



ANCHOR-COMMUNITY ENGAGEMENT WORKBOOK

**STRATEGIES TO PROMOTE COMMUNITY
HEALTH, WEALTH AND CLIMATE RESILIENCE**

Section 1:

Background

Who Are We?

Emerald Cities Collaborative (ECC) is a national nonprofit (501(c3)) organization of community, labor, business, advocacy, development and academic organizations united around the goal of “greening” our metropolitan areas the high-road – sustainable, just and inclusive - way. Established in 2009, our national and local coalitions adopted a three-part mission:

- Green Our Cities – Emphasizing decisive action to reduce carbon/GHG emissions and to improve the health of the natural and built environments.
- Build Our Communities – Building sustainable regional economies by promoting and leveraging resilient infrastructure investments to rebuild a middle class with family wage jobs and business opportunities.
- Strengthen Our Democracy – Advancing equity, including broader community participation in the planning, implementation and outcomes of the emerging green economy, with special emphasis on historically underrepresented and excluded groups.

Anchors In Resilient Communities (ARC)

(ARC), a collaborative project of ECC, is a national initiative that advances models for engaging anchor institutions – large community-based institutions (universities, schools, hospitals, public housing, etc.) – in ECC’s high road mission. The goal is to harness the assets – financial, political and social capital - of anchor institutions to improve the health, wealth and climate resilience of their constituents and the communities in which they live.

Emerald Cities Collaborative partnered with MIT-CoLab in the Bronx (NY) and in Miami (Florida) and Health Care Without Harm in East Bay San Francisco to test different anchor-community resilience initiatives. Anchors are partnering with community and labor groups to develop a local, sustainable food economy, a green and healthy building program, climate resilience education and health needs assessment, among other strategies. These initiatives have been documented elsewhere and offer lessons learned and promising practices. Despite their differences, these initiative share several commonalities:

1. an intersectional frame – forging initiatives targeting health, wealth and climate resilience benefits;
2. health institutions as core anchors - leveraging the emerging “community-wellness” business model;
3. community-driven and collaborative vs. top down planning processes.

This community engagement workbook spotlights various community engagement strategies for anchors to partner with communities to catalyze transformative initiatives.

How To Use This Workbook

This workbook will help your institution to develop a community engagement workplan. It is divided into three sections.

Section 1 provides the background. It discusses the “why, who, and what” of community engagement. Why is engagement important, who is the community and what does the engagement look like?

Section 2 offers a guide for developing your community engagement strategy. It starts with: a) a local vision based upon principles and values shared by institutional and community partners, b) coming up with priority issues, and c) finding appropriate community engagement strategies, including recruitment, messaging and figuring out what tools and strategies can help you meet your goals.

Section 3 provides additional questions and space to continue developing your community engagement work plan and lists helpful resources.

Think of this as a living document. You will find spaces to write down ideas that are sparked, other thoughts that come up, plans you’d like to pursue, and questions that you have. The ideas presented here will evolve as you learn more by doing.

As you move ahead, remember that community engagement looks different in every city and community. Also, recognize that different types of community engagement strategies - from information sharing to power building - produce different outcomes. What you read here should help you think about the vision you want to work towards, important principles to uphold, and desirable outcomes for your partnership. But the strategy you come up with will be unique to the local environment and your community change goals.

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Why Community Engagement Matters

Why engage the community? Chances are you are motivated by a few different reasons:

1. **A moral or ideological imperative**
“Engagement is simply the right and just thing to do”
2. **A regulatory imperative**
“We are required by a city or other organization to do this”
3. **A value imperative**
“There is something of direct value that individuals and communities will get from this”.
4. **A pragmatic imperative**
“Community engagement is the only way that we can identify all the possible community assets that can be leveraged.”
5. **A scale imperative**
“To improve health or educational inequities by the drastic amount that is needed we need to engage the greatest possible number of residents”.
6. **A market imperative**
“The members of this community have dense buying power and if we organize, we can drive consumer demand.”

NOTES:

What motivates you/your organization to engage with the community?

Why Community Engagement Matters

A new imperative: THE RESILIENCE IMPERATIVE

Developing resilient communities is an ‘all-in’ proposition and requires an “all-in” approach. Resilient communities are healthy, have sustainable and diverse local economies and ladders of opportunities (e.g. educational), and they have strong social networks to resist and overcome natural and human disasters. The resilience imperative goes beyond community services and reform. The imperative is rooted in community transformation and the need to fix tougher structural problems: improving how communities are organized and how they work, changing entire sectors of the economy and community relationships, which require strong community and multi-stakeholder partnerships.

A strong community engagement commitment and practice, therefore, is foundational to an effective anchor-community initiative. Community residents and stakeholders know the secret formula for making the community viable. Institutional partners, on the other hand, are often mission aligned, have a strong stake in community change outcomes and lend additional resources to the community enterprise. When combined, the assets and capacities of anchors and communities produce better decisions and outcomes.

This manual is designed to help anchor institutions answer several questions:

1. How do we ensure a broader, deeper and more meaningful engagement of grassroots individuals in defining, living and prospering in a greener, healthier, resilient quality of life?
2. What are the capacities, tools and strategies that we need in order to be catalysts for community change?
3. How do we bring varied community engagement strategies together to see a larger movement for sustainable, equitable regions?

In order to confront the enormity of community-level environmental, socio-economic and political challenges, anchor Institutions and partners need to address these questions. By designing and implementing local community engagement work plans and sharing ideas, experiences and reflections across cities, we hope to move closer to realizing the answers.

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Who is The Community?

Before we go further, let's ask ourselves a fundamental question. Who are we talking about when we talk about community engagement - **who is the community?**

That is the most frequently asked question among institutional stakeholders. It can be a confusing landscape of organizations and individuals vying for time, resources and partnerships. There are extensive networks and people representing geographic, demographic, special interest and political actors. Among them are:

- ✓ Religious organizations
- ✓ Community-based service and development organizations
- ✓ Neighborhood, ethnic and social organizations
- ✓ Youth and recreational organizations
- ✓ Health and environmental organizations
- ✓ Labor and business organizations
- ✓ Social justice organizations, and the list goes on.

These organizations represent segments of the larger community, not its entirety. Nor do they represent all the voices and interests of their particular sector. Factors in considering who to work with should consider the community engagement goals and capacities.

1. **Organizing the organized** involves working with existing organized groups. It provides a shortcut to organizing stakeholder interests, reaching specific target populations, getting critical input, feedback and engagement. The largest, loudest, most financially endowed organizations, however, may not have credibility in the larger community.
2. **Organizing coalitions** involves tapping into existing efforts to organize multi-stakeholder coalitions. The work involves coalescing multi-stakeholder interests around a common vision and purpose. This is especially useful for consensus building community-engagement model.
3. **Organizing the unorganized** involves door-knocking and getting direct input and participation from residents that may or may not be involved in other community organizations. This seeks the broadest level of community engagement as opposed to "representative" input. This is slower, more difficult terrain and does not involve charismatic leaders sophisticated in the ways of organizational and institutional change. But it is essential if you want long-term community change and buy-in to make a meaningful impact on household level improvements in health or to create community wealth or resilience.
4. **Special interest organizing** involves organizing specific communities - directly impacted by issues of concern - affordable housing, diabetes, educational inequities, environmental justice, etc. -- as participants in designing and implementing solutions.

Who is The Community?

Factors in considering who to work with should consider the community engagement goals and capacities. Different groups provide different assets and capacities and have their own goals/objectives, ranging from community change, to community service to community reform goals (see the companion community engagement primer). Most anchors partner with a handful of organizations to provide a discrete set of services – nutrition, workforce, housing - for a defined community. A community resilience framework requires a bigger tent and a more collaborative one.

NOTES:

How do you define “community”?

What groups do you currently work with?

What groups have sought your support/engagement that you do not work with?

What is Community Engagement?

Community engagement includes a range of activities that seek to bring low-income and communities of color into decisions and processes that affect them. The goal of anchor-community partnerships focused on the resilience imperative requires different forms and levels of “community engagement” in hopes of transforming the market towards community wellness and resilience and to broaden residents’ impacts and outcomes.

The strategies and levels of engagement differ according to the goals they embody, and often, several strategies are pursued at the same time to address multiple objectives.

NOTES:

How do you define community engagement?

What is Community Engagement?

Market-Based Strategies

It is widely recognized that changing market conditions is impossible without changing consumer knowledge, attitudes and behaviors. Healthy communities, for example, require changes in knowledge, attitudes and behaviors of residents if the goal is healthy eating and lifestyles. Market-based strategies - fliers, brochures, workshops -- are often used, for example, to increase resident awareness about asthma or diabetes prevention. A variety of market-based strategies are used to reach out to inform and educate consumers.

Informing/Marketing/Direct Service

These are all forms of engagement that are transactional, one-way forms of communication. The tools used include fliers, brochures and other marketing materials, community education workshops, telemarketing, etc. When marketing efforts get to scale, such as the “No Smoking” marketing campaigns of the 80s, they have the potential to radically change attitudes and behaviors.

Consultation

Consultation is a market-based strategy that relies on tools such as surveys, public meetings and hearings. These tools can be effective and efficient in gathering information. For example, consultation is useful in developing an effective marketing “message” and a campaign that will address the needs of specific target populations. They are sometimes used to develop Community Health Needs Assessments or to identify resident barriers to job opportunities. At a minimum, residents are ensured that the proposed product/service - in this case community health and wealth -- will be structured to meet their needs and concerns. These are, however, one-time, non-relationship building events. They provide limited opportunity for meaningful participation among community members. Depending on the context, there may be little accountability to the people for whom information is being requested.

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Identify a community health or resilience issue or challenge that can be best addressed with a market-based strategy?

What is Community Engagement?

Massive outreach and education strategies are necessary, but insufficient for overcoming the structural barriers or underlying impediments to better health, wealth and climate resilience. Community empowerment strategies are needed, for example, to increase the knowledge and capacities to address the multiple impacts of air pollution on asthma, climate change, household budgets and job opportunities.

Community Empowerment Strategies

There are three types of community empowerment strategies considered here: 1) mobilization, 2) collaborative model, and 3) community organizing model. Each has a role to play to build community health, wealth and climate resilience and in embracing social equity.

Community empowerment strategies are qualitatively different from market-based strategies. They are structured to build a unified “collective voice” and power base - as opposed to identifying “individual preferences and needs” - as a force for effecting change in how policies and markets work. But they are also different levels of “organizing” employed in Community Empowerment Strategies. Collaborative and community organizing models, as opposed to mobilization strategies, are essentially considered the “deepest” forms of community engagement. With these forms, you can think of community engagements as both a means and an end: by opening up the space for people to form new relationships and take action together, the approach enables individuals to gain value from community investments, while fostering a shared culture of deep democratic engagement. Community organizing and collaborative models are particularly important where ‘social capital’ is considered the essential prerequisite for climate and community resilience, for acknowledging a shared fate, and a common vision of a healthy, resilient community looks like. They are the most effective strategies for addressing system and structural conditions of poverty, pollution and other community problems.

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What is Community Engagement?

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Mobilization

Mobilization describes episodic activism such as rallies, on-line petitions, boycotts, union organizing campaigns, town hall meetings and accountability sessions. The emphasis is not on long-term engagement or relationship building among participants, but these tools can all be effective in making bold statements. They can also help to catalyze much-needed change or energize a group of people. While this is not an engagement method used by anchor institutions that typically focus on “service delivery”, it is a powerful community resilience strategy seeking to change the status quo, such as changes to local policies, local economic conditions or to increase the knowledge and buy-in of large number of community members. The limits include: short-term horizons, the absence of decision-making and power-building structures, the long-term relationships, trust building and social capital.

Collaborative/Consensus Model

The collaborative model is a consensus building strategy that is central to the anchor-community partnership model. Diverse stakeholders are involved and are considered equal partners in the enterprise. They agree to share responsibility for decision-making and planning, with mechanisms in place to resolve conflict and ensure mutual accountability. In this way, the collaborative model can help to challenge norms and redistribute power.

This, in academic circles, is called building “epistemic communities”

(see: Manuel Pastor: <https://www.luminosoa.org/site/chapters/10.1525/luminos.6.i>) and aligns the various stakeholder communities, including public sector, private sector, base building, service and special interest organizations representing key constituents, including geographic, economic, demographic and issue areas (affordable housing, religious, labor, etc.)

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What are some of the challenges of empowerment strategies?

What is Community Engagement?

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Community Organizing

Community organizing brings together the talents, skills, knowledge and resources of people in a community in order to increase their collective power, shift the existing power dynamics and increase the capacity of local communities and stakeholders to advance community change. Organizing is different from other forms of engagement because it emphasizes building relationships, consolidating perspectives, ideas and thoughts into collective action, and the process of personal and shared transformation that takes place when people work together for progressive social change. Moreover, community organizing directly addresses the structural conditions that are barriers to health, wealth and climate resilience.

There are several elements of organizing, each of which serves a critical function in a grassroots campaign. Here's an introduction to some of these elements, but keep in mind that each can be discussed in great detail as well:

- **Research** - understand the history, demographics and culture of the place
- **Power Analysis** - analyze the power structure and decision-making processes relevant to the issue your campaign takes on. Figure out where your leverage points are.
- **Door-knocking** - Go door-to-door as a way to meet people in the neighborhood, offer information, and learn about people's experiences and ideas.
- **Phone-calls** - similar to door knocking, but on the phone.
- **One-on-ones** - Spend time with someone in their home, at coffee shops, or other comfortable place. Get to know them beyond what door-knocking allows you. Find out what motivates them to get involved and see if there's a way you can connect them to the campaign, or involve them in building a campaign that meets their interests, needs.
- **House meetings** - Someone in the community invites a group of friends, neighbors, colleagues, etc to their home to discuss an issue. For the organizer/facilitator, this can be an opportunity to meet more people, recruit new members/volunteers, practice leadership skills, help the group make important decisions, or build momentum towards an upcoming event.

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Identify pros and cons of community organizing strategies?

What is Community Engagement?

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Elements of community organizing

- **Formation of groups** - committees, cohorts and other types of group decision-making bodies play important roles in any campaign for change. Groups are especially good spaces in which to facilitate longer-term relationship-building among participants. Groups are especially good for concentrating on special issues or populations that are a subset of larger community organizing efforts, such as addressing gun violence or obesity.
- **Individual Leadership Development** -- Your campaign will need community leaders. Dedicate time to working with people in the community to develop their own leadership qualities, from power analysis to public speaking.
- **Relationship Building** -- A campaign for change is driven by people in relationship to one another. As such, many aspects of community organizing rely on or involve some degree of relationship building, but this can seem especially murky. To help get you started, here are six tips for relationship building:

- ✓ **Be Curious** - you should have a keen interest in getting to know people, understanding their experiences, and learning how an issue affects them.
- ✓ **Be Generous** - Take off your institutional hat and open yourself up to people as you ask them to open up to you. Share your background and reasons for being involved.
- ✓ **Build Trust** - you will ask each other to take risks during the project. In order to move ahead, you need to trust each other.
- ✓ **Have Patience** - relationships (and community change, for that matter) take time!
- ✓ **Have Fun** - The work will get messy and overtime, people may not feel like dedicating as much energy to the issues, but if we dedicate time to just have fun and enjoy each other's company, the stronger your relationships will be and the more likely you will be able to stick to it through the meetings and harder times.
- ✓ **Find Wins** - Nothing breeds success like success. Don't try the hardest things first. Find short-term attainable wins to show the power of collective action and to keep folks motivated and engaged.

"Community organizing is a critical element [in greening the US], not just to mobilize policy consensus, but to forge democratic publics in which programs and values can be debated, multiple constituencies can negotiate with each other, leadership capacities can be developed, inclusive visions of the beloved community can be formed and inclusive new identities can emerge"

Excerpted from "Emerald Cities: Leveraging the Stimulus for Community Building Capacity", by MIT CoLab.

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What is Community Engagement?

Deeper levels of engagement like collaborative-building and community organizing require certain key capacities:

Knowing your environment

- ✓ Understanding population, community and environmental health (community health needs assessment)
- ✓ Understanding of local political dynamics (power analyses) as it relates to priority issues
- ✓ Clarity about what the local social-economic conditions look like and why and how community engagement operates within that context
- ✓ Understanding the existing (and needed) level of coordination among public officials and agencies, labor, workforce developers, community organizers and other relevant stakeholders.

Organizing and Collaborative Building

- ✓ A productive set of relationships with key partners and leaders
- ✓ Access to the appropriate and necessary level of political power to establish buy-in, commitment and follow-through
- ✓ Capacity to form effective coalitions
- ✓ Ability to work across ethnic and other divisions
- ✓ Ability to work with different types of partners
- ✓ Experience and track record of success with grassroots mobilizing

Changing Policy

- ✓ Experience with legislative and policy work

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Of these capacities, which are your strengths?

In which areas do you need more support?

Section 2:

Getting Started: Workplan Development

Getting Organized

Developing a community engagement strategy is a multi-step process. This workbook guides you through the steps, including:

1. Convening a community engagement workgroup
2. Establishing values and principles that govern the community partnership
3. Codifying agreements in a Memorandum of Understanding
4. Developing a community engagement strategy and workplan; and
5. Executing and monitoring the plan.

The community engagement workgroup (CEW) can be either an ad-hoc or standing committee. As an anchor-community partnership, it must, however, be collaboratively structured and governed.

CEW Purpose: to ensure that community residents do not get left behind and, in fact, are fully and intentionally engaged in and contributing to building community health, wealth and resilience.

CEW Role: to ensure that anchor initiative are appropriately engaging community residents and provides anchors and community partners with guidance and support for various community engagement processes.

CEW Composition: should be broad-based that harnesses the capacities of various stakeholders willing and able to work at the intersection of community health, wealth and climate resilience, Anchor-community partners include local residents, economic, social and climate justice advocates, labor, business and government.

CEW Working Groups: Beyond this overarching working group, as the anchor-community partnership grows and deepens it will likely need more issue specific working groups. The stakeholder communities differ if you are working on food, energy, community violence, etc. Each issue-specific area will require residents, public, private and community organizations operating in and knowledgeable about these issues.

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Where Are We Now?

With your CEW members, evaluate your community engagement environment. What, if any, efforts are underway in your city, community? What is the culture of “grassroots activism” in your community-city-region? Are there any current (or recent) resident-driven organizing campaigns or reform efforts around jobs/wages, environmental and social justice, healthy communities, public or private investments, or correctional reform? What are or have been the most effective strategies? Be clear that what works in one community-city-region, may not work in others. Think about these questions and use the space provided to write down your thoughts.

What sort of community engagement activities are currently being (or recently been) undertaken in your community-city-region?

What worked well? And, Why?

What are the challenges? How would you overcome them?

Vision + Principles

The starting point for your working group is a consensus around vision and principles for how to work together. A shared vision paints an inspiring picture of the future for a group of people. It allows us to see what the community will look like once we have achieved our goals and unites us around our common dreams. A vision and a message that conveys this vision are what distinguishes social movements from isolated policy change.

A good vision does the following:

- ▶ Helps us keep our eyes on the prize to overcome problems and political changes.
- ▶ Helps us develop strategic plans
- ▶ Motivates and inspires us
- ▶ Connects us to each other
- ▶ Connects us with a broader movement

A vision can be articulated in a vision statement. Here is an example:

We believe that we can grow a healthy, sustainable economy that is just and inclusive of all of its residents. This vision:

- ▶ Employs a wide spectrum of workers with a range of skills suited for the new economy that also ensures a just transition of workers from the old economy into high paying jobs and opportunities.
- ▶ Prioritizes environmental and public health most impacted by environmental, social, and economic inequities.
- ▶ Provides just, sustainable working conditions, and safe and healthy jobs that utilize the safest chemicals, materials and products through their life-cycle based on green chemistry and engineering principles
- ▶ Empowers all residents to shape more sustainably just communities by pursuing fair and equal opportunities for populations typically facing barriers to employment, including but not limited to people of color, low-income people, immigrants, incarcerated people, LGBTQ people, disconnected youth, women, veterans and differently enabled.

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Vision + Principles

Principles are the shared values and norms to which we adhere as we work towards a vision. While the vision may be local in nature, the principles are universal and include standards for how we relate to residents/consumers, the environment, and each other. Here are examples of principles from Emerald Cities partners.

In a daily pledge, staff and youth from YouthBuild Anytown list the following principles that guide their collective work:

We the members of YouthBuild, pledge that we are working together to:

- Improve and rebuild our community
- Relate to each other in cooperative ways
- Develop our potential as leaders
- Educate and improve ourselves and help others along the way;
- Respect our peers, neighborhoods and all life; and
- Be a part of a great movement for justice, equality and peace.

Here is an example from Detroiters for Environmental Justice, which lists 17 principles of EJ on their website. These are the first five:

- Environmental justice (EJ) affirms the sacredness of Mother Earth, ecological unity and interdependence of all species, and the right to be free from ecological destruction.
- Environmental justice demands that public policy be based on material mutual respect and justice for all peoples, free from any form of discrimination or bias.
- EJ mandates that right to ethical, balanced and responsible uses of land and renewable resources in the interest of a sustainable planet for humans and other living beings.
- EJ calls for universal protection from nuclear testing and the extraction production and disposal of toxic-hazardous and poisons that threaten all fundamental right to clean air, water and food.
- EJ affirms the fundamental right to political, economic, cultural and environmental self-determination of all peoples.

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Vision + Principles

What is your vision for your community, city or region? If a local journalist writes about the success of your anchor-community partnership, what will the article say? What photos might accompany the article?

What are the principles that should guide the work with communities in all anchor-community partnerships?

Issues + Messaging

An issue is a problem that is specific, shared by a number of people and deeply felt among them. In order for an issue to be a “good issue” - i.e. one that people will be willing to dedicate their time and energy to working on -- there must also be an urgent need to address it and the likelihood of realizing both short-term wins with long-term impact. The focus on promoting community health, wealth and climate resilience is replete with urgent and doable issues. The challenge is to find projects that work at the intersection of these three issues that will require the full deployment of political, social and financial assets of anchors and communities to transform how communities work -- changing entire sectors of the economy, including food, energy, transportation systems.

Healthy Homes and Healthy Communities:

Example: The health of children and families in low-income houses and neighborhoods is challenged by lead, asbestos and other environmental hazards.

Energy/Environmental Justice

Example: low-income families pay a disproportionate amount of their household income on utilities and live in the most energy inefficient housing due to decades of housing divestment. They also live close to toxic emitting sources including freeways, refineries and factories. They should receive investment in green technologies and services commensurate with the need.

High Rates of Obesity, Diabetes, and Cancers

Example: low-income families live in food deserts without access to affordable, healthy foods. The impact of drought on the agriculture sector is likely to increase food prices, while reducing jobs in the agricultural sector. Developing locally- owned and controlled food systems can promote community health, wealth and climate adaptation.

Unemployment and Underemployment

Example: High levels of unemployment and underemployment impact health and well-being of families. At the same time, usually less than 1% of purchasing power of anchor Institutions are spent to support local businesses that can strengthen community wealth.

Education

Example: The economic future of our youth depends upon connecting them to experiential learning opportunities that strengthen their knowledge and skills in science, technology, engineering and math. Anchors offer important educational venues for applied learning.

Issues + Messaging

As your workgroup comes up with its first issue for anchor-community engagement, try to take the pulse of the community by asking yourselves these questions. Feel free to use the space here to write your thoughts:

What issue operates at the nexus of health, wealth and climate resilience that matters most to people here?

How will success improve people's lives?

As you come up with ideas, ask yourselves these questions as well:

- ✓ Is the issue clear and specific. Does it evoke emotions?
- ✓ Is the issue compatible with the mission, vision and values?
- ✓ Do people in the neighborhood feel deeply about this issue?
- ✓ Is there a sense of urgency around this issue?"
- ✓ Is success possible on this issue? How long will it take?

NOTES:

Issues + Messaging

Messaging is the way you talk and frame the issue. You might explain something like your vision in abstract terms, but a good message is concrete. It should be:

- ✓ Easily and quickly understood;
- ✓ Appeal to people's self-interests and values;
- ✓ Set the issue in a short-time horizon;
- ✓ Present a winnable opportunity; and
- ✓ Motivate people to get on board.

Here is an example: Your workgroup decides to address the issue of energy retrofits and clean energy for low-income and vulnerable households (sick, elderly, young). What should be your message? You have to set the terms of the debate before they do, but there is a strong chance that talking about “retrofits and audits” won't get folks out to meetings. Here are a few others that might be more exciting:

- Healthy environment/Healthy families
- Lower home energy costs
- New jobs for a better environment!
- We can't breathe!
- Keep it in the ground

Effective ways to articulate simple but compelling messages regarding a vision for health, wealth and climate resilience would be:

- ✓ Maximize the gain for low-income communities, and communities of color
- ✓ Minimize the pain for the most vulnerable
- ✓ Invest in local sustainable jobs
- ✓ Limit carbon emissions at a level that science (not big business) dictates, and
- ✓ Make polluters pay
- ✓ Make consumers mad

Remember that people need to repeatedly hear the message and they need to hear it from different people. Your strategy should allow you to “touch” potential participants many times and you should enlist trusted people to build a buzz around the issue.

Issues + Messaging

You will need to vet your issue and messaging to make sure they respond to real community demand. There are different methods for coming up with a set of strong issues and strong messages. When businesses want to sell a new product, for example, in lieu of making a unilateral decision about its design, they might run market tests or focus groups to see how consumers respond. They then tailor the product accordingly.

You might take a similar approach by facilitating a decision-making process among your workgroup. For example, you all might come up with a variety of possible messages. Each member can then host a house meeting where they carefully explain the issues, all the ways in which people can benefit from a campaign win, and then ask for feedback on possible messages for this issue. See which message resonates best and why. Think of this like the consultation form of community engagement and solicit input in ways that are most accessible to the people you hope will participate in the campaign. To supplement or substitute for group meetings, you also might try surveys, one-on-one conversations, or on-line forums.

What are possible messages for the issue you think is most urgent in the community?

Prepare yourself for the terrain of the fight. What are the messages that the opposition might use to frame the issue?

Strategies + Tools

As your workgroup considers possible community engagement strategies, think of the following five categories. Each relates to a range of tools that can help you to implement the strategy. Keep in mind none of these strategies are mutually exclusive; your group may decide to pursue a combination of them.

1. Changing Attitudes

In order to “drive demand” towards sustainable, healthy and just community economies - i.e., demand for healthier lifestyles, clean energy, green jobs - we have to change knowledge and attitudes. Most residents, politicians, or institutional stakeholders do not know, understand or believe how changes in personal and institutional behaviors can impact community health, wealth and resilience. This requires education to build knowledge about community health, environmental and climate resilience challenges, current practices and the potential gains from different approaches. This kind of education can take place by word of mouth, for example, making it a point to tell friends about ways to eat healthier foods, to create non-toxic cleaning supplies at home or inviting them over to see a low-cost technique for weatherization. Tools for changing attitudes can also be digital, in the form of YouTube videos on green and healthy homes. Or it can be in the form of field trips and site visits: take a group to a landfill to show what happens after the dump truck leaves the neighborhood.

NOTES:

Strategies + Tools

2. Changing Behavior

It is one thing to espouse a belief, but quite another to put it into action. For example, you may know that you need to eat healthier and conserve water, but you still love french fries and take long showers. Or maybe, even though it costs you extra money, you just really like turning the heat up in winter or keep the lights on all night. Different tools can help us translate these attitudes into new behaviors, new habits, new consumption patterns and new lifestyles. Graphic cigarette warning labels are one example of a tool that can deter someone who wants to reach for another pack -- but know it's unhealthy -- from actually buying cigarettes at all. A timer on the shower might automatically shut off the water after ten minutes and prevent you from turning it back on for several more minutes. The one time you're still covered in soap will be enough to get you to hurry up next time. Devices that simply provide information, like breathalyzer, can also help people eliminate risky behaviors. Tools like economic incentives can appeal to a wide range of people as well. By driving consumer demand, all of these tools are meant to help people behave differently and more sustainably. But remember, depending on the groups to which these tools are targeted, they can either narrow the inequalities in health, well-being and wealth, or they can widen the gulf.

Changing behavior isn't easy. In August 2009, The American Council for an Energy Efficient Economy issued a report, highlighting the challenge ahead for energy efficiency. They cite the following statistics:

- 78% of Americans say that individuals should help reduce global warming by spending thousands of dollars to make their homes energy efficient; and
- 77% say they worry (either a fair amount or a great deal) about the availability and affordability of energy, but...
- Only 10% of Americans report having made efforts to conserve energy, with 7% saying they use energy saving light bulbs, 4% upgrading to energy efficient appliances and 2% taking action to make their home more energy efficient.

NOTES:

Strategies + Tools

3. Changing Policy

Another strategy that an Anchor-Community partnership might adopt is policy change or policy enforcement. Through organizing and mobilization, for example, individuals can come together to demand change in hiring and procurement practices so as to increase economic opportunities and thus health and wealth of local residents and businesses. Or they might lobby for enforcement of a good but underutilized, policies like Section 3 of the HUD Act of 1968, which mandates that, to the largest extent possible, HUD grantees provide jobs and other opportunities to public housing residents those living near a HUD-assisted project and homeless people. But in order to demand change, we need to create a demand environment. In this way, a policy change strategy requires community education and tools associated with changing attitudes and behaviors as well as complementary forms of community engagement, like mobilization consensus building and community organizing. Sample policies include:

Job Creation Policies - local hire and contracting targets for all public investments.

Wealth Creation Policies - a community coop formation policy

Healthy Communities - eliminate toxic emitting land-uses in low-income neighborhoods.

PROFILE: Members of the Massachusetts Smart Growth Alliance (MSGGA) which includes base-building organizations across the state, successfully blocked proposed “starter home” legislation that would have redirected millions of state funds dedicated to lower income and communities of color to predominately white and higher-income cities and towns, subsidized sprawl at the suburban edge, and weakened environmental protections. MSSGA met with members of the Commonwealth Housing Task Force and other supporters of the legislation and was able to achieve reform on the proposal.

NOTES:

Strategies + Tools

4. Changing Community

Growing a healthy, green and resilient economy and achieving equity can take a physical form as well. In older de-industrialized communities across the country for example, neighbors band together to reclaim brownfield (abandoned lots left contaminated by the companies that once occupied the land) and repurpose them as park space, urban gardens, or sites for affordable housing. A neighborhood association, community development corporation or other community-based group with planning and development capacity might lead an effort to plant trees, develop energy efficient homes for working families, set up and manage a local farmers market, propose plans for better access to transportation, hold regular park and river clean-ups, develop a Green Master Plan for the city using participatory planning processes or install cool roofs, which reduce indoor air temperature and lessen the need for air conditioning in hot weather.

PROFILE: Lawrence CommunityWorks, a community development corporation in Lawrence, Massachusetts partnered with GroundWork Lawrence, a local environmental planning organization to reclaim a toxic formerly industrial laundry site on the edge of a river in a densely populated, predominately Latino low-income neighborhood. After a six year process of organizing neighbors, lobbying public officials, securing funds, and negotiating with property owners, the groups succeeded in opening the Nina Scarito Park, a 2.7 acre park with a basketball court, a pavilion, open green space, and 17 raised garden beds where residents grown their own flowers, vegetables and herbs.

NOTES:

Strategies + Tools

5. Changing Opportunity

Changing opportunity means creating new sources of income and opportunities for shared wealth creation in low-income communities. It also seeks to position residents as producers/providers (food, energy, health, jobs) and not merely consumers. Tools to achieve these goals include community benefit agreements to ensure that residents capture some percentage of wealth generated by new large-scale development, green jobs campaigns to ensure that workers of color have access to high road jobs in construction, and models of community ownership of local businesses. Changing opportunity is essential to any campaign that seeks to shift the balance of economic power.

PROFILE: The Evergreen Cooperatives of Cleveland, Ohio is an innovative model of job creation and wealth building with a focus on environmental sustainability. In 2009-2010, Evergreen launched three cooperative businesses. They include Evergreen Cooperative Laundry (which is dedicated to healthcare linen processing and is the region's first LEED certified commercial laundry facility), Ohio Cooperative Solar (which provides solar panel installation on institutional, government and commercial buildings) and Green City Growers (a hydroponic food production greenhouse). All will be for-profit, employee-owned companies at which workers earn a living wage and can build equity.

NOTES:

Strategies + Tools

What strategy do you think might be best for your first community engagement initiative in your city? What elements of community engagement will you include? Why?

How will local difference in class, neighborhoods, race, age, and gender figure into your strategy?

Section 3:

**Workplan:
Tools & Resources**

Workplan

Before we get further into the workplan, let's recap what we've covered.

So far, you've had the chance to write down thoughts on some key areas that support your workplan:

- Your capacity to undertake deeper forms of community engagement
- Who you think of as the community, as it relates to your target area,
- Why community engagement is important to your work,
- Your vision for your community,
- Guiding principles for community engagement,
- Important issues that sit at the intersection of health, wealth and climate resilience
- Messaging for top issues, and
- Strategies to address top issues.

On the next few pages, we'll get into:

- Organizing the Community Engagement Initiative
- Benchmarks, and
- Next Steps

NOTES:

Workplan

2. If you take on a particular issue, will you be starting from scratch?

- If so, who will organize?
- How will you pay them?
- Will you be indirectly competing with other groups in the city?

Workplan

Who do you think of as “the community”?

Why is it important to engage the community in building community health, wealth and climate resilience?

What community engagement strategy do you think is most viable and effective for your goal/rationale?

Workplan

II. Benchmarks

How will you measure success as you progress towards your goal?

What are the quantitative indicators that you want to track?

What are the qualitative indicators of success?

Workplan

III. Next Steps

What are the critical next steps you need to take? Who will take the lead? By when do these steps need to be accomplished?

What	Who	By When	Comments
Project #1			
Project #2			

What do you need help with? What's missing?

How much will your community engagement program cost?

Resources

Books/Articles/Manuals

Arnstein, Sherry R. (1969). 'A Ladder Of Citizen Participation', **Journal of the American Planning Association**, 35: 4, 216 — 224.

This classic article first defined the typology of citizen participation. It shows 8 types of participation ranking them as different levels of “tokenism”, “placation” and “empowerment”.

Dieng, J.B, Valenzuela, J. and Ortiz, T. ***Building The We: Healing-Informed Governing for Racial Equity in Salinas***. Published by Race Forward. The Center for Racial Justice Innovation. Feb 2017. This report features key successes and lessons on how leaders in Salinas, California combined racial healing with systemic equity and built a joint process led by city government and community advocates. The partnership launched a training program for over one hundred government staff and community advocates, and formed a joint steering committee to operationalize racial equity throughout the city. In addition to describing the implementation strategy and outcomes for this work, “Building the We” highlights four key lessons that are useful for anyone planning to institute racial equity within their own locality:

1. Support community organizing and collective healing.
2. Balance racial healing and systemic equity.
3. Engage government staff at every level.
4. Build the “we” with shared language and experience.

McKnight, J. and Kretzmann, J., *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets*. ACTA Publications. January 1993.

This classic manual birthed the field of Asset-Based Community Development (ABCD), the center of a large movement that considers local assets as the primary building blocks of sustainable community development. Building on the skills of local residents, the power of local associations, and the supportive functions of local institutions, asset-based community development draws upon existing community strengths to build stronger, more sustainable communities for the future.

Manuel Pastor, Chris Benner, 'Looking Forward: A Beloved (Epistemic) Community?' In Pastor M. & Benner C. 2015. ***Equity, Growth, and Community: What the Nation Can Learn from America's Metro Areas***.

Beyond the hierarchical typology of community engagement, Pastor and Benner define a view that speaks to the importance and reality of building dynamic epistemic communities, built on equity. Epistemic communities engage multiple stakeholders to vision and plan together, each bringing its unique perspectives and capacities to solution making. The chapter posits that diverse and dynamic epistemic communities are important in and of themselves, since they contribute to a sense of civic membership—and that they can also enhance growth, innovation, and inclusion at the metropolitan level. The chapter explores how such communities can be replicated across metropolitan areas, and examines challenges to replication.

Resources

Morgan, MaryAnee and Jennifer Lifshay, ***Community Engagement in Public Health***. Contra Costa Health Services. March 2006.

Drawing from a decade of experience in a relatively large local health department in California, this paper introduces a conceptual framework for community engagement in public health. It presents the Ladder of Community Participation as a way to illustrate a range of approaches that can be used to engage communities around both traditional and emerging public health issues. This paper highlights real life examples of Contra Costa Health Services' community engagement practices. Based on the lessons learned, it offers suggestions to help other local health departments enhance their own activities.

_____, ***Principles of Community Engagement***. Second Edition. CDC and ATSDR - Center for Disease Control and the Agency for Toxic Substances and Disease Registry. NIH Publication. Number 11- 7782. June 2011.

Principles of Community Engagement (Second Edition) provides public health professionals, health care providers, researchers, and community-based leaders and organizations with both a science base and practical guidance for engaging partners in projects that may affect them. The handbook promotes the idea that engagement for health improvement can be initiated and led by the "lay" community rather than professional groups. Regardless, we recognize that the groups involved in community engagement have their own particular norms and that all partners in a collaboration will have lessons to learn about each other and the collaborative process.

Tracey Gilbert (ed.), ***Community Organizing Manual***.

<https://theblackbottom.files.wordpress.com/2009/03/community-organizing-manual.pdf>

This manual defines community organizing as organizing done by the people with the problem, instead of an outside organization fighting on their behalf. This type of organizing empowers people by allowing them to make real, tangible improvements in their lives. In fact the three principles of direct action organizing are as follows: 1. Win real, immediate, concrete improvements on people's lives, 2. Give people a sense of their own power, and 3. Alter the relations of Power (p.11-12). The steps and tools for implementation are laid out.

_____, ***Planning Livable Communities***. Cityscape. A Journal of Policy Development and Research. Vol. 19. Number 3, 2017. U.S. Dept of Housing and Urban Development.

The Cityscape symposium explores the importance and complexities of planning healthy, livable communities, by examining various facets of the Sustainable Communities Initiative (SCI), an innovative place-based planning initiative funded by the Department of Housing and Urban Development. SCI tested new ways to think about, plan, organize and invest in communities. Principles of equitable community development were married with integrated, regional and collaborative planning processes. An assessment of effectiveness of various approaches to broad-based community engagement was central to these studies.

Resources

Websites

Best Practices for Community Engagement: Tip Sheet. A Guide for Grantees of the Office of Adolescent Health and the Administration on Children, Youth and Families Developed by Healthy Teen Network. <https://www.hhs.gov/ash/oah/sites/default/files/community-engagement-508.pdf>

Community Engagement and Outreach. http://www.opr.ca.gov/docs/OPR_C3_final.pdf

Community Engagement in Public Health. Mary Anne Morgan and Jennifer Lifshay. Contra Costa Health Services, 2006. http://newroutes.org/sites/default/files/live/community_engagement_in_ph_0.pdf

It's Not Enough to Collect the Data: Presenting Evaluation Findings So That They Will Make A Difference. Minnesota Department of Health. <http://www.health.state.mn.us/communityeng/>

Principles of Community Engagement. Agency for Toxic Substances and Disease Registry (ATSDR) Committee on Community Engagement, Centers for Disease Control and Prevention, Public Health Practice Program Office, Atlanta, GA, 1997. <http://www.cdc.gov/phppo/pce/>

Community Planning Engagement in 3 Steps by Hilda Gottlieb
<http://hildygottlieb.com/2011/04/18/community-engagement-planning-in-3-steps>

Working with you for Community Change- Tamarack Institute for Community Engagement -Conrad Grebel University College -140 Westmount Road North-Waterloo, Ontario, N2L 3G6- Tel: 519-885-5155. <http://www.tamarackcommunity.ca>

Community Engagement Guidebook- Minnesota Department of Health.
<http://www.health.state.mn.us/communityeng/>

ATSDR – Agency for Toxic Substances and Disease Registry- ***Principles of Community Engagement – Second Edition*** www.atsdr.cdc.gov/communityengagement/pce_what.html

_____***Community Engagement Guide For Sustainable Communities.***
www.policylink.org/find-resources/library/community-engagement



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