FINAL DRAFT

City of Madison Complete Green Streets

EQT By Design
Engagement Summary
Interim Report
& Equity Framework

February 2022

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EQT's engagement + COVID-19

The feasibility study occurred during 2021 with most of the engagement taking place in the spring and summer. During 2020, COVID-19 significantly impacted the process of community engagement. More specifically, community and neighborhood reach was curtailed, as the normal channels for outreach were no longer effective.

Ultimately, the patterns of where people showed up for which topics, groups, and spaces are all shifted and compromised. All of this is being reset as vaccination, boosters, what it means to "come back" and more, policies and consistent practice of said policies flattens out to become more predictable and understood.

We take the time to bring this up now as we will be focusing as part of Stage 2 engagement efforts to ensure we specifically use our _assure and affirm_ strategies. Our assure and affirm strategies help us bridge what we learned in stage 1 with who is folded into and reached in Stage 2. Our goal is to gain a broader and deeper reach of others who were not able, ready, or in the loop during Stage 1; engage with us as part of Stage 2..

Engagement Process + Design

In this interim summary report you will find a multi-phased approach to engagement for the Complete Green Streets Project. Our engagement strategy in 2021 consisted of two phases: "Listening" and "Reflecting". In the "Listening" phase, we first asked our community about what they enjoy and do not enjoy about the streets they use to navigate to and from their residence. The "Reflecting" phase assured "we heard you" correctly and allowed us to dig deeper into their concerns and what they value about their streets. Input from both stages have informed the Madison Complete Green Streets framework and preliminary processes in the following ways:

- Creating the shared values (safety, community, sustainability, and equity) that should guide decisions
- Establishing a city-level modal hierarchy that puts pedestrians first

- Ensuring that all street types and street designs prioritize safety, access, and comfort for people walking, using transit, and biking.

Overall engagement strategy

The design of the outreach stages tapered from broad to specific, beginning with wide-reaching engagement on broad topics such as community values and ending with refining the details with specific interest groups. Throughout the engagement process, participant demographics and evaluations were tracked to understand who has been involved in the planning process and identify where greater outreach efforts may need to be applied.

EQT designed and implemented the following phases to gather input, feedback and perspective regarding the Complete Green Streets project and to ensure a full-circle engagement is done in the future to provide project updates.

- Stage 1: Raise awareness of the project, invite people to the conversation and assess community values and preferences.
    - **Pre-Design:** The purpose of the pre-design was to gain insight and a sense of the community as a result of COVID-19 and the racial and economic pandemic that was also at play in 2020 and carried into 2021.
    - **Listening**: This listening phase of the engagement is tailored to get the communities input regarding their lived experience using Madison streets. What are their likes and dislikes and what would they change about the streets of Madison?
    - **Reflecting:** Review, clarify, and refine the input received from phase 1. We dug deeper into what the values and priorities are about the streets of Madison and ultimately what are the trade-offs the community would consider based on their lived experiences and expectations for commuting.

WHAT WE LEARNED FROM PRE-DESIGN

Pre-Design Small Group
Attendees: 7 (5 in person | 2 one on one's)
Race: Black, Native, Hispanic and Multiracial
Gender: 60% Male and 40% Female
We invited the group in to learn about what might be of value to know about how to design and plan engagement based on their insights and point of view.

Assemble a small group of diverse, well-connected stakeholders to understand how best to engage with people around the various topics/initiatives. This will inform the development of outreach tactics/strategies in all stages.

Overarching goals is to prioritize engaging harder-to-reach groups that have not historically been highly engaged in transportation decision-making. This includes actively engaging underrepresented populations (i.e., targeted focus group meetings, communications, and survey links to reach underrepresented groups).

By assembling this small group we hope to learn how to reach "hard to reach" and identify not only reach strategies, but also content and approach strategies to gain interest. Will also see if this group will offer additional insight on names, spaces for locating ideal community members, and ideas to gain diverse, inclusive and culturally competent insight to gain traction.

We asked the following type of questions:

> ● Cultural concepts that we can mention and make connections too?
> ● What will make people interested in learning more or participating?
> ● Ideas on approach or format - Ex: In person or virtual
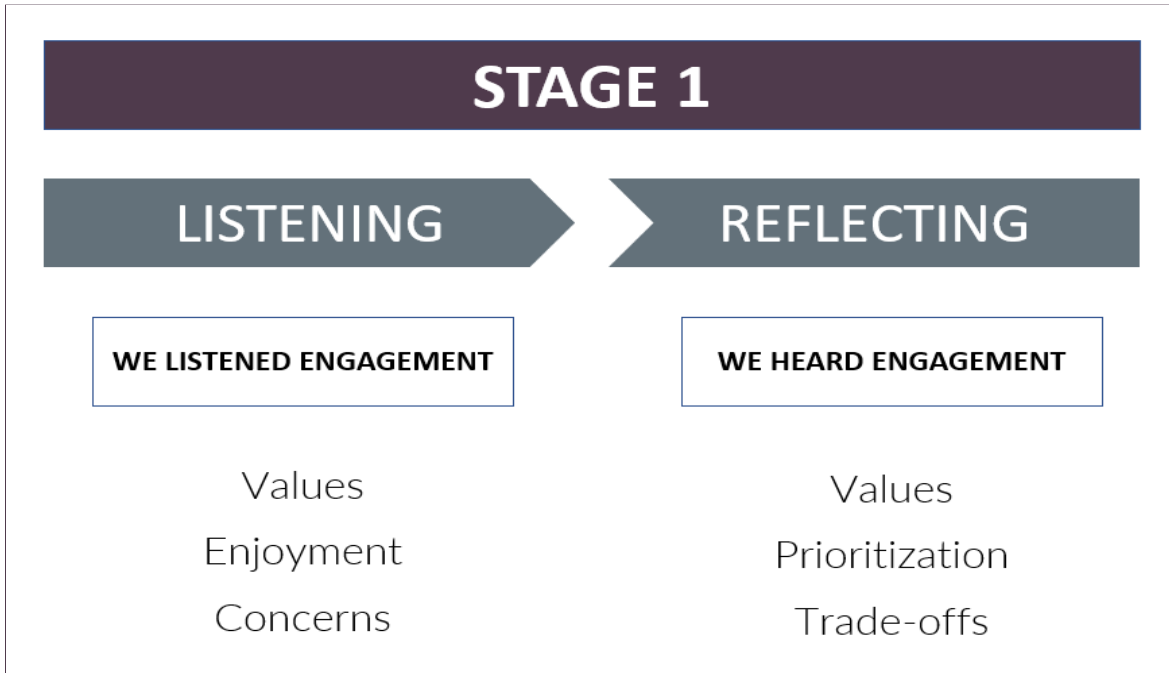> ● Are there any groups or people you would recommend?

The time taken to do pre-design was helpful in that we received solid insight as to how to move, talk, and brand the work forward. Those who participated helped inform who to approach, types of questions to ask, and they provided insight on how to present the information. Specifically, they recommended -

★ clarifying more succinctly what this project is and how it will happen
★ ensuring we embed the history of street design and the impact to communities of color and other marginalized groups
★ recording and pushing out information as part of any meetings or sessions held
★ recommended days of the week to consider hosting the open house
★ keep the language and branding simple and easy to grasp (**hence Let's Talk Streets!**)

Ultimately, those who engaged with us were also helpful to us in getting the word out on the Stage 1 phase of the project. In particular, we were able to get in person engagement off the ground with their assistance and support.

LISTENING PHASE

STAGE 1

LISTENING	REFLECTING
WE LISTENED ENGAGEMENT	**WE HEARD ENGAGEMENT**
Values	Values
Enjoyment	Prioritization
Concerns	Trade-offs

Focused Engagement in Selected Neighborhoods

EQT sought deep qualitative analysis in a few key areas where we know diverse community stakeholders live. Different tools engage different ways to communicate information and slow down the process to allow a learning and understanding of a topic that is not typically discussed for these newer stakeholders.

During the Listening Phase we attended various community events and were able to build upon the current relationships EQT has established with the local community agencies. During the summer's Unity Picnic with the Urban League of Madison EQT was able to share information regarding the project and orient the public to access the survey to provide input. This engagement also provided an opportunity to engage with JustDane and lay groundwork for the upcoming session scheduled with them as well.

Listening Phase Locations	
Location/Date	*Number of Participants*
Unity Picnic - Urban League of Madison	*networking and relationship building difficult to engage since folks were in cars getting materials*
Darbo	*3 attendees (co-chairs of resident panel = 10 members)*
Just Dane	*15 participants*
June 15 Public Meeting	*15 participants*
June 16 Public Meeting	*36 participants*
Nov 30 Wright MS	*5 participants*

We also learned in trying to reach different small groups some constructive feedback that may be of interest to the City.

In July, when attempting to engage with a community based organization they shared that many of the residents were burned out from past city engagements. These engagements specifically were around transportation and how their information was not used, and in particular by TPPB.

The feedback was that they felt their feedback and engagement efforts went into a black box or it wasn't taken seriously; especially by the TPPB. Additionally, they added the populations didn't feel respected and didn't think it would be worth their time to engage, even though we were a different entity.

Lack of transparency and respect were the main themes as it pertained to questions around hurdles of engagement and when mentioning the city or city representatives.

Additionally, with COVID, people voiced wanting to spend time where they feel their time is valued and their voice will have impact; this was always true prior to, but now it is a hard line with this pandemic.

Our takeaway from this, and other engagements, was the lack of centralization within city initiatives and engagement efforts, along with no feedback loop to residents showing how and where their voices were incorporated.

Two steps could help:

1. Making it easy to find engagement efforts on the City of Madison website
2. Institutionalize a process of closing the loop with communities after engagement

We at EQT are happy to help the City of Madison to help break silos, create community transparency, centralize engagement, and work to restore trust in the engagement process due to past engagement burnout.

JustDane Small Group Session

Darbo Small Group
Attendees: 13
***Race:* BIPOC and non-BIPOC balanced**
***Gender:* 50/50 Male and Female balance**
Veterans were represented as were formerly incarcerated. East side and south madison perspectives mainly in the room with a balance of native and non-native Madisonians. One attendee was expecting and a woman of color. Men were older (50+) overall in the room than the women (40+ excluding pregnant woman).

Key themes that were shared from these small group were as follows:

- ❖ Crossing safety and safely
- ❖ Walk/Bike Paths ability to rest and sit while also appreciating the space
- ❖ Direct Routes as a pedestrian vs. only by car
- ❖ Family and kids oriented safety and design
- ❖ Literal blindspots
- ❖ Supporting local biz and commerce vs. multimodal routes just "getting to work"

Let's Talk Streets Community Survey 1

Not everyone can be physically present and therefore we used surveys to engage stakeholders and gain insight and perspective. EQT created and distributed surveys to expand the outreach footprint to various stakeholders, as well as provide the opportunity for community members to provide additional feedback that will inform themes. Our goal with the community survey in the Listening phase was to gain a better understanding of the City of Madison's priorities and values derived from their lived experiences as pedestrians and as their preferred mode of transportation. The questions asked enable us to emphasize the tradeoff between convenience and safety, how people define safety, and to gain insights into peoples diversity of experiences. Where are able to gather experiences with the following questions:

★ Think about a street near where you live or work that you enjoy. Share what you enjoy.
★ Think about a street near where you live or work that you do NOT enjoy. Share what you don't enjoy?
★ In general, how easy is it to get around the city of Madison using the following types of transportation?
★ From the question above, if you answered, "not always easy" or "never easy" to get around, can you please share more about your experiences with streets?
★ Before the pandemic, how frequently did you use different types of transportation to get around Madison?
★ During the pandemic, did you use certain types of transportation more or less frequently
★ Now that pandemic restrictions have been removed, will you change your habits on how you get around in the next 6 months?

The following information provides a summary of the demographics from the survey.

Listening Phase Survey Results
Surveys completed = 202
Age: 36 – 50 (28%)
*Race: White (86%)	BIPOC (14%)*
*Gender: Male (51%)	Female (43%)*
Key Areas: *Near West • Raymond Rd (between Elver & Odana Rd) • Isthmus Area*
Non-Native English Speakers: 5%

Survey Themes

★ People enjoy nature & ease of access

★ People **do not** feel safe

★ It is "not easy" with infrastructure and bus system

★ BIPOC respondents indicated "It is never easy to get around" at a rate nearly **3X** that of White respondents

★ People will **drive less** and use other modes of transportation

★ BIPOC respondents use **more** modes of transportation than White respondents

★ People report they **will change** their driving habits

June Virtual Public Meetings

Listening Phase Open House
Open House Attendees: 30
Race: Majority White w/some racial/ethnic diversity
Gender: Primarily Male
Non-Native English Speakers: 5% or less

In June 2021, for the two engagement sessions held, we utilized Padlet (a virtual whiteboard platform), to ask the following questions:

★ What do you think is the purpose of streets today?
★ If you could change the PURPOSE of streets today --> how and why?
★ What do you WORRY most about streets you use?
★ What do you VALUE MOST about streets that you use?
★ If you could change ONE THING about streets what would it be?

EQT closely examined the input from workshop engagement to identify common themes and patterns that continued to emerge. The following word cloud highlights trends that stemmed from the workshop. More specifically, **Safety** and **Equity in low-income neighborhoods** were priorities for audience members at the workshop.
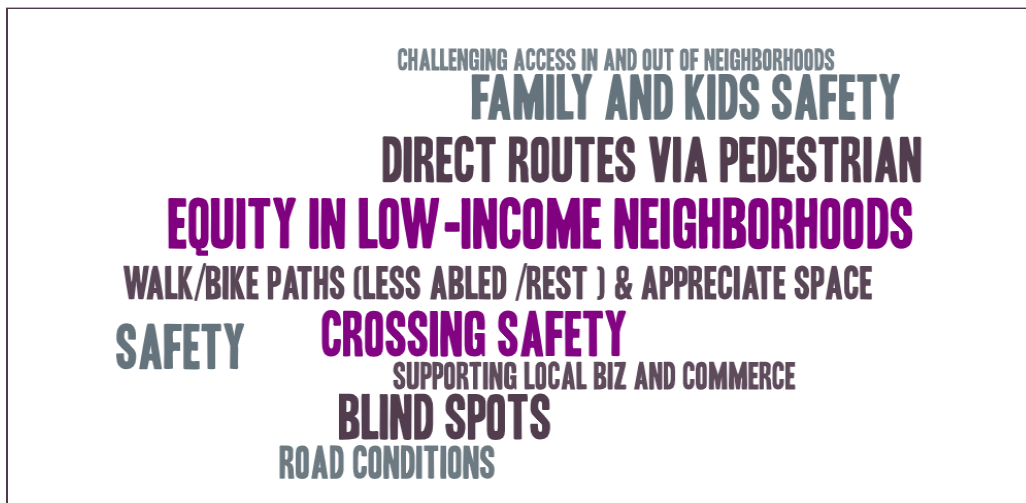
In addition, there were comments and statements that resonate for many attendees across both open house sessions.

Open House Testimonials

★ *Danger! Danger! That a car will kill me*
★ *Speed & lack of policing- I would love a 20 is plenty program to be universal in residential neighborhoods*
★ *Movings vehicles as quickly and efficiently as possible*
★ *The ability to safely use public space*
★ *Community- running into neighborhoods, seeing friends*
★ *Pedestrianized inner square*
★ *Putting people first, not cars*

Youth Meeting

For this meeting, with five youth from Wright Middle school, we also utilized Padlet for a virtual engagement. Here, we used some of the modal and modal hierarchy questions, along with imagining streets, to learn their perspective. We wanted to simplify things for them, while making sure we understood how they saw and moved through the world.

❖ How do you get around town?
❖ Think about a street you like? What does it look and feel like?
❖ Think about a street you don't like? What does it look and feel like?
❖ When you hear people centered streets what comes to mind?
❖ Presented the modal hierarchy model as "If the city decides to redo a street do you like this priority of who to center in design?"
❖ Did COVID change their transportation journey?

What we learned from the teens aligned with what was heard from other small group engagements and community members; which should be noted! While their independent modes of transportation might be more limited, bikes and skateboards; they brought up **safety and bike lanes** as things they appreciate in road design.

They also talked about avoiding roads that have **potholes, no bike lanes**, and aren't well maintained or **cleaned for debris and trash**. As we indicated above, most agreed with the modal hierarchy:

★ (3) three youths agreeing in general with the modal hierarchy proposed, and

★ (1) one of the three thinking buses and bikes should be switched.

★ (2) two thought cars should be elevated a bit more, but talked about it in the context of negative views of Madison Metro.

What stood out about what these youth shared besides their opinions on the modal hierarchy; it was also their desire for keeping nature clean, their views on infrastructure and keeping it up and repaired, and of course, safety. And, contrary to popular belief, **even youth care about their safety**!

WHAT WE LEARNED AS LISTENERS

Overall there were a series of themes that came up as a result of listening to the various small groups over the summer. These themes have resulted in what we call the **Listening Phase**

★ **Monroe Street** is considered by many to be a people-centered, neighborhood friendly space that supports businesses while offering a corridor for vehicles to pass through as shared by BIPOC attendees from JustDane.

★ Roads are necessary to get to commerce vs. walking or pathways **(no direct, easy, safe routes).**

★ Participants in the Darbo and south side neighborhoods are frustrated by the lack of options and convoluted routes to **get to nearby locations Parking rules and Blindspots** and city ticketing - not consistent or effective enough to stop the breaking of parking rules.

★ **Pedestrians overpass** high traffic streets especially when talking about East Washington and Stoughton Road (dangerous for pedestrians and bus riders).

★ **Wright Middle School** students highlighted safety and traffic when talking about streets they did not like.

★ Bike Paths that do not connect to **commerce or allow one to savor** the space.

★ **Biking and skateboarding** came up as the primary way **students** from Wright Middle School get around independently. Showing the importance of bike paths to places.

★ **People centered** vs destination/traffic oriented design is desired.

★ Clear **communication for all multimodal ways** of movement at intersections (car, bike, pedestrian, bus etc).

Reflecting Phase

September, 2021 we began to implement phase two of the engagement process. During this phase, we distributed another community survey as well as meeting with various small workshop group sessions. At this second phase of the engagement (i.e. reflecting phase), we want to **ensure the community agrees with the preliminary values**. We use this phase to gain additional depth into the themes from the listening stage and use the data to look into tradeoffs, what people prioritize, and the introduction of the modal hierarchy.

Focused Engagement in Selected Neighborhoods

Luna's Groceries

Luna's Groceries held a neighborhood block party and EQT By Design was in attendance to seek insights and feedback from the predominantly BIPOC neighborhood. The corner store in the Allied drive area is located right next to Verona Rd, a high volume and high speed road. We wanted to ask attendees about their perspectives when it came to shared values around streets and transportation.

We asked the following statements with the goal of understanding if they **agree, disagree, or can live with** the following:

❖ **Putting people first**: *prioritize safety, comfort, and well-being which de-emphasizes speed and convenience*
❖ **Supporting community**: *create safe, welcoming places and emphasize short trips and access to local destinations*
❖ **Fostering sustainability:** *promote walking, biking, and public transit and use streets to expand the urban tree canopy and clean stormwater*
❖ **Centering equity:** *engage inclusively, provide access to opportunities, prioritize and support the needs of historically underserved people (race, culture, age, income, and gender identity)*

❖ **If you disagree with any of the values above, why and what alternatives would you propose?**

Majority of the respondents agreed with the above statements however there were respondents that "could live with it" when it came to **fostering sustainability:** promoting walking, biking, and public transit and using streets to expand the urban tree canopy and clean stormwater.

Let's Talk Streets Community Survey 2

Reflecting Phase Survey Results
Survey results = 527
Age: 65+ (29%)
*Race: White (90%)	BIPOC (2.6%)*
*Gender: Male (42%)	Female (51%)*
Key Zip Code Areas: 53711 • 53703 • 53705
Non-Native English Speakers: 2.3%

Shared Community Values

Street values shape how we make decisions and what we prioritize in our transportation system. The results of the survey helped us understand the level of support for using a value based approach for the work. Specifically, respondents reflected the following:

- **Putting People First**   **78% agreed**
- **Supporting Community**   **86% agreed**
- **Fostering Sustainability**   **87% agreed**
- **Centering Equity**   **82% agree and 11%** *can live with it*

As the data shows, if respondents didn't agree then more stated they "Could Live With It!" There was a range of 5- 9% of respondents who actually disagreed with any of the above shared community values.

Survey of Disability Community

We sought to specifically survey people with mobility disabilities for two reasons: first, we wanted to know the daily challenges faced by people with mobility disabilities, as that could inform community values. Secondly, we hoped to identify stories and anecdotes that could be used to illustrate the importance of designing streets for all users. Survey respondents were given the option of allowing their stories and experiences to be published, or remaining anonymous.

The following table provides a summary of the demographics from the survey.

Reflecting Phase Survey of People with Mobility Disabilities
Survey results 60 Respondents
Age: 36-50 (39%) / 51-67 (26%)
Race: White (80%) / BIPOC (10%)
Mobility Disabilities: Walking (78%) /Balance (50%) Mental Health (39%) / Driving (27%) / Seeing (19%)
*Key Zip Code Areas: 53703 * 53704* 53705*

Themes of Survey of People with Mobility Disabilities

★ Dealing with aggressive or inattentive drivers was the most challenging mobility-related task selected by survey respondents.

★ Using streets without sidewalks and crossing the street at places without a signal were the other most-selected challenging tasks.

★ Many people with disabilities rely on cars to get around. Finding accessible parking spots was a struggle for many of the respondents, especially in high-demand areas like the UW campus and downtown.

★ Ice, snow, and unshoveled sidewalks and curb cuts pose a great mobility challenge for many people with disabilities.

★ When asked what values should represent the design of our streets, the most commonly-mentioned values were "safety", "people", and "accessibility."

EQT embedded in Complete Green Streets

In collaboration with Toole Design, EQT began to analyze and pull common concepts, experiences, and insights and themes, that were then used to inform the preliminary processes and approach to Madison CGS project   Because we want the community to see their contributions in the final design configuration, we used the "Reflecting" phase to ensure we listened accurately and confirmed the interpretation and creation of the following elements:.

Shared Values

★   Majority of the respondents agree that we should prioritize safety, comfort, and well-being which de-emphasizes speed and convenience

Priorities

★   Increasing safety is MOST IMPORTANT, even if my travel is slightly slower or less convenient was a common priority of respondents.

★   Most respondents disagree with convenience of driving is MORE IMPORTANT than the convenience of people walking, using public transit, and biking

Speed & Safety

★   Most of the respondents are willing to accept lower speed limits to increase safety however some respondents disagree with willing to go from 30 mph to 25mph

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Shared Community Values

Street values shape how we make decisions and what we prioritize in our transportation system. *These values should guide all decisions related to the design, operation, and use of streets and transportation in the City of Madison.* The values we identified in the Listening phase, and refined in the Reflecting phase include:

- **Putting people first**
- **Supporting community**
- **Fostering sustainability**
- **Centering equity**

Modal Hierarchy

The modal hierarchy (shown below) illustrates how the City of Madison will prioritize and accommodate the various street users and uses *by default* across the street network in the CGS process. Deviation from the hierarchy will occur on individual streets based on context and modal priority networks, but people walking and using mobility aids will always be the first priority.

In the reflecting phase, EQT and Toole Design asked a variety of questions in both surveys and small groups to confirm that transit should take priority over bicycling. EQT also argued that from an equity perspective, **the modal hierarchy should put pedestrians first and transit users second.**

Why we pushed for pedestrians first over transit is because this is what came through loud and clear in the hierarchy data as themes during our engagements.

- Safety was one of the central priorities and themes, pedestrians being prioritized is a key part of safety.
- Accessibility to their neighborhood and surrounding resources reinforced this for us as well, which also informed the following of buses and bikes/non-car wheels.

When thinking about equitable resources access, nearby or within the larger city, **access from buses rose quickly in importance**, with lower barriers for cost entry and access to the wider city. For bikes, while still important, didn't come across as urgent. Additionally the city has invested heavily in bike infrastructure, but at times not targeting where it might be the most useful; we heard "bike paths to nowhere." When it came to bikes, especially at the neighborhood level, safety, and street quality were two things that stood out. And further, when they did talk about bike paths they felt that this space should be purposefully connected to local resources. And, that these bike paths should offer the ability to savor the space traveled and not be a "freeway" concept on a different set of wheels. It seemed counterintuitive to "people centered, safety centered."

Cars and parking were seen as less important within our engagements. Parking was a non-issue outside of paying attention to who the parking is for. Specifically, how accessible is it for low to moderate income people in or near downtown where it is clear visitors are prioritized over residents.

Upon reflection of the engagements, it became apparent, if we wanted to center safety and promote a more accessible city that "centers people, historically and presently marginalized communities and individuals," it is this proposed hierarchy that would address their concerns, ideas, and hopes.

Modal Hierarchy Proposed to City of Madison
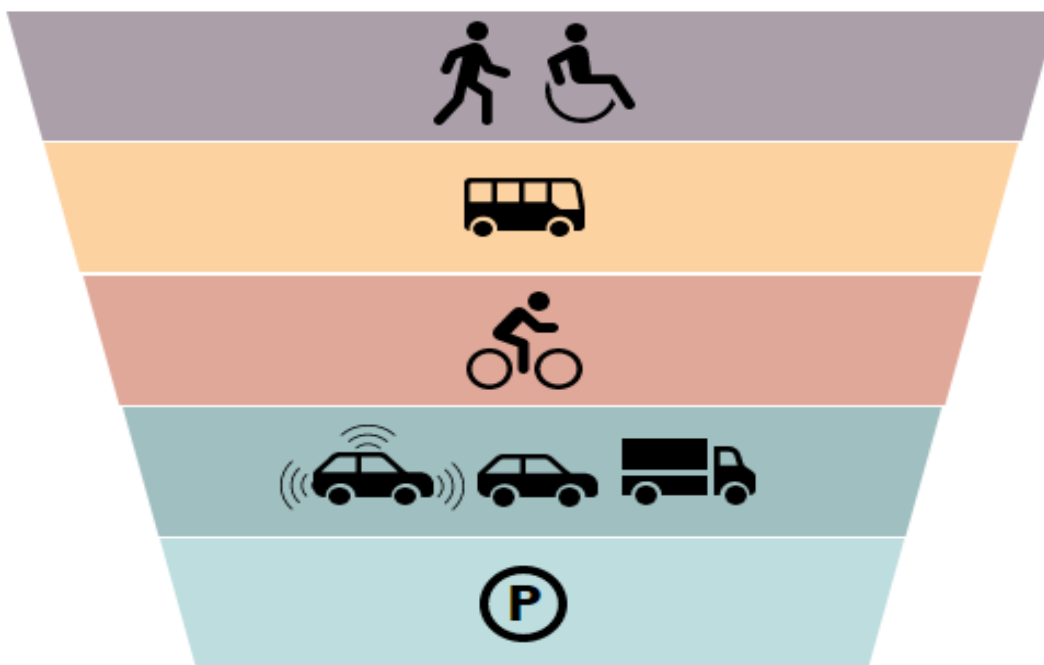
Equity Perspective For All Street Projects

EQT staff helped apply an equity perspective for all street projects by listing considerations that should be taken into account within each typology. These are questions to ask, things to consider, mark, and ID when taking on a Complete Green Streets project.

These equity considerations grew out of the themes that people in our focused small groups talked about. When used in or near equity priority areas (see below) these should be given extra attention and specifically **the process should slow down!** We took these conversations and integrated them into the following list:

★ Safe streetwalking
★ Distances between crossing
★ Safe bike lanes
★ Bus stop distance
★ Avg bus-time wait
★ How accessible is it from neighborhood streets or mixed-use connectors
★ Impact on walkability,bike-ability, driveability to local resources

★ Street parking, who is it for? Visitors or local residents?
★ Lighting
★ Bus shelters? Seated and covered?
★ Safe design for sharing?
★ Potholes filled? State of street
★ Multilingual Signage
★ How safe is it in the winter
★ Do they have the ability to shut down to traffic for local events (i.e. neighborhood shared streets off of Monroe)

How Spheres of Inequity Impact Neighborhoods

The concept of spheres of inequity came about in quickly realizing through our focused engagements that we had to think about equity beyond specific types of street amenities (signs, bike lanes, ec).

While these design aspects are important, residents of the Darbo and south side neighborhoods talked at length about equity within streets and street design; **these things cannot be addressed in isolation.** We specifically, heard and learned some key ideas and takeaways as follows:

★ **Infrastructure is currently broken** or non-existent particularly in low-income areas

★ Bike freeways vs. a connection for **enjoyment and/or for access** to the surrounding area

★ **Bike and Pedestrian tension is counter intuitive** to Madison being "ranked best for bikers /bike paths"

★ **People enjoy** trees, greenery, and connections to nature

★ **Clear signage** & consistent for ALL multimodal ways of movement at intersections (car, bike, pedestrian, bus etc.)

Listening and learning as we did. It helped inform how the model and process needed to think about the impact of inequity and the systemic nature of it. We demonstrate this with our graphic to represent the "sphere of systemic inequity."

It is important to note that **3 out of the 4 levels fall under the purview of city government.**

1. Complete Green Streets; specific street redesign and typology
2. Department of Transportation
3. City and other Departments role in Perpetuating Inequities
4. Societal Inequities (real and can't control directly)
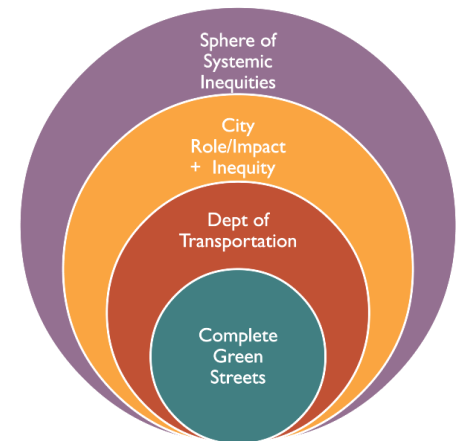
An example of how this sphere works is as follows –

➤ *Fixing the potholes on Darbo Street won't…*
  ○ *make the surrounding streets better for bikers and pedestrians, youth, or for those trying to easily come in and out of their neighborhood.*
  ○ *Further, it doesn't address access or "things to do" at their parks, better rental housing or homeownership; and*
  ○ *It won't fix a bad intersection or blindspot or winter safety issues on another street.*
➤ *Ultimately, fixing __one street__ won't make things look or feel different for the residents and the neighborhood.*

When these changes aren't felt, it feeds the cycle of residents not feeling heard or engaged. It creates trepidation about engagement in city projects. Further, the community and people don't think of their situation in parts and pieces. It is the impact of the whole. Therefore, when the City is coming in to "improve" and "make better" it has to be with the **lens of "seeing the whole" and not just "a part."**

The key to breaking the "black box" of feedback is to gain effects and impact of an initiative; hence the impact and cycle of the sphere of systemic inequity. This is where actual **change lives – in the ripples are where effects and impacts of design are housed.**

Equity "Priority" Areas:

The listening and learning also informed EQT proposing the use of overlay maps to guide the City towards addressing historic inequities in specific and historically sensitive neighborhoods. In these sensitive areas, there are issues that will fall outside of the department of Transportation. It is our belief that this tool will help departments break silos and find holistic approaches to addressing these inequities in neighborhoods.

Priority areas would be used to highlight and focus on specific neighborhoods and areas prioritized for Complete Green Streets (CGS). These areas were developed with Toole, and primarily based upon the location of what the city of Madison calls –Neighborhood Resources Teams (NRT's). As Toole notes –

> "The priority of street elements for projects in and within ½ mile of an area with ongoing inequities is adjusted to favor the safety of more vulnerable users over other factors. This is because black and dark-skinned people are at a greater risk for traffic violence."

These priority areas should be limited to neighborhood resource team communities, or specifically identified areas. The below lists our suggestions which are based on the following:

- Locations of neighborhood resources teams
- Low-income housing density

- Water contamination
- Tree canopy cover
- Racial & Ethnic identifiers

Additionally, these neighborhoods we've identified should see extra consideration and priority:

- Tree Lane area
- Bridge/Lake Pointe area
- Bayview/Triangle
- Independence Lane/Norman Acres
- Truax/Straubel Court

We may not limit ourselves to these. When a priority area is identified, there should be outreach into other city departments to see if they are working in or near that neighborhood. **This is about helping break silos and coordinate initiatives.** *It is this level of effort that can change perception and outcomes about how the community views city engagement and progress.*

Below we have a decision making matrix on how to launch a CGS initiative, taking into account the equity spheres of influence. The key questions staff might grapple with are:

- ❖ How to "assess for an equity priority area or what do you do when there isn't one.
- ❖ When do you see it is an equity priority area?
- ❖ When do you reach out to other departments?
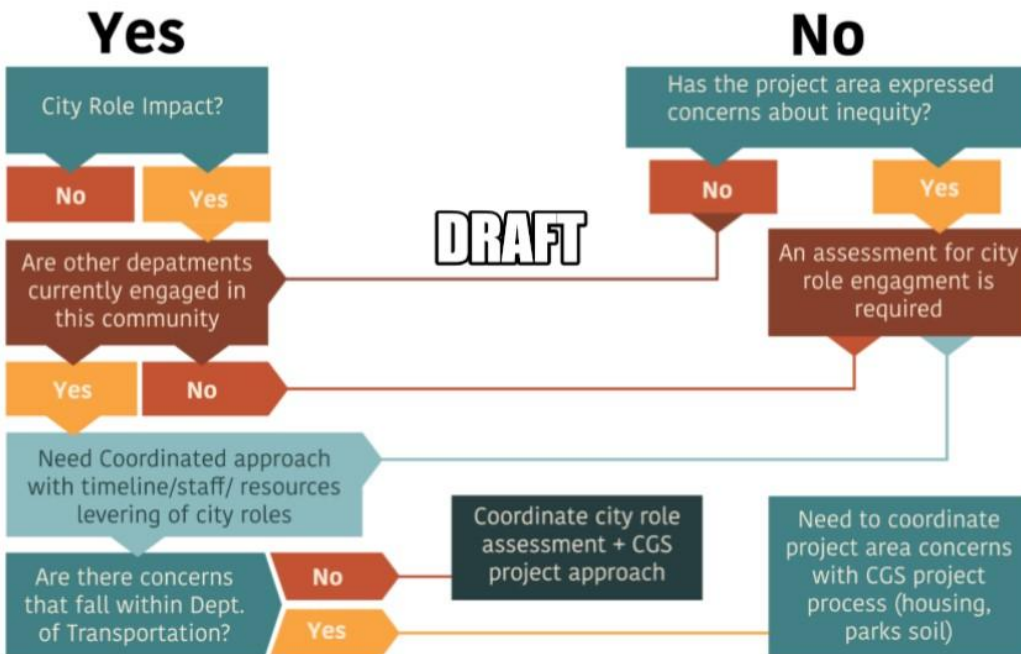- ❖ What if there is no equity priority area?

To help address this aspect of the work we formulated a decision-making tree to guide city staff through the process.

Steps through an equity lens regarding streets:

Decision Tree

Is project In or near Equity "Priority" Zone?

Yes

City Role Impact?
- No
- Yes

Are other depatments currently engaged in this community
- Yes
- No

Need Coordinated approach with timeline/staff/ resources levering of city roles

Are there concerns that fall within Dept. of Transportation?
- No → Coordinate city role assessment + CGS project approach
- Yes

No

Has the project area expressed concerns about inequity?
- No
- Yes

An assessment for city role engagment is required

Need to coordinate project area concerns with CGS project process (housing, parks soil)

DRAFT

Steps if it is priority area:

- Identify if it is priority area
- Target the neighborhood not individual street
- Engage other city departments to address non-DoT departments
- Launch CGS project in neighborhood

An Example in Action

In function, if say the Parks department has a plan in place to address an area that the DoT will be doing a GCS initiative, they would either coordinate to:

1. Parks would seek to launch at the same time to meet neighborhood/community needs
2. If there are other needs expressed by community that a different department is responsible for that would be coordinated as well
3. Ultimately, the goal is to take advantage of the CGS initiative and community engagement to communicate to the community when the Parks initiative will be taking place along with any other needs expressed.

MOVING FORWARD FOR STAGE 2: INSIGHT FROM EQT BY DESIGN

Moving forward with the engagement shift as a result of COVID-19

The impact of COVID has disrupted changed engagement practices. Specifically, the past norms used for engagement were disrupted and difficult to apply given that the cycle of in-person engagement was broken, COVID policies changed too much to offer a pattern to follow, and virtual engagement practices changed also in that most people **review** rather than **actively participate** in real time when it comes to online engagement. Plus, the ever present, and real fear of how people engage in a pandemic continues to shift.

In addition, the _attention_ of community and neighborhood members has shifted, as well. Public gatherings and spaces have been compromised. Particularly, influencing people to attend and engage on ideas and concepts is a struggle since part of the art of influence is relationships. Gathering policies and new virus versions coming forward continue to constrict and restrict what it means to gather, which means maintenance of relationships (_influence_) are impacted.

As a result, moving forward a renewed effort of engagement must be done by all including the City of Madison. More intentional **whole person and whole issue engagement must be taken into consideration**. As it may be that you only get "one more chance" to bring people to the table to engage. The city should consider the following:

> ➢ Now more than ever the City should invest and take more seriously cross department engagement by staff; and
> ➢ leverage projects to be in tandem so that folks will lean in rather than away due to fatigue.
> ➢ Further, equity and historical economic inequity is a recognized problem to address and solve. This can only happen if intentional design practices are out into place and coordinated together.

Ultimately, if staff in specific programs can work with the broader department, and across the city on larger projects to impact and address root causes this can be the bridge back to community engagement and participation. Our small engagement sessions reminded us and also gave us the direction/guidance necessary to inform us and these recommendations.

Further, we also learned that as part of Stage 2's cycle, it should have us focus and make a renewed effort to **reach** deeper and further for **voicing**. Hopefully, there will be a "new normal" on city-wide engagement and also with the modal hierarchy tangible. The model being tangible at Stage 2 allows an interactivity that was not possible in Stage 1. We hope that being able to **allow people to play and interact with the tool** will encourage more participation and interest by the community in general; while also specifically, for our racially, ethnically, and culturally diverse stakeholders. Our goal is to gain more successful reach with higher participation, voicing, and presence around engagement as part of Stage 2.

Though the groups were small they had much to say on the issue of streets and design, and the data quite rich. Our survey results were also the most informative from a broader, and more general population. That collection of data helped give relevant **guidance and insight on how we move forward. Following are additional insights for us as a planning team to consider in addition to what has already been shared above.**

★ There will be more detailed Stage 2 work to focus on already gathering groups versus sending invites out generally for a response
★ ti is recommended that community accessible prototypes be created and tested in Stage 2 engagement to be confident in equity and voicing and to also act as a tool to gain interest and participation
  ○ This includes specific racial/ethnic/culture groups to test for their values and priorities and ensure equity and voicing
★ Another, survey or padlet that addresses the findings from the engagement and allows people to confirm and affirm will be valuable to learn from community reactions
★ Need to ensure stakeholder sessions use key themes and ideas/comments as part of modal hierarchy presentation and stated in the words of community members to ensure a connection between what is said and what is created (for reflection of listening/learning)

★ Priorities, trade offs, and values are vital in Stage 2 and need to be tested and confirmed by focused groups and in the large workshops et

★ Equity framing and prototypes design and process needs to be clearly vetted with Dept of Transportation staff. If they don't understand or buy into the usage and design it won't be used appropriately or effectively. This will be counterintuitive to the intention.

★ RESJI staff and committee members also need to be brought into the process to ensure that the work being launched in this work is supported and aligns with the direction of where these stakeholders would like to see it go and grow.

★ A database of engagement is recommended within the department should be identified or information added to include equity efforts on projects that can be searchable. A part two recommendation, is that once that is developed expanding it to be accessible city-wide. This would be a great next step for cross departmental collaboration and better community and whole neighborhood impact and outcomes.

★ Staff learning and understanding the unconscious bias that is steeped in language around "what is deserved and earned" is also vital to the change work. Policies and data are interpreted through a lens of socialized ideas of who and how people earn and deserve resources.

  ○ Creating space to talk about this and other unconscious and uncomfortable topics on how policy decisions get made and who it impacts is vital.

  ○ Push staff to work collaboratively to ask and call out those tough questions.
    Specific questions for staff to consider

Challenge staff to consider and ask the following of themselves:
  ❖ How am I positioned (relative to privilege and/or oppression) in all aspects of my identities (e.g. race, class, gender, language)?
  ❖ How might these identities impact people and our process?
  ❖ Surface what you don't know→ What is unfamiliar to me here? especially around race, class, privilege etc
  ❖ Challenge your assumptions
  ❖ How are relationships and power differentials affecting the truth of what we say and how we tell the problem?

❖ How might I build capacity to recognize oppression at play at the individual, institutional, and structural levels?