

Strategies to Engage Your Community on Housing Issues

*Thursday, August 5, 2021
2:00 – 3:30 pm*



Thank You for Joining!

Webinar Host & Moderator

Melissa Kuehne

Senior Program Manager
Institute for Local Government



Today's Agenda

Welcome & Logistics

Setting the Stage

Presentations by:

- Wendy Nowak, Principal, PlaceWorks
- Delo Freitas, Senior Planner, City of Arcata
- Councilmember Ruben Abrica, City of East Palo Alto

Panel Discussion

Q&A

Upcoming Webinars & Wrap Up

How to Ask a Question During the Webinar

- All webinar participants will be on MUTE during the entire call.
- Please TYPE any questions into the question box at any time during the webinar.
- The moderator will read your questions during the question period at the end of the webinar.



Non-Profit, Non-Partisan & Here to Help

ILG is the non-profit training and education affiliate of...



**California Special
Districts Association**
Districts Stronger Together



LEAGUE OF
**CALIFORNIA
CITIES**

We provide practical and easy-to-use resources so local agencies can effectively implement policies on the ground.

ILG's Programs & Services

Program Areas

Leadership & Governance

Civics Education & Workforce

Public Engagement

Sustainable Communities



Services

Education & Training

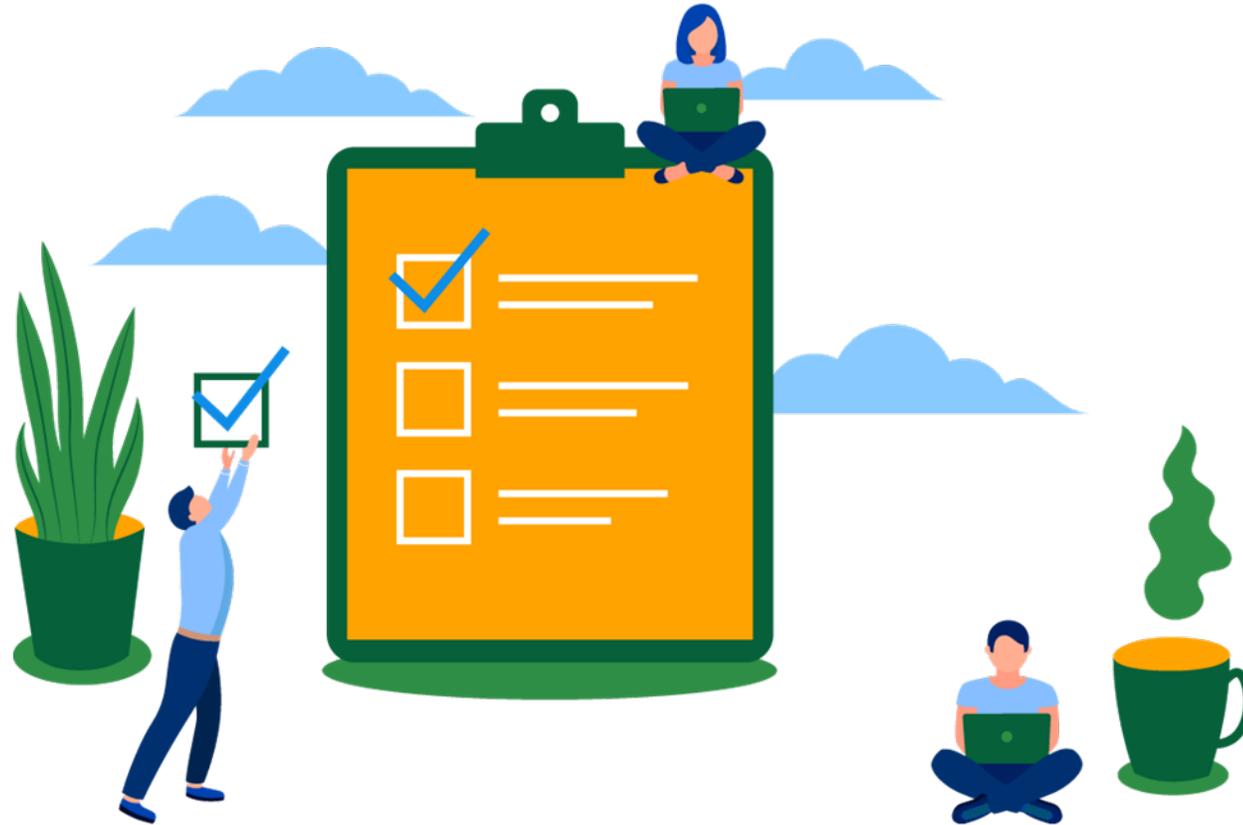
Technical Assistance

Capacity Building

Convening

Our mission is to help local government leaders navigate complexity, increase capacity & build trust in their communities

Tell Us More About You – Audience Poll



Today's Presenters

Ruben Abrica,
Councilmember
City of East Palo Alto



Wendy Nowak
Principal
PlaceWorks



Delo Freitas
Senior Planner
City of Arcata



Setting the Stage

Ongoing
through
June
2023

Statewide Housing Technical Assistance Program

Statewide and
Regional TA

Planning
Commissioner
Handbook



Trainings

Elected Official
Trainings

What We're Hearing in the Field

Hard to navigate hybrid engagement/reopening

Many jurisdictions are seeing more participation in a virtual environment

Virtual engagement is exacerbating the digital divide

Challenging to make virtual engagement interactive

RHNA targets are hard to meet

Challenging to balance community housing needs and the community's "vision"

Why Engage the Public?

Better identification of the public's values, ideas and recommendations – and vision for their community

More informed residents - about issues and about local agencies

Improved local agency decision-making and actions, with better impacts and outcomes

More community buy-in and support, with less contentiousness

Faster project implementation with less need to revisit

More trust - in each other and in local government

In some cases, it is required

IAP2'S PUBLIC PARTICIPATION SPECTRUM



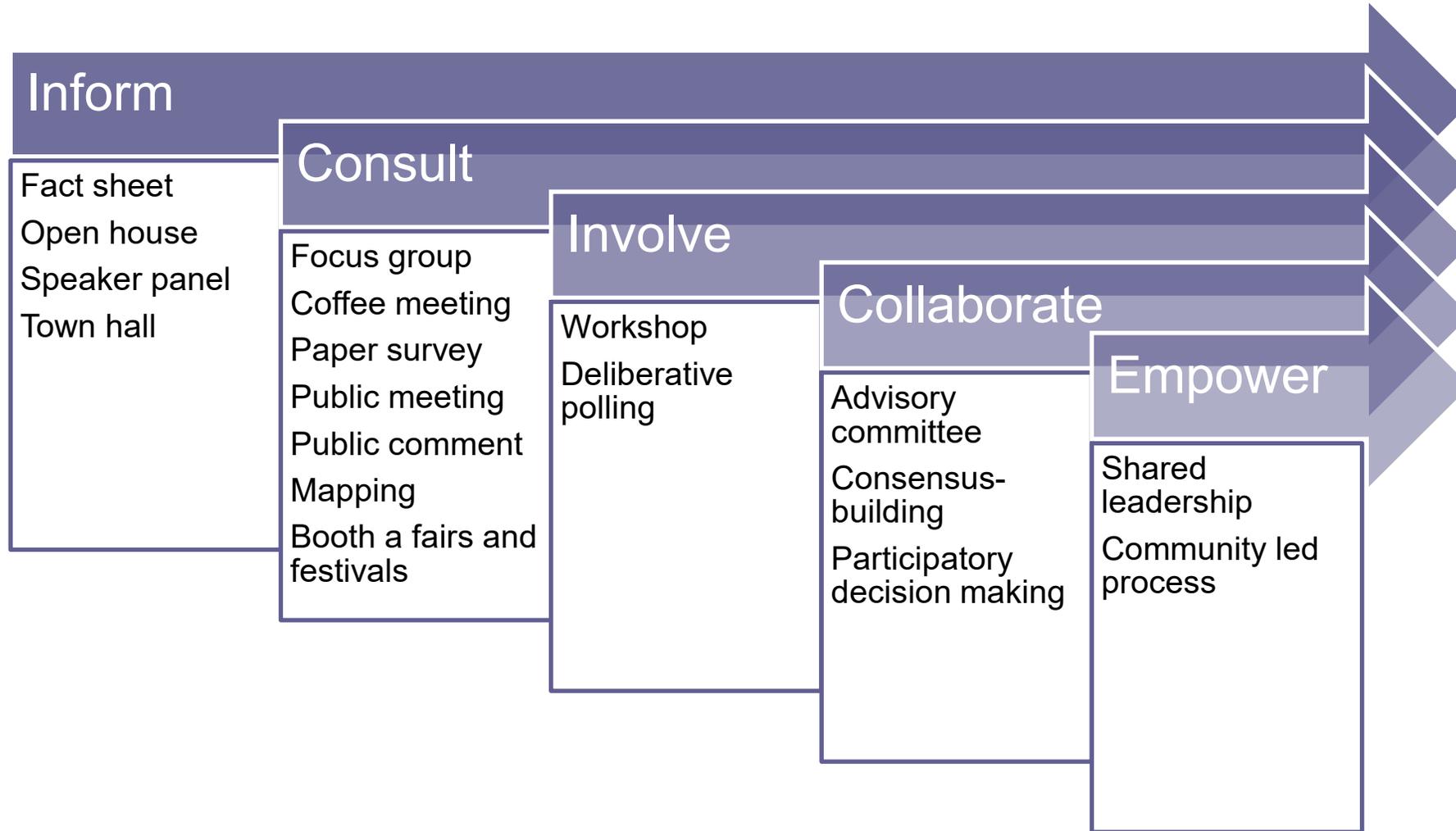
The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION

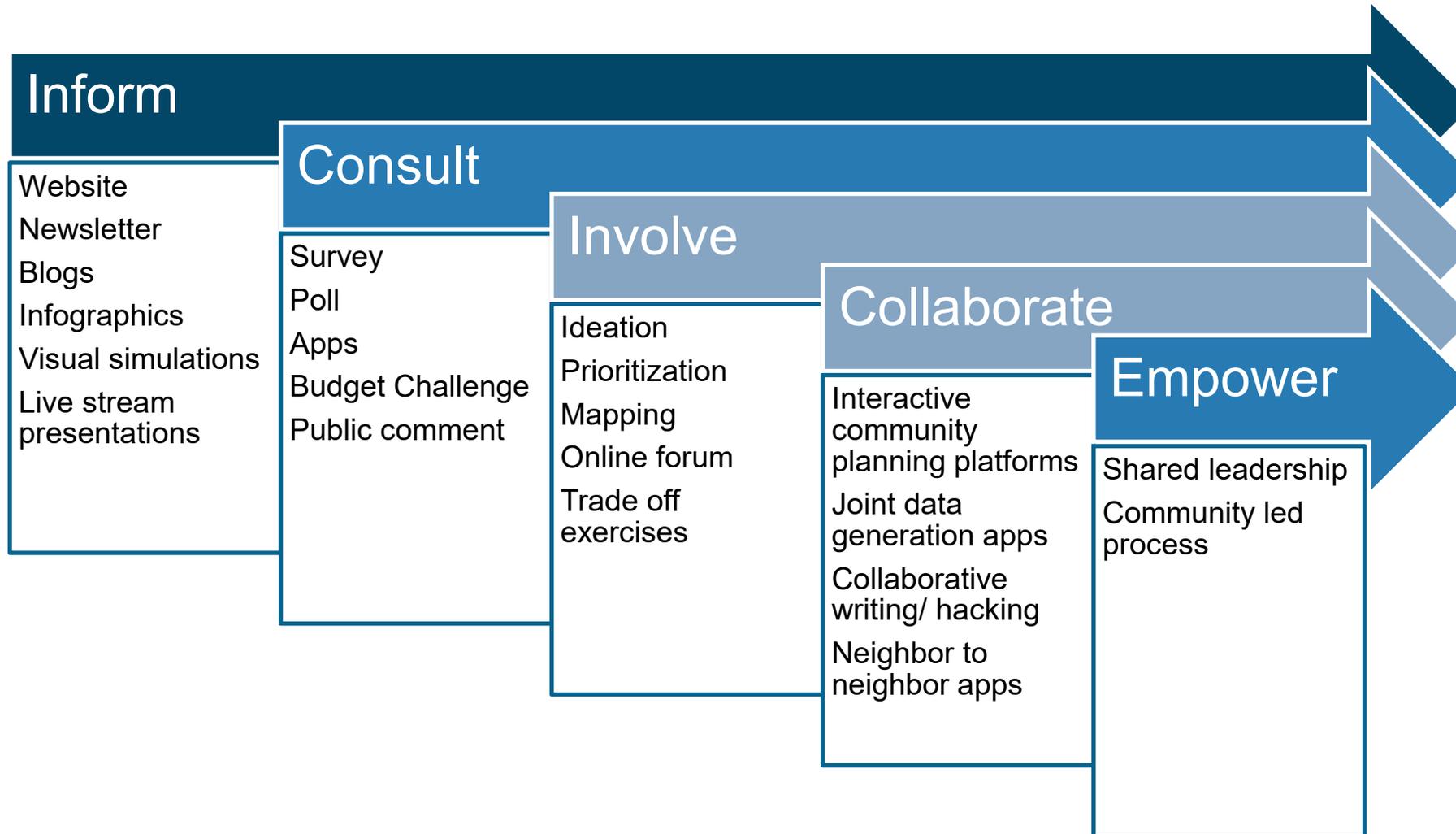
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly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



Consider In-Person Options



Consider Digital Options



Choosing the “Right” Approach

Key Considerations

Who is in your community/who are you trying to reach?

What is the *purpose* of your engagement?

What input are you seeking?

Where are you in the process?

What tools and approaches will help you achieve your goals?

Do you have a mix of high tech and low tech options?



Collaborative Problem Solving Approach

*Getting to Yes
(or "I guess that's ok")*



Messaging: How to tell the story

- Convey what you know and why it matters. Why should people care about this issue?
 - Make it relatable, share limitations, if any
 - “Grandma Test”
- Our Commitment
 - What decisions can the community influence
 - To what degree we can address issue at this time and what’s coming next
- Demonstrate you heard community
 - Share majority results but also the alternative views so people see you considered all sides
- Share what actions you took (and couldn’t take and why)

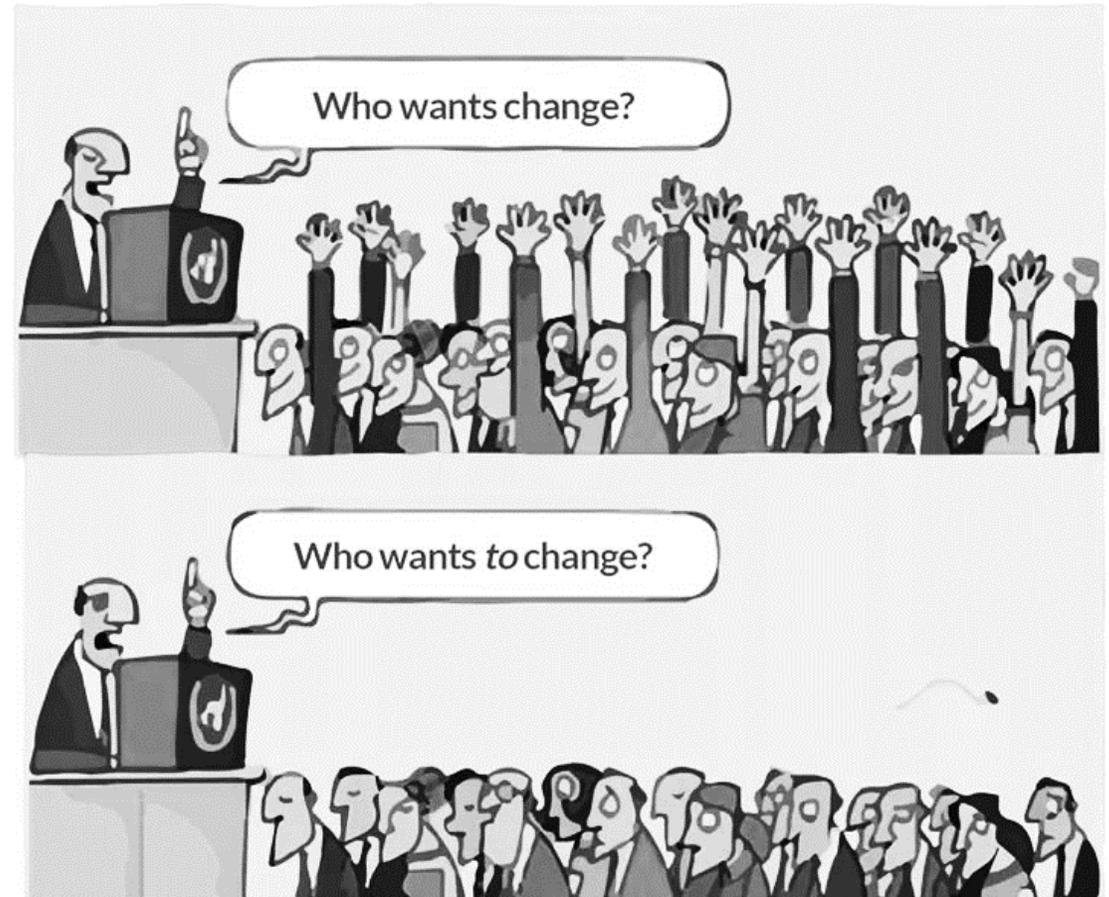
Positional Bargaining

- Positional bargaining is a battle of wills
- Positional bargaining is hard on relationships
- Positional bargaining produces unwise agreements
- Win-lose usually becomes **LOSE-LOSE**



Positions vs. Interests

- Can't ask people to set aside their interests
- Can ask people to suspend their positions while participating in process
- Intent of collaborative problem solving is to articulate and understand stakeholders' interests so best solution can be crafted
- Create shared understanding of the problem – if people don't agree on the problem, they can't create solutions



Ground Rules

for Collaborative Problem Solving

- Everyone's perspective is valued
- Listen to understand, not to debate
- Be hard on the issues – soft on the people
- Avoid right-wrong paradigms
- Everyone has an equal opportunity to participate
- What's past is past – focus on the future



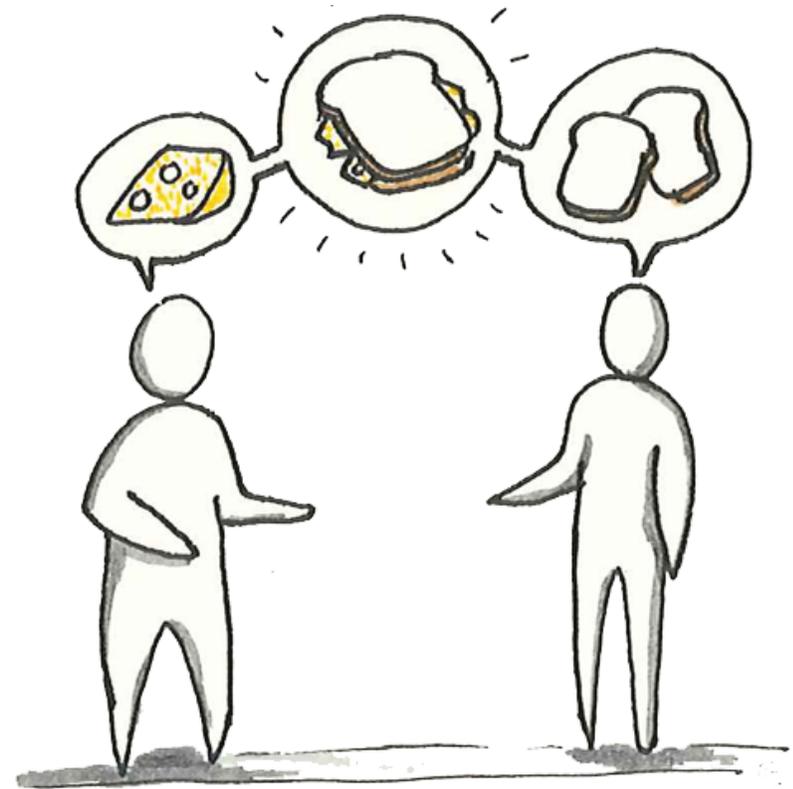
Degrees of Consensus



- 1 I can say an **unqualified 'yes'** to the decision. I am satisfied that the decision is an expression of the wisdom of the group.
- 2 I find the decision **perfectly acceptable**. It is the best of the real options we have available to us.
- 3 I **can live with** the decision. However, I'm not especially enthusiastic about it.
- 4 I do not fully agree with the decision and need to register my view about it. However, I do not choose to block the decision and will **stand aside**. I am willing to support the decision because I trust the wisdom of the group.
- 5 I do not agree with the decision and feel the need to **block the decision** being accepted as consensus.
- 6 I feel that we have no clear sense of unity in the group. We need to **do more work** before consensus can be achieved.

Outcomes of Collaborative Problem Solving

- Gain mutual respect for each other's interests
- Develop alternatives that respect everyone's interests
- Not uncommon to develop solutions that no one has imagined yet



Pointers, Tips & Tricks

- Get creative in the way we connect
 - Digital tools
 - Out of the box thinking and “marketer mindset” to get people involved
 - Leverage community “connectors”
 - Religious organizations

The city and the COLLEGE to work together to create community
14 hours ago Like +12 Dislike

Public access (maintained finished pathways) around the Arroyo! Maybe with some interspersed local shops and restaurants near downtown like a Riverwalk type of vibe (see San Antonio)
13 hours ago Like +9 Dislike

Better bike/ped connectivity to reduce car use
13 hours ago Like +7 Dislike

City is aging. We need to bring in the city young families with kids.
14 hours ago Like +7 Dislike

Yes! A monthly farmer's market on high street.
13 hours ago Like +6 Dislike

Showcase the Arroyo Simi, enhance the bikeway and the wildlife habitat, and connect it to all the neighborhoods.
13 hours ago Like +10 Dislike

more mom and pop/less chain businesses
13 hours ago Like +8 Dislike

Housing for all segments of society...single professionals, young families, empty nesters, seniors
13 hours ago Like +8 Dislike

diversity of housing options
13 hours ago Like +7 Dislike

Turning the historical buildings into museums, restaurants, ex: Birkenshaw House
14 hours ago Like +7 Dislike

Provide collaboration spaces for entrepreneurs and remote workers who would otherwise have to commute to Downtown LA
13 hours ago Like +10 Dislike

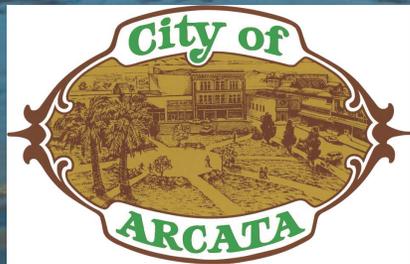
A large arboretum or garden that encompasses arts, culture elderly and children.
13 hours ago Like +8 Dislike

More solar power and environmentally safe resources to combat global warming
13 hours ago Like +7 Dislike

Retains the rural/"outside LA" feel
14 hours ago Like +7 Dislike

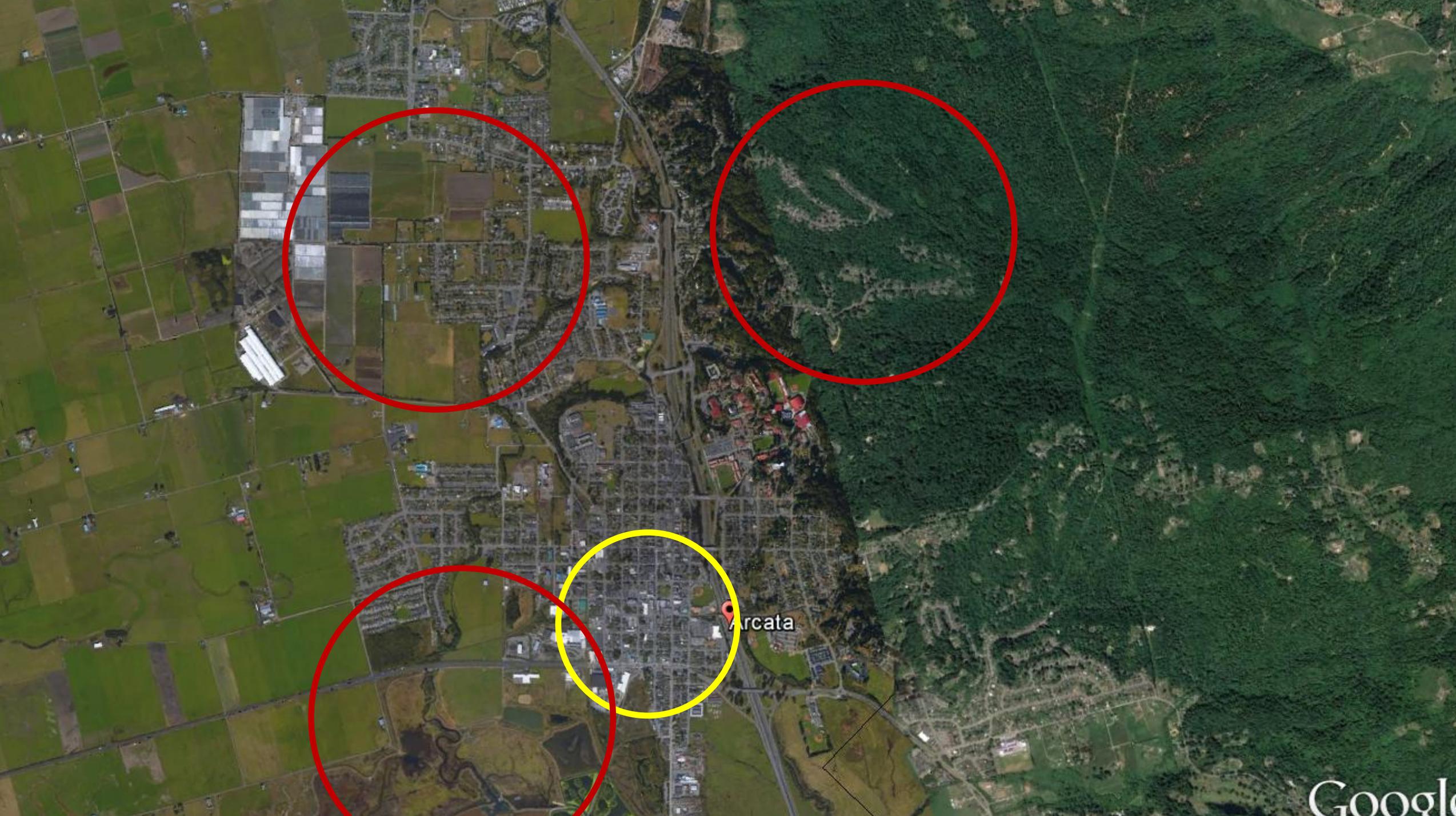
Community Pride. sense of belonging.
14 hours ago Like +7 Dislike

City of Arcata



Delo Freitas, Senior Planner
City of Arcata





Arcata



GROWTH
MANAGEMENT

LAND USE

LOCAL COASTAL
ELEMENT

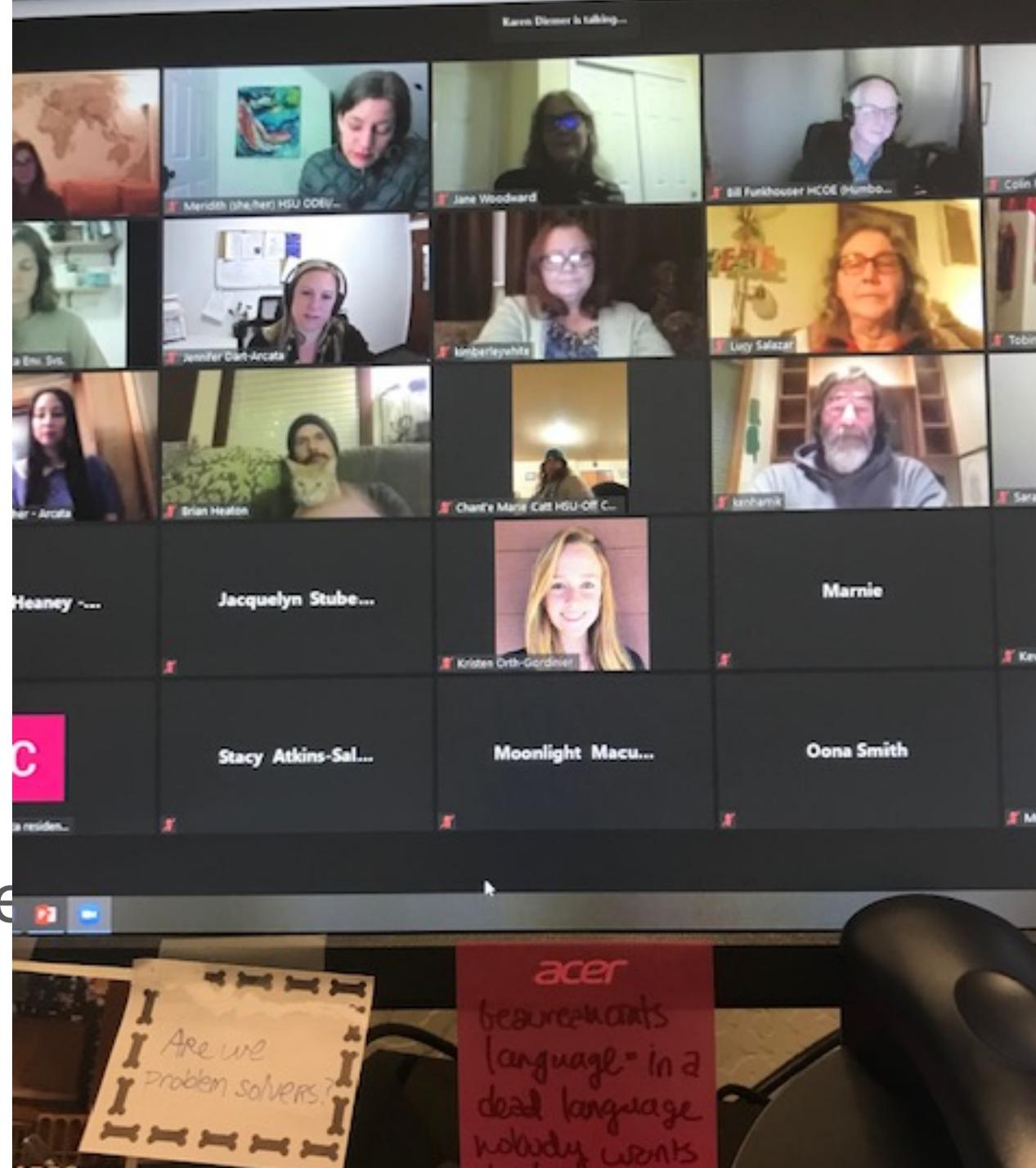
VISION
STATEMENT

TRANSPORTATION
& MORE

ZONING CODE
UPDATE

Outreach to Date

- Two Listening Sessions
- Surveys (English and Spanish)
- Targeted presentations
- Four Walking Tours
- Plus, all the outreach from the Housing Element Update in 2019...



Prepare for “cognitive dissonance”



Additional Housing

- More Neighbors
- More Traffic
- More Families
- Diverse

Existing Quality of Life

- Small-town Charm
- No more Traffic
- Quiet
- Homogenous

zoom

watch eight minutes (from 12:51 to 21:10) of this video: <https://www.youtube.com/watch?v=2W25zWjD7oY>

Polarity Map

Upsides of focusing on this value

- Predictability
- Safety
- Quality of life
- Infrastructure costs
- Knowing your fellow community
- Lots of people like you
- Don't have to put people near hazards like floodplains or build w/mitigation measures
- Open space remains open space
- Unobstructed views
- Maintain your property footprint (no need for ADU)
- No change in sun into your home

Stability
(Little/No Growth)

- Unrealistic
- Exclusionary
- Doesn't acknowledge pop/ growth or kids that grow up here & want a home of their own
- State control if city doesn't act
- No equity
- Deterioration of stock/lack of investment
- More community, traffic to come to Arcata for jobs
- Quality of life
- Students may not want to come here
- Lack of tall full tax income

**Downsides of focusing systematically
over time to the neglect of the other value**

Upsides of focusing on this value

- Diversity
- Investment opportunities
- New Community relationships
- Children grow up & have places to live
- Students want to come/have housing
- New architectural styles- staying current
- Using green buildings & energy efficient appliances
- Chance to learn from bad design, lack of maintenance
- Higher the tax base, more infrastructure
- Better transit options - more use
- Attract talented people
- Enough people to support a universal bus system safer, more eyes
- Nine senior housing - to offer up nine single family homes
- Potentially improved Medical care (? possible)
- Increase (?) tax

Change
(Growth)

- Too fast - could be issues if transit & schools infrastructure can't keep pace
- Traffic
- Pollution
- Noise
- Ecosystem disruption - chases out wildlife
- Roadkill
- Urban/Wildland interface
- Crime if jobs/opportunities are not growing at the same pace
- Competition for jobs
- Long standing community member may leave
- More accommodation for seniors
 - Medical care
 - Housing
- Less Medical care
- Views change

**Downsides of focusing systematically
over time to the neglect of the other value**

Be proactive

2 Don't make Arcata too crowded. **2**

1. Allow for denser development in residential zones **2**

Vote along the spectrum

- Define denser! ?? taller dense homesteads b/c we moved here to get away from city density but in some places can wait
- Consider a good transportation system! not just housing
- Depends on the neighborhood. Yes! Where young kids around school
- I am generally in support except x

7

2 We don't need any new tall buildings, especially not with housing units. **1**

2. Encourage multi-story apartments near Downtown **1** **2** **2** **2**

vote along the spectrum

- This is esp. important
- I like that Arcata doesn't have any building over 3 stories
- Please do not build over 3 stories high!
- Building no more than 3 stories. If higher (i.e. 4 stories by Co-op) it needs to be with great approval from community
- Not w/o parking
- Condos give pride of ownership to high density housing. Walk to downtown with property taxes
- Build up the city core

7

3 This is unrealistic. Focus on other priorities. **1**

3. Encourage multi-use development in and around commercial areas **1** **2** **1**

vote along the spectrum

- Look aspiring-???

14

2 No! This will overcrowd my neighborhood. **2**

4. Build Accessory Dwelling Units (mother-in-law units)

vote along the spectrum

- Allow RV/Tiny House as AUDs. It's too expensive for homeowners to build + results in high rents for tiny spaces.
- Have some on ground floor for accessibility

13

6 No! We don't want to grow into our agricultural land. **3**

5. Annex land outside City limits to create new subdivisions for single family homes. **2** **2**

vote along the spectrum

- Dangerous to expand in the bottoms w/ sea level rise
- Annex land only if developer pays for infrastructure additions/expansions

2



Refine your messaging

“Infill Development” Defined (via <https://opr.ca.gov/planning/land-use/infill-development/>)



Reduce greenhouse gas emissions and improve regional air quality by reducing the distance people need to travel



Reduce conversion of agricultural land, sensitive habitat, and open space for new development



Reduce costs to build and maintain expensive infrastructure



Facilitate healthy and environmentally-friendly active transportation

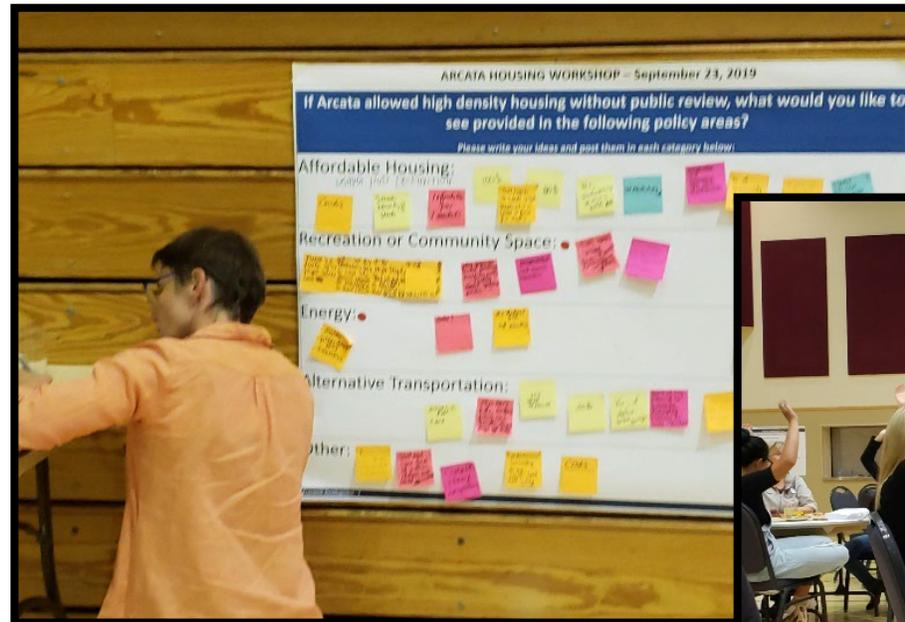
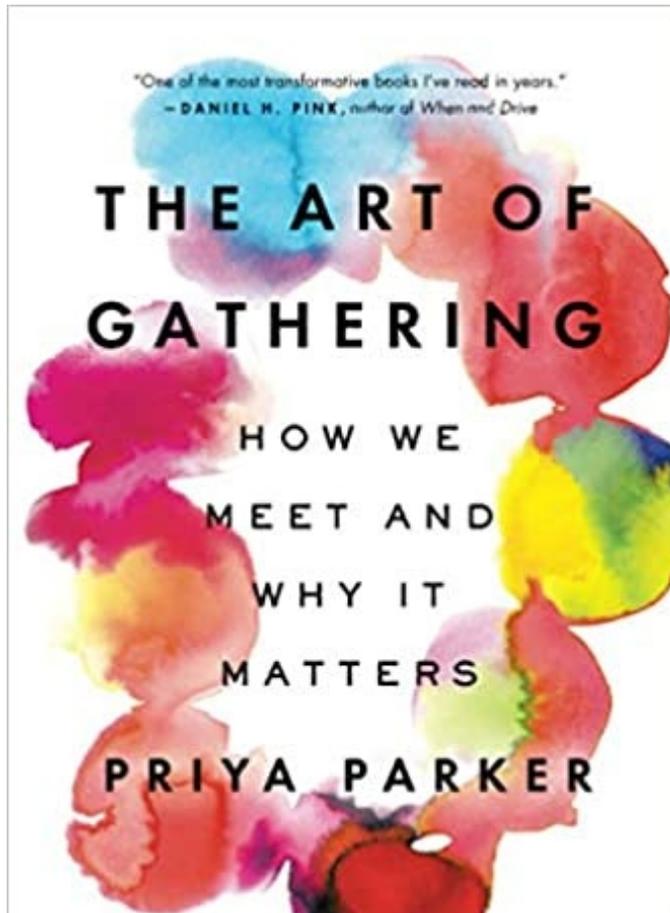


Reduce storm-water runoff resulting in flooding and pollution of waterways

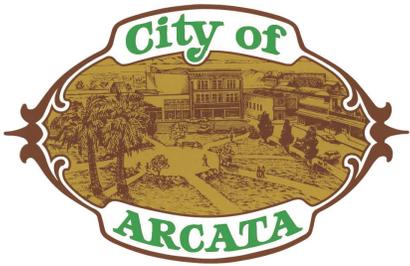


Bring vibrancy, community and social connection to neighborhoods

Model intentional engagement



thank you!



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Build • Organize • Optimize • Strengthen • Transform

City of East Palo Alto



Ruben Abrica
Councilmember

Panel Discussion





Upcoming Webinars



TACKLING CALIFORNIA'S HOUSING CRISIS

A FREE WEBINAR SERIES FOR LOCAL GOV'T STAFF & ELECTED OFFICIALS



ABOUT THE SERIES

California's housing crisis is growing. While local governments do not build housing units, local officials play an integral role in land use and housing decisions that set the stage for housing development.

This new series from ILG will help city and county leaders better navigate complex housing issues. Experts will tackle timely topics like land use and housing, legal regulations and parameters, and community engagement.

**REGISTRATION
IS FREE!**

WWW.CA-ILG.ORG

This series is hosted by the Institute for Local Government with funding from the California Department of Housing and Community Development

Topics:

- Climate-Resilient Land Use and Housing Policies
- Housing Strategies to Help Address Homelessness
- New Laws and New Money

www.ca-ilg.org/HousingWebinars

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Thank You!

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