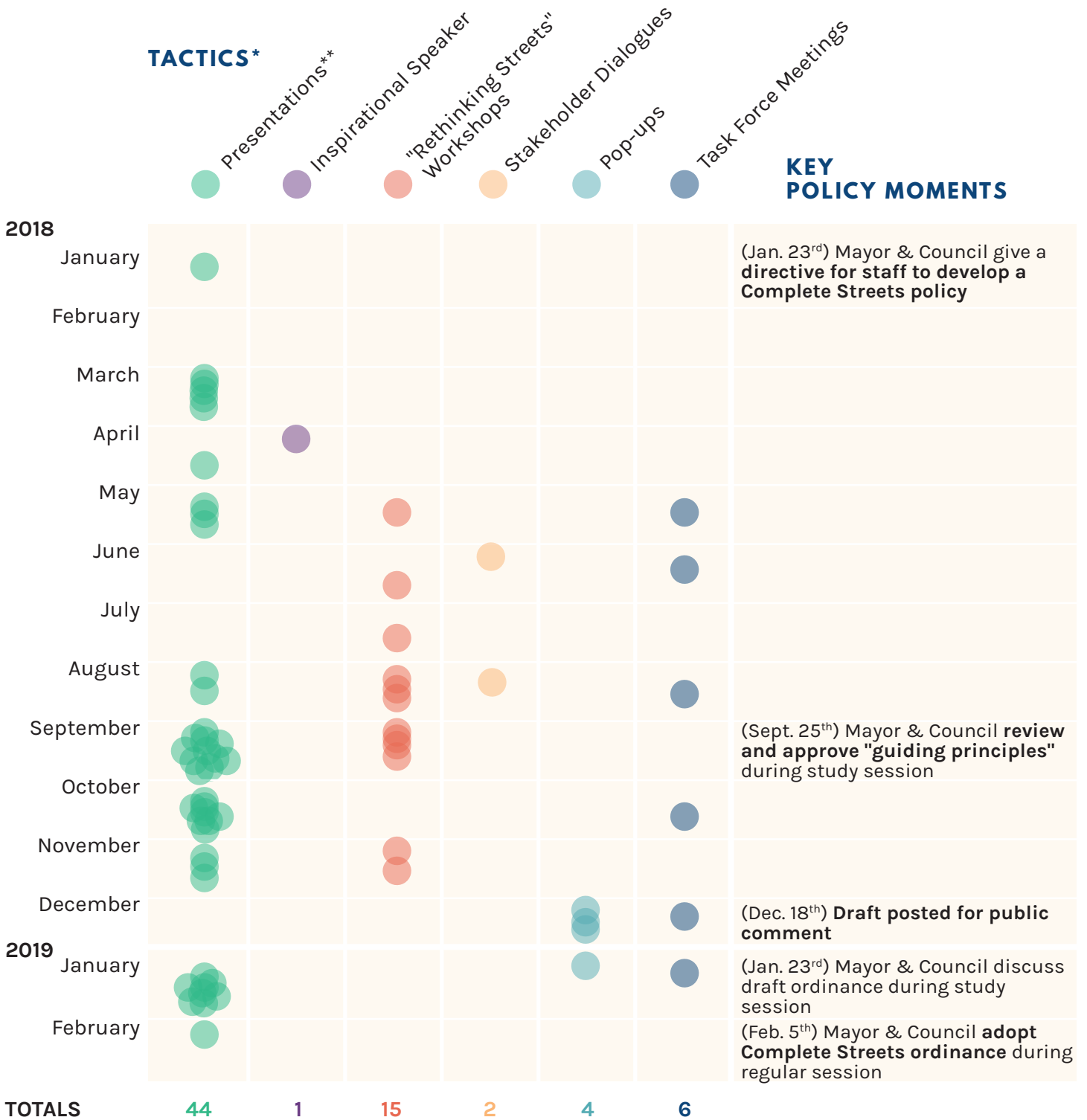
*Note: These activities were not necessarily a part of the community engagement plan, but we've included them to give you a fuller picture of the many different ways that people engaged with the Complete Streets initiative. (For this reason, they aren't included in the timeline on the following page.)

As these different threads of engagement were ongoing simultaneously, it was critical to have a staff person who could continually work on distilling the feedback coming in from various engagement events/activities/meetings and incorporate it into each version of the policy draft. In that regard, having the resources for a dedicated, full-time program manager who could devote time and energy to this particular work—and to the Complete Streets initiative in general—was vital to LSA's success.

COMMUNITY ENGAGEMENT TIMELINE

For the purposes of this toolkit, we've focused on Phase II of our Complete Streets policy efforts, which was the more "public" phase of the initiative dating from roughly January 2018 through February 2019. Prior to that time, policy efforts were primarily internal and focused on building up messaging, doing our homework, connecting with the right people, and taking the time to plan out Phase II with intention—especially with respect to community engagement. The timeline on the following page shows when different engagement tactics were deployed in relationship to the Tucson Mayor and City Council policy directives and decisions.

COMMUNITY ENGAGEMENT: JANUARY 2018 - FEBRUARY 2019



*One-on-one meetings happened throughout; too many to include in this timeline

**Presentations started as early as 2017 and continued well after ordinance adoption, even at the point of this toolkit's production!

LESSONS LEARNED

In this section we shift gears to lessons learned, passing along our **insights** to support future Complete Streets work in other places. Also included are **simple, practical tips** that are easy to implement and well worth the effort.

REFLECTIONS

CREATE STRUCTURE—HOLD THE PROCESS, RELEASE THE RESULTS

The results, of course, are important. Nevertheless, the process, the means by which we get to those results is equally, if not more, important. Designing and facilitating a process that is aligned with your values, and responds to all voices within that process, not just the loudest, can help with releasing the results and trusting the "wisdom" of those whose opinions you are seeking.

KEEPING YOUR EYES ON THE PRIZE

There are going to be bumps in the road and it's easy to get disheartened. Focusing on the long-term goals, and what's at stake, helps navigate short term challenges and disappointments.

CULTIVATE AND MAINTAIN PARTNERSHIP

The partnership between LSA and City agencies was integral to Tucson's Complete Streets Policy adoption and it was challenging at times to navigate things like shifting contexts and roles, power disparities, resource questions, and cultural differences. Here are some things that helped:

- Presuming positive intentions and extending generosity,
- Holding empathy for challenges others are experiencing,
- Trusting the process,
- Calling on facilitators to help,
- "Sleeping on it"—giving time to mull over a challenging question,
- Reflecting on successes together, and
- Having tough conversations, which require vulnerability, offering trust, and acknowledging emotions people are experiencing.

"Take your time. Commit deeply. Listen, listen, listen. Make space for all voices. Then make more space for the voices you missed, and figure out how to not just invite them in, but how to make it a welcome space. Find a team that is as amazing, committed, visionary, ego-less, and collaborative as the LSA team and their support pros."

— VOLUNTEER COMMUNITY DIALOGUE FACILITATOR

THE DANCE OF POWER AND CONTROL

Collaboration is complex work. Ownership and power will shift along the way. It is useful to build in reflection time, to pause and get clear on who owns what. Establish boundaries and agency at the very beginning and remain flexible and adaptable as the plan changes and shifts.

SOMEONE HAS TO OWN THE WORK

A policy of this caliber requires a full-time campaign manager, someone who can coordinate between all of the different partners and participants, keep communication channels open and information flowing, document the process, and more. Don't skip this one. Really. It's super important!

GET CREATIVE ABOUT ENGAGING COMMUNITY MEMBERS AND LISTEN TO FEEDBACK

The Rethinking Streets workshops were a good way to go to community members instead of making them come to us. Volunteer facilitators and the LSA team also recognized that the length and level of engagement would be challenging for many. Hearing this feedback and thinking creatively together led to the development of the pop-up, which made engaging a wider diversity of voices possible.

REACHING COMMUNITIES YOU ARE NOT ALREADY WORKING WITH IS HARD!

It is a challenge to engage marginalized voices, and although we put in place processes for inviting them in—and asked our volunteer facilitators to do the same—the representation was not as diverse as we might have hoped. A reminder here is that it takes time. Our hope is that as Tucson Department of Transportation and Mobility continues to engage communities around implementation, there are significant resources dedicated to ensuring meaningful and inclusive engagement, and that this intention and relationship building continues.

STIPENDS

In order to try and make it possible for a diversity of voices to be involved in the process, we offered stipends to both Task Force members and Community Dialogue facilitators. Very few people ended up using them. This triggered a larger reflection around who we had hoped to bring to the table vs. who actually ended up at the table. While many of our Task Force members worked with underrepresented populations through key issue areas, such as food justice, affordable housing, and disability advocacy, the majority of them were not from these populations themselves. Similarly, the majority of the Community Dialogue facilitators were LSA supporters who had the means to do this work at a volunteer capacity and declined the stipends. The socioeconomic status of the facilitators, in turn, had broader implications for the populations we reached, since many of them utilized their own social networks to host workshops. Again, this presents some important lessons-learned regarding how much time and relationship building is necessary to reach communities we're not already working with. That being said, the stipends worked well and served their intended purpose when it comes to youth partners who led the pop-up engagement events and/or participated in the Digital Storytelling Workshop.

“Don't discount the importance of the process. Be inclusive. Get people at different levels and with varied experiences and expertise at the table. Let people's needs and expectations guide the process. Build from the specific to the general.”

— COMPLETE STREETS TASK FORCE MEMBER

“Building bridges to actually get representation and participation from underserved communities will be even harder than you think. Start working on that piece early and make it a centerpiece of the work to intentionally build bridges.”


— COMPLETE STREETS TASK FORCE MEMBER

KEEP REACHING OUT TO THOSE DISINCLINED TO PARTICIPATE

From the get-go, we understood the importance of having diverse voices engaged in the process. For us, this meant not only communities not often reached, but also groups that might potentially be opposed. Again this was our intention, we were not always successful.


BE CLEAR ABOUT ANY FRAMEWORKS

Use them to develop your intentions. Do it early in the process. Share these with partners along the way and gain agreement on why you are reaching out to the community or some segment thereof. The following spectrum of engagement can be a helpful tool for doing this:



IAP2'S PUBLIC PARTICIPATION SPECTRUM

The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.



	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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COMMUNITIES DIFFER

Your community will be different than ours and communities within your community will differ—keeping these things in mind will allow you to adapt this toolkit as is appropriate for you.

PRACTICAL TIPS

DON'T USE A ROOM TO EDIT A SENTENCE

The process of working with the Task Force to incorporate information into the policy was iterative. For us, this meant that instead of inviting a room to edit a sentence, small groups worked together to provide feedback. This was then taken back and incorporated into the policy, then the new version was re-shared. At no point was feedback elicited from the whole group at one time.

PROVIDE SOMETHING TO RESPOND TO

At many times during the policy development process, we could have chosen to begin the work of the Task Force with a blank page. Instead we presented them with what were, sometimes, "very rough drafts." Othertimes, we used work that other people had created and shared—from the National Complete Streets Coalition, for example. This process helped to get the conversation going without "reinventing the wheel." It also helped gain clarity through recognizing what was not wanted as well as what was desired.

BRING IN A HIGH-PROFILE SPEAKER [AT THE RIGHT MOMENT]

Gil Penalosa's visit to Tucson inspired the right decision-makers at a key moment in time. While the vision Gil spoke of had been voiced in difference ways by the Tucson community previously, his way of communicating it, his credibility, and his "outside" expert perspective encouraged people to pay attention, learn, and get inspired.

USE VISUALS

Policy is difficult for the average person to understand; visuals help give it context and make it tangible. (You'll see an example in the appendices.)

BE A GOOD HOST

Providing quality, culturally appropriate food is really important, as is finding a space that has good lighting and a good feel to it. It's even better if you can find locations that are within the communities you're trying to connect with, and even better than that is if you can pay a community organization for use of their space. These details add up and help people feel valued. They show that you're committed to being inclusive. Factor these things into your budget and don't skimp.

DOUBLE IT

Only about half of the workshop facilitators that we trained ended up convening a workshop, so our advise: plan to train more people than you actually need. Not everyone will be able to follow through.



BRINGING IN AN INSPIRATIONAL SPEAKER CAN HELP PEOPLE CONNECT WITH THE VISION BEHIND THE POLICY

CONCLUSION

This document represents the story of what happened in the passing of the Tucson Complete Streets policy. It is a snapshot in history. The work continues and shifts.

We now find ourselves at a new junction—as Living Streets Alliance releases the work of implementation to Tucson Department of Transportation and Mobility.

As implementation begins, LSA staff will continue to support the work and elevate what we have learned about Community Engagement that is aligned with our principles of:

- **Diversity, Equity, and Inclusion**
- **Process Integrity**
- **Whole-systems approach**
- **Collaborative decision-making**
- **Listening and responding to what people want**

This is complex work. More a practice than an event. Every context is unique, and shifting. Every Complete Streets policy will be different. Yet we hope you have gleaned information here that could be useful in your work.

Good luck and keep in touch! We'd love to hear your stories about how you built on our process and what you learned.

LIVING STREETS ALLIANCE WWW.LIVINGSTREETSALLIANCE.ORG

ELAN CONSULTING WWW.ELANCONSULTING.ORG

THE NEXT CHAPTER CONSULTING & COACHING WWW.THENEXTCHAPTERCONSULTINGANDCOACHING.COM



APPENDICES

LINKS TO USEFUL RESOURCES

CITY OF TUCSON COMPLETE STREETS POLICY: This is the City of Tucson Complete Streets Policy that was adopted via Ordinance 11621 on February 5th, 2019 by Tucson Mayor & Council.

www.livingstreetsalliance.org/wp-content/uploads/2019/02/Tucson-Complete-Streets-Policy_adoped-via-ordinance-11621_2.5.2019.pdf

"RETHINKING STREETS" PHOTOBOOK: This was used during Rethinking Streets Workshops and Complete Streets presentations as a way to highlight that Complete Streets is not an one-size-fits-all approach and that Complete Streets can include different elements depending on the street and neighborhood context. It helped visualize what Complete Streets can look like and sparked conversations among participants. www.livingstreetsalliance.org/cs-photo-book_for-print_062118/

POP-UP COMMUNITY ENGAGEMENT BOARDS: These were used during pop-up engagement events to provide a quick overview of Complete Streets, LSA's community engagement process, and the general themes that had come up during other community engagement events prior to the pop-ups.

www.livingstreetsalliance.org/wp-content/uploads/2019/05/CompleteStreetsPopUp_Final.pdf

DIGITAL STORIES: These were produced by community members to share their everyday experiences moving through the city. <https://vimeo.com/user72508017>

FOLLOWING PAGES

COMPLETE STREETS INFO-SHEETS (*in English and in Spanish*): These were widely distributed throughout the campaign to give a quick, digestible synopsis of complete vs. incomplete streets and how they effect different communities.

COMPLETE STREETS POSTCARDS (*in English and in Spanish*): These were filled out by community members at different engagement events. The postcards were then mailed to the City Council member representing each individual to show community support for Complete Streets as voices by community members themselves.

COMPLETE STREETS STAKEHOLDER DIALOGUE PARTICIPANT AGENDA: This agenda was followed during the two Stakeholder Dialogues which incorporated Appreciative Inquiry-based activities in pairs and small groups.

"POP-UP" ENGAGEMENT SURVEYS (*in English and in Spanish*): These were used during the pop-up engagement events to get more detailed feedback from community members. The surveys were administered in an interview style by LSA's youth partners who co-led the pop-up engagement activities.

incomplete streets

ARE A BARRIER TO SAFE, HEALTHY, AND INCLUSIVE COMMUNITIES

BARRIERS FOR THE COMMUNITY



Make it difficult to safely cross the street



Are uninviting environments that lack shade, lighting, and seating



Create barriers to get to school, work, and everyday destinations



Create obstacles and challenges for people with varying abilities



Prioritize automobiles, while many depend on and want other ways to get around

54% OF MAJOR TUCSON STREETS DON'T HAVE SIDEWALKS



People with disabilities are twice as likely to have inadequate transportation options.



In Arizona, traffic crashes are the leading cause of death from injury for people between the ages of 5 and 24.



In Tucson, people living in low-income neighborhoods are three times more likely to get killed while walking.

IN SOME TUCSON NEIGHBORHOODS,

1 in 3 HOUSEHOLDS DON'T HAVE ACCESS TO A VEHICLE



A person hit by a car going 20mph has a 90% chance of surviving; that chance drops down to 10% at 40mph.

5,000+ PEOPLE ARE INJURED ON TUCSON'S STREETS EACH YEAR

Imagine standing in a two-way turn lane on a busy five-lane road waiting for a gap in traffic, so you can get to the other side. You wait here because the nearest crosswalk is five blocks away (half a mile!) and you need to get out of the extreme summer heat as quickly as possible.

Or picture riding your bike to the store and the bike lane suddenly ends, forcing you to merge into car traffic speeding by. You and the drivers passing you are equally frightened by the near miss.

THESE FRIGHTENING SCENARIOS ARE SYMPTOMS OF INCOMPLETE STREETS AND IMPACT ALL OF US.

complete streets

TUCSON

CHANGING THE WAY WE DESIGN STREETS BENEFITS EVERYONE IN TUCSON!



BENEFITS TO THE COMMUNITY



Make it safer for everyone by eliminating or reducing hazards and dangerous points of conflict



Improve the experience for people walking, biking and taking public transit



Provide equitable access to transportation options that connect people to places and opportunities



Create shade and direct rainwater towards trees for natural irrigation



Remove barriers for people with varying abilities

\$400 TO \$500

THE AVERAGE AMOUNT FAMILIES IN WALKABLE PLACES SAVE EACH MONTH IN AUTO COSTS

LATINO PEOPLE ARE AS LIKELY AS WHITE PEOPLE TO RELY ON TRANSIT TO GET TO WORK

3X

Well-designed and inviting streets support a vibrant economy and help everyone thrive: residents, visitors, and businesses.



SIDEWALKS DECREASE THE RISK OF CRASH FOR PEOPLE ON FOOT BY

88%

Connected, attractive sidewalks and well-defined bike routes support healthy and active lifestyles.



Complete networks connect people to the places they need to go...jobs, schools, stores, parks, medical services, and more.

90%

90% OF OLDER ADULTS WANT TO AGE WELL IN THEIR OWN HOMES AND COMMUNITIES; TRANSPORTATION OPTIONS SUPPORT THAT

WHAT ARE COMPLETE STREETS?

COMPLETE STREETS are streets for everyone. They provide access to safe, reliable, and affordable transportation options for people regardless of their age, ability, income, race or ethnicity, whether they are walking, biking, driving, or taking public transit. Complete Streets serve motorists and non-motorists, people in wheelchairs, parents pushing strollers, kids biking and walking to school, and people who can't afford or choose not to own cars. They ensure that everyone's experience of moving through the city is safe, comfortable, convenient, and dignified.

WHAT'S A COMPLETE STREETS POLICY?

Complete Streets policies formalize a city's intent to plan, design, and maintain streets so they are safe for people of all ages and abilities. Policies direct transportation planners, engineers, and other decision-makers to start building safe streets and a reliable transportation network for people walking, biking, driving, and taking public transit.

OVER 1,200 POLICIES HAVE BEEN ADOPTED IN THE U.S. TO DATE.



living streets alliance

LET'S COMPLETE TUCSON'S STREETS TOGETHER! GO TO WWW.COMPLETESTREETSTUCSON.ORG FOR MORE INFORMATION

calles incompletas

SON UN OBSTÁCULO EN TENER COMUNIDADES
SEGURAS, SALUDABLES E INCLUSIVAS

OBSTÁCULOS PARA LA COMUNIDAD



Es más difícil cruzar la calle con seguridad



Son ambientes desagradables con falta de iluminación, sombra y zonas de descanso



Crean barreras en el camino a la escuela, trabajo y destinos cotidianos



Crean obstáculos y desafíos para personas con diferentes capacidades físicas



Hacen prioridad los automóviles cuando muchos dependen y quieren otras formas de movilidad

54%

DE LAS CALLES PRINCIPALES
EN TUCSON NO TIENEN
BANQUETAS



Las personas con discapacidades son dos veces más propensas a tener opciones de transporte inadecuadas.



En Arizona, los choques de tráfico son la causa principal de muerte por lesión para personas entre 5 y 24 años.

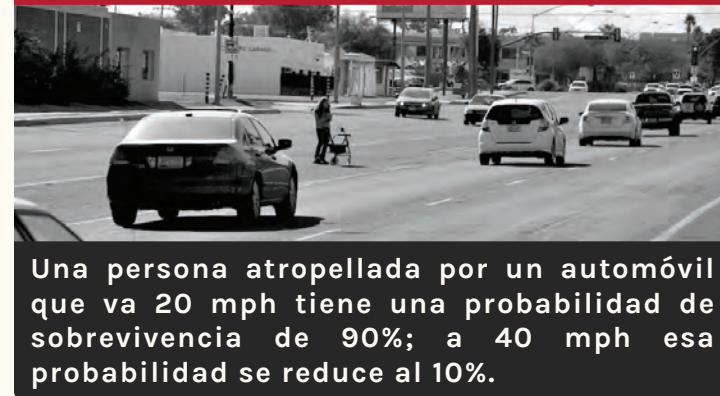


En Tucson, las personas que viven en vecindarios de bajos ingresos son 3 veces más propensas a ser matadas mientras caminan.

EN ALGUNOS VECINDARIOS DE TUCSON,

1 en
3

HOGARES NO
TIENEN ACCESO A
UN VEHÍCULO



Una persona atropellada por un automóvil que va 20 mph tiene una probabilidad de sobrevivencia de 90%; a 40 mph esa probabilidad se reduce al 10%.

Imagínese estar parado en un carril de doble mano en una carretera de cinco carriles esperando un espacio en tráfico, para poder llegar al otro lado. Usted espera aquí porque el paso de peatones más cercano está a cinco cuadras (¡media milla!) y necesita salir del calor extremo de verano lo más rápido posible.

O imagínese que usted anda en bicicleta a la tienda y el carril para bicicletas (ciclovía) de repente se termina, lo que le obliga a integrarse al tráfico de automóviles de alta velocidad. Casi se atropellan y usted y los conductores están igual de asustados.

ESTOS ESCENARIOS ATERRADORES SON SÍNTOMAS DE CALLES INCOMPLETAS QUE IMPACTAN A TODOS.

5,000+

PERSONAS SON
HERIDAS EN LAS
CALLES DE TUCSON
CADA AÑO.

calles completas

¡CAMBIANDO LA MANERA QUE DISEÑAMOS NUESTRAS CALLES BENEFICIA A TODOS EN TUCSON!



PERSONAS LATINAS SON **3X** MÁS PROPENSAS QUE PERSONAS BLANCAS A DEPENDER EN EL TRÁNSITO PARA LLEGAR AL TRABAJO

Las calles bien diseñadas y bienvenidas apoyan una economía vibrante y ayudan a todos a prosperar: residentes, visitantes y negocios.

\$400 A \$500 LA CANTIDAD QUE FAMILIAS AHORRAN CADA MES EN GASTOS DE CARRO AL VIVIR EN LUGARES CAMINABLES



BANQUETAS DISMINUYEN EL RIESGO DE CHOQUES PARA LAS PERSONAS A PIE POR EL **88%**

Las banquetas conectadas, atractivas y las rutas de bicicleta (ciclovías) bien definidas apoyan estilos de vida saludables y activos.

EL 90% DE PERSONAS DE MAYOR EDAD QUIEREN ENVEJECER BIEN EN SUS MISMAS HOGARES Y COMUNIDADES; OPCIONES DE TRANSPORTE APOYAN ESE.



Las redes completas conectan a las personas con los lugares necesarios...trabajo, escuelas, tiendas, parques, servicios médicos y más.

¿QUÉ SON CALLES COMPLETAS (COMPLETE STREETS)?

LAS CALLES COMPLETAS son calles para todos, independientemente de su edad, capacidad física, ingresos, raza u origen étnico. Dan acceso a opciones de transporte segura, confiable y económico para las personas ya sea que caminen, anden en bicicleta, conduzcan o tomen el transporte público. Calles Completas benefician a conductores y personas que no conducen, personas en sillas de ruedas, padres con niños en carriolas, niños que montan en bicicleta o caminan a la escuela, y personas que no se les permite o que no eligen tener automóviles. Aseguran que la experiencia de todos que se mueven por la ciudad sea segura, cómoda, conveniente y digna.

¿QUÉ ES UNA PÓLIZA DE CALLES COMPLETAS?

Las pollizas de Calles Completas formalizan la intención de una ciudad a planificar, diseñar y mantener las calles para que sean seguras para las personas de todas edades y capacidades. Las polizas dirigen a los planificadores de transporte, ingenieros y otros responsables de la toma de decisiones para comenzar a construir calles seguras y una red de transporte confiable para personas que caminan, andan en bicicleta, conducen y toman transporte público.

HASTA LA FECHA, MÁS DE 1,200 POLIZAS HAN SIDO ADOPTADAS EN LOS ESTADOS UNIDOS.

BENEFICIOS PARA LA COMUNIDAD



Eliminan o reducen los riesgos y puntos de conflicto peligrosos para que todos estén más seguros



Mejoran la experiencia de las personas que caminan, andan en bicicleta y toman transporte público



Dan acceso equitativo hacia las opciones de transporte que conectan las personas con lugares y oportunidades



Crean sombra y dirigen las aguas de lluvia hacia los árboles para irrigación natural



Eliminan barreras para personas con diferentes capacidades



¡UNIDOS COMPLETAMOS LAS CALLES DE TUCSON! VISITE WWW.COMPLETESTREETSTUCSON.ORG PARA MÁS INFORMACIÓN



Estimado líder de Tucson

Como votante suyo/a, escribo para expresar mi apoyo por las "Calles Completas para Tucson".

La razón de mi interés es la siguiente:

Atentamente,

_____ (nombre)

_____ (dirección)

PLACE
STAMP
HERE

Dear Tucson Leader,

As one of your constituents, I'm writing to express my support for complete streets for Tucson. Here's why they matter to me:

Sincerely,

_____ (name)

_____ (address)

MAIL TO:

PLACE
STAMP
HERE

*Rethinking Streets:
A Living Streets Alliance Workshop*

**June 20, 2018, 9:00-11:30
Dunbar Center**

Participant Agenda

Meeting goals

- Re-imagine what streets in Tucson could look like
- Learn about the Tucson Complete Streets Ordinance
- Provide group recommendations for the Complete Streets ordinance
- Connect with people in your community

Agenda

- Welcome and Why We're Here
- Goals and agenda
- Introductions
- Rethinking Streets: a presentation
- Sharing your stories
- Capturing shared ideas
- Developing recommendations for LSA
- Next steps and closing

Ask them to review the Boards & Photo Safari Booklet with you

4. Imagine it's 5 years in the future - think about your own neighborhood and your most common trips. You have no limits on money or anything....

- What are the top 3 things, from the display board or photo book, your own experience would you like to see added?

1. _____

2. _____

3. _____

5. If all 3 were added, what are the top 2 destinations you would consider walking, riding a bike, or taking public transit to?

RANK	DESTINATION	CURRENT MODE	FUTURE MODE
	Work		
	School		
	Child Care		
	Grocery Store		
	Restaurant		
	Shopping/Stores		
	Parks		
	Bus Stop		
	Family/Friends' House		

DEMOGRAPHICS

Age

- 18-29 30-39 50-59
 40-40 60-69 70-79
 80+ Prefer not to answer

Gender: _____

Ethnicity/Race: _____

Zip code: _____

Pídales que revisen los tableros y el Libro de Fotos contigo

4. Imagine que es cinco años en el futuro – piensas sobre tu vecindario y sus viajes regulares. No tienes limite en dinero o cualquier cosa...

- ¿Cuáles son tus tres cosas principales del tablero de visualización, el libro de fotos o de tu propia experiencia que le gustaría ver añadida?

1. _____

2. _____

3. _____

5. ¿Si las tres fueron añadidas, cuales son los dos destinos principales que usted consideraría caminar, viajar en bici, o tomar transito público a...?

RANGO	DESTINO	MODO ACTUAL	MODO FUTURO
	Trabajo		
	Escuela		
	Cuidado de Niños/Guardería		
	Tienda de Comestibles		
	Restaurante		
	Tienda		
	Parques		
	Parada de Autobús		
	Casa de Familia/Amigos		

Características Demográficas

Edad

18-29 30-39 50-59

40-40 60-69 70-79

80+ Prefiero no responder

Género /sexo: _____

Etnicidad/raza: _____

Código postal: _____