

SHARED SPACES

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DT: 5/19/15

TO: Project Team

FR: Steve

RE: First Draft of Community Engagement Plan

Introduction

Building on descriptions in the project scope of work, this plan details the practical steps, roles and responsibilities involved in engaging the Southwest Fresno community in creating its own Specific Plan. This is a living document that will continue to evolve through the first meeting of Project Steering Committee, as we gather input from Southwest leaders on how best to involve their community. This initial draft includes the changes made since the scope was written and notes questions still to be answered as we refine the plan together.

Engagement Team Roles and Responsibilities

The community engagement effort will be led by a team including: the Office of Councilman Baines, the City of Fresno Development and Resource Management Department, and the consultant group of PlaceWorks, Shared Spaces, Pop-Up Design & Development (Pop-Up Design), and engagement specialists from the Plan Area. The Council Office and Shared Spaces, specifically Gregory Barfield and Steve Rasmussen Cancian, will lead the engagement team.

The primary roles of each team member are listed below, recognizing that in such a team effort many roles will be shared. The specific responsibilities of each team member during each step in the process are listed at the end of each step description under "Deliverables."

City Leadership Team

(Councilmember Oliver Baines Office and the Development and Resource Management Department (DARM)):

- Set the goals, objectives, context and message of the effort.
- Lead engagement planning to assure process matches the needs and experience of the community.
- Review and refine all materials to assure they communicate the right message and are locally effective and in-keeping with current City codes, procedures, and the Brown Act.

Councilmember Oliver Baines Office (point of contact: Gregory Barfield) will also:

- Reach out to community leaders and institutions to form and sustain the Steering Committee.

- Follow-up with community leaders and institutions to recruit workshop participants.
- Reach out to community contacts to access local resources, such as a Community Office space and meeting rooms.
- Organize the celebration after the Specific Plan is completed.

Development and Research Management Department (point of contact: Sophia Pagoulatos) will also:

- Provide guidance and direction to assure effort conforms with best practices of planning.
- Provide context of recent past planning efforts.
- Assist in engaging other City staff to participation in meetings and workshops.
- Coordinate logistics including: securing meeting venues, room set-up and take-down, refreshments, and printing notices/mailers.
- Help staff the Community Office.

Consultant Team

(Comprised of PlaceWorks, Shared Spaces, Pop-Up, Robert Mitchell, Margarita Rocha and Lucio Avilas)

- Engage a representative cross-section of the Southwest Fresno community in an inclusive, substantive, meaningful planning process.

PlaceWorks (points of contact: Bruce Brubaker, Rosie Dudley, Peter Quintanilla, and Janet Chang) will:

- Manage interface of engagement effort and overall planning effort to assure the community is involved in the key decisions and the project team gets the community input it needs.
- Collaborate with Shared Spaces to develop the agendas and materials for Steering Committee meetings and workshops.
- Prepare graphically engaging outreach materials.
- Present and engage community in the planning process at each meeting and workshop.
- Supervise effort to assure completion of deliverables and results on budget.

Shared Spaces (point of contact: Steve Rasmussen Cancian) will:

- Assure goal and objectives are met, including completion of all deliverables.
- Lead engagement effort to assure best practices and lessons learned from other projects are incorporated into strategy.
- Coordinate implementation of Community Engagement Plan.
- Prepare and facilitate Steering Committee meetings and workshops, including taking the lead in developing the agenda and facilitation.
- Help prepare outreach materials—flyers, mailer, emails (in coordination with PlaceWorks’ graphics team).
- Conduct individual and group outreach not covered by Council office or local engagement specialists.
- Provide as-needed support for each other team member in implementing their responsibilities.
- Complete any tasks left unassigned.
- Prepare and present reports on engagement effort as needed.
- Play a to-be-determined role in the Community Office

(Note to team: we need to discuss together the division of roles and responsibilities for the Community Office)

Local Engagement Specialists (points of contact: Bob Mitchell and Margarita Rocha with assistance of Lucio Avila) will:

- Participate in all planning and review all materials to assure local effectiveness.
- Reach out to community leaders and institutions to form and sustain the Steering Committee.
- Reach out to individuals and groups to recruit them to participate in the process and sustain their involvement.
- Conduct outreach, help organize and lead Topic Working Groups in their areas of experience.
- Provide translation and interpretation Spanish/English (Margarita and Lucio).
- Play a to-be-determined role in the Community Office

Pop-Up Design (points of contact: Hank Delcore and Kiel Schmidt) will:

- Organize youth engagement.
- Staff Topic Working Groups.
- Integrate healthy food opportunities into the planning process.
- Synthesize findings from Topic Working Groups for integration in the Specific Plan.
- Play a to-be-determined role in the Community Office.

STEP 1: Building Steering Committee

The first step in engaging the Southwest community will be organizing a Project Steering Committee, composed of a representative cross-section of community leaders and stakeholders. This committee will meet throughout the life of the project, becoming the collective community leadership of the project. They will both represent the community in the planning process and share the planning process with the community.

The Steering Committee will participate in each critical decision in the planning process. First, the Committee will provide the local insight and knowledge needed to finalize the Community Engagement Plan. Then for each stage of the process from profiling the community to selecting a preferred alternative, the Steering Committee will provide input on the key decisions.

The Steering Committee will also help lead the broader participation process. Each member will commit to attending at least five evening Steering Committee meetings (approximately two hours in length) during the planning process. Each member will organize their network to attend the workshops, assuring a representative base of consistent participants. Before each workshop, the Committee will help refine the agenda and materials, deciding what questions and issues are most important to bring to the broader community. Steering Committee members will open and close each workshop and help lead breakout groups. Between workshops, Committee members will help lead Topic Working Groups in their area of experience. Committee members will serve as ambassadors of the project and sharing their experience and understanding of the planning process in their organizations, at community events and in casual conversations, always encouraging more participation in the process.

The Engagement Team will build the Steering Committee through the following steps:

- Develop List of Representative Constituencies and Prospects—the engagement team will develop a list of all the stakeholder groups and constituencies that compose the community and the leaders that could effectively represent each group. This list will include representatives of all the other simultaneous smaller scale planning efforts in Southwest, so that the Steering Committee can assure the Specific Plan brings all these efforts together. This list will evolve as the team reaches out to initial prospects, always asking, “Who else should be involved?”
- Contact Prospective Members—once a satisfactory list is composed, each prospective member will receive a phone call and letter from the Council Office. The letter will also include a “Steering Committee Roles and Responsibilities” sheet. Where appropriate, these contacts will be followed up with calls and one-on-one visits by the local Engagement Specialists and Shared Spaces.
- Review Results/Second Round of Outreach—after contacting all the prospective members, the engagement team will review the results and plan a second round of outreach to fill any gaps in representation.

DELIVERABLES

- List of prospective Steering Committee members—Council Office
- Letter to prospective members—Council Office
- Steering Committee Roles and Responsibilities Sheet—Shared Spaces and DARM Staff
- Contacting Potential Members—Council Office/Engagement Specialists/Shared Spaces

STEP 2: Kick-off Steering Committee Meeting

The objectives of the first Steering Committee Meeting will be to:

- Introduce the Steering Committee members and project team members to each other.
- Confirm the roles and responsibilities of the Committee members.
- Orient the Committee members to the Specific Planning process and answer all questions.
- Review and refine the Community Engagement Plan, project goals, and schedule including the calendar of meetings and workshops.

In preparation for the first Steering Committee meetings, Shared Spaces will secure an effective location in Southwest Fresno that is available for all the Steering Committee meetings. The ideal location is well known, accessible, scaled for a board or committee meeting, but also large enough to accommodate non-members who wish to attend.

DELIVERABLES

- Secure Location—DARM
- Develop Agenda—Shared Spaces with Team
- Develop Materials—Shared Spaces and PlaceWorks
- Logistics (furniture, equipment, refreshments etc.)—Shared Spaces
- Confirm Member Attendance—Council Office and Engagement Specialists

STEP 3: Steering Committee Retreat [not in scope of work]

The Steering Committee Retreat will bring together the Committee members for a shared overnight visioning, planning and bonding experience. The objectives of the retreat are to:

- Build a personal connection and commitment between the members.
- Create collective commitment to make the project a profound success.
- Fill in gaps in knowledge and experience, so the group has a shared knowledge base and planning language.
- Explore the issues that underlie the challenges facing Southwest.
- Consider how this planning process can meet those challenges.
- Identify issues that need long-term discussion and development in Topic Working Groups

The retreat will take place on a Friday/Saturday overnight at an appropriate site within 90-minutes of Fresno. If a change in scope is desired by the City Leadership Team, the consultant team can provide an estimate to cover the preparation and facilitation of the retreat; accommodations and incidentals will be covered by the City Leadership Team.

DELIVERABLES

- Secure Location—Council Office and Shared Spaces
- Develop Agenda—Shared Spaces and Council Office with Team
- Develop Materials—Shared Spaces and PlaceWorks
- Logistics (furniture, equipment, refreshments etc.)—Council Office and Shared Spaces
- Confirm Member Attendance—Council Office and Engagement Specialists

STEP 4: Universal Invitation to Participate

Once the community leadership of the effort is consolidated, the next critical step is assuring all residents and stakeholders feel invited to participate in the process. This universal invitation will be achieved through:

- Mailing to All Addresses—we will mail a graphic postcard describing all the opportunities to participate to every address in the plan area
- Flyers Home from School—we will collaborate with the schools to send a flyer version of the postcard home with all the students
- Posters in Businesses/Road Signs—visible open invitations will reach many people who do not pay attention to mail or don't get it. To reach these people, we will hang posters in public buildings and supportive businesses and post several large road signs (possibly at bus stop shelters, on alert-o-lights, or posted at key corners) in the Plan Area.

All the material will be bilingual Spanish/English and carefully developed to explain how this planning effort relates to other efforts past and present.

It is important to remember that the goal of this universal invitation is to make sure everyone is invited and feels invited—actually getting a representative cross-section to participate is separate step, which comes next.

DELIVERABLES

- Create Mailer—Shared Spaces and PlaceWorks
- Create Flyer/Poster—Shared Spaces and PlaceWorks
- Create Sign Art—Shared Spaces and PlaceWorks
- Print/Secure Signs—Council Office
- Organize Mailing—City Planning and Council Office
- Organize School Distribution—Bob Mitchell and CLFA
- Place Posters in Businesses—Shared Spaces and Bob Mitchell and CLFA
- Place Road Signs—Council Office

STEP 5: Mobilizing Consistent Representative Participation in Workshops

To assure the successful, representative process, at least 75 percent of the desired number of workshop participants and all the desired diversity of participants should come from direct recruitment and networking, rather than the universal invitation. Sometimes a universal invitation works, but you don't know until the first workshop begins, at which it's too late to go recruit more or more representative participants. So, to secure a representative base of workshop participants, we will recruit through:

- Steering Committee Network—each Steering Committee members will be asked to recruit 5 people to participate in the workshops. Committee members will turn in the names and contact information of their recruits two weeks before the first workshop. This will assure results and allow centralized follow-up to backup Committee members work.
- Key Organizations—Shared Spaces, Bob Mitchell, Margarita Rocha, Lucio Avilas and Pop-Up will contact key organizations and seek commitments to recruit participants. Where appropriate, team members will make presentations at group meetings to encourage participation.
- Direct Constituency Recruitment—the team will reach out directly to constituencies that historically have been under-represented in workshops—including youth and local business owners. For business owners, the team will do one-on-one recruitment and follow-up. For youth, being active in the workshops will be built up as one of the goals of the youth engagement activities throughout the project, with youth likely gathering at the Community Office and going to the workshop together.

DELIVERABLES

- Follow-up with Steering Committee Members to Assure Recruitment—Shared Spaces and Engagement Specialists
- Organizational Outreach—Engagement Specialists and Shared Spaces
- Business Owner Recruitment—Engagement Specialists and Shared Spaces
- Youth Recruitment—Pop-Up Design

STEP 6: Core Engagement Period

In response to the lessons from past planning processes, the majority of broad community participation will be concentrated in a succinct two month Core Engagement Period. During this period, we will engage the community using 6 different synergistic methods. The goals are to:

- Maximize representative participation
- Provide everyone with accessible, comfortable opportunities to participate at the level they desire
- Create a Specific Plan more fully responsive to the community's particular needs and challenges

Method 1: Workshops

The team will organize a series of three workshops to engage the entire community in the first three steps of creating a Specific Plan:

- Step 1: Visioning and Identification of Issues and Opportunities
- Step 2: Generating Alternatives for Improvements and Development in the Plan Area
- Step 3: Refining Alternative Plans

To maximize participation, the workshops will be:

- Held on a regular rhythm on the same day at the same time in the same well known, accessible location.
- Conducted in all the languages of the participants.
- Accommodating to participants' needs by providing childcare, refreshments and rides.

While each agenda will be distinct, several critical pieces will be consistent to focus the time on participants actively planning together. Each session will likely:

- Open by providing participants with the information they need to participate in the next stage of planning
- Organize participants into small groups to consider the information and make decisions collectively
- Bring everyone back together with ample time to share their group's decisions and distill common elements

Workshop 1: Introduce the planning process to the community. This important first session should be a deliberative "workshop" recognizing the work done before and describing how this planning effort will differ. We will review the project goals, schedule, and ask for feedback regarding key topic areas and issues/opportunities.

Workshop 2: This workshop will include a welcome, summary of what we've heard so far, discussion of goals and opportunities, and a hands-on exercise to start developing alternatives for the Plan Area.

Workshop 3: This workshop will focus on the alternatives that have been developed based on Workshop 2, Steering Committee Meeting #3 and all the other community input gathered. Participants will work in small groups to review alternatives and select their preferred components of each alternative.

DELIVERABLES

- Workshop Agendas and Programs—Shared Spaces and PlaceWorks
- Workshop Materials—PlaceWorks
- Securing Locations—DARM
- Logistics—Shared Spaces and PlaceWorks
- Turnout—(see Step 5)
- Notes—PlaceWorks
- Translation—Margarita/Lucio (CFA?)
- Interpretation— Margarita/Lucio (CFA?)

Method 2: Community Charrette

The Community Charrette will be full-day team work session open to public participation. It will take place the day after Workshop 2. During the day everyone attending will work together and in small groups to develop plan alternatives based on the results of the workshops.

The Charrette is an opportunity for:

- Community members to participate in the critical step of distilling the results of workshop into alternatives.
- The consultant team to consider and digest the workshop results when they are fresh and with the physical context of the community immediately available for reference.
- City staff to participate in the process and approve the direction of the alternatives.

(Note to Team: I held off on developing this more until we can consider the charrette together)

DELIVERABLES

- TBD

Method 3: Topic Working Groups

The Topic Working Groups will provide a forum for community members to:

- Develop responses to critical issues that require more time than allowed by Steering Committee meetings and workshops.
- Work closely with City staff and project consultants.
- Focus on the issues they care about most.

The Topic Working Groups will be developed through the following process:

- The Steering Committee will identify critical issues requiring a working group and designate Committee members to help lead each group.
- The engagement team will coordinate the meetings of the working groups in collaboration with the designated Committee members. This coordination will include recruiting participants at

each workshop, calendaring meetings, preparing agendas, assuring needed information and materials are available and arranging the participation of relevant City staff and consultants.

- Each working group will be tasked with answering the question, “What are the range of alternatives for how the Specific Plan could address your topic?”
- The working groups will be encouraged to develop a range of alternatives, rather than a single answer, so the options can be brought to the broader community to consider at Steering Committee meetings and workshops.

DELIVERABLES

- List of Issue Groups—Planning Team and Steering Committee (Shared Spaces)
- Organize Topic Group Meetings—Local engagement specialists, with as needed team technical support
- Prepare Agendas and Materials—Pop-Up Design and local engagement specialists, with as needed team technical support to be determined
- Notes and Communication of Results—Pop-Up Design to be determined

Method 4: Direct Engagement of Constituencies Requiring Special Methods

From past experience, there are a several constituencies whose input is unlikely to get fully considered through the methods above—either because these groups are unlikely to participate or because they have particular interests or roles that are distinct from other stakeholders. The three constituencies that clearly fall into this category are:

- Youth
- Merchants/Business Owners
- Developers

For each of these groups, the team will organize a tailored process to solicit their input and incorporate it into the plan:

- Youth: Without youth-focused outreach, attendance at workshops may be low and lack diversity. Youth can be too quiet or too disruptive in adult-focused sessions and consideration of their input can lack the proper weight by the larger community, staff and planning team. Pop-Up Design will organize a youth engagement effort that will begin with meeting students where they are, including at afterschool programs at Edison High School and Gaston Middle School, as well as at youth-serving organizations like the Boys & Girls Club. Pop-Up’s youth development specialist will create a safe and fun environment for youth ages 13-20 to have a meaningful impact on the Plan. Youth will then be encouraged and recruited to participate in sessions at the Community Office and workshops. This dedicated youth development specialist will ensure youth input in the planning process is given proper weight in the drafting of the Plan.
- Merchants/Business Owners: the success of a community revitalization plan rests significantly on the support and actions of local merchants and business owners, yet typically they are the least likely people to participate in workshops and other engagement activities. To overcome

this dilemma, the team will work with business owner members of the Steering Committee to individually canvass a cross-section of local business owners two weeks before the first workshop and the week after each Workshop. The initial canvass will be to encourage business people to participate in the workshops and identify business people that can we can return to for input. The goal subsequent canvasses will be to bring the key questions asked at the workshop directly to the business people. The workshops questions will be organized into an informal questionnaire to be filled out by the team member in 10-15 minutes as they talk with each business person after each workshop. The goal will be to interview 10 diverse business people in each round. The results of these interviews will be reported to Steering Committee and Project Team.

- Developers: like local business owners, local developers play a major role in the success of a revitalization plan. While developers will attend public meetings, those sessions are not effective forums to fully explore what would encourage developers to invest in the neighborhood. To assure the full involvement of developers in creating and implementing the plan, PlaceWorks will organize two Developer Roundtables. The goals of these gatherings will be to:
 - Explore the opportunities and constraints for new residential, retail and commercial development in the Project Area.
 - Gather input on how the Specific Plan could influence investment and development.
 - Promote development opportunities to developers by identifying sites and summarizing the streamlining of permitting that the approved Specific Plan will provide.

These sessions will be facilitated as roundtable discussions amongst developers and be open to the public to listen and then participate during an open forum period.

DELIVERABLES

- Youth Engagement—(Plan and deliverables to be detailed with Pop-Up)
- Merchant and Business Owners Canvass—Shared Spaces and Engagement Specialists
- Notes from Merchant and Business Owner Canvass— Shared Spaces and Engagement Specialists
- Organize and Facilitate Developer Roundtables—PlaceWorks
- Invite Community to Developer Roundtables—Engagement Specialists and Shared Spaces
- Notes and Communication of Results—PlaceWorks

Method 5: Establishing City Hall and Community Offices

To assure the planning process is accessible and visible to everyone, the project will establish two offices: a City Hall Office for the duration of the project and a Community Office during the core period of community engagement—from the first community workshop to the last workshop.

The City Hall Office will be located in room XXX, immediately adjacent to the offices of Councilman Baines. This office will serve as:

- An accessible location for all public project materials—announcements, flyers, agenda, reports.

- A work and meeting space for Project Team members, Steering Committee members and Topic Working Groups.
- A presence for the project in City Hall, facilitating access to City staff and resources.

During the core engagement period, the project will open a Community Office at a highly visible, central location in Southwest. The office will serve as:

- A physical presence for the project in the community where City staff and consultants can share project materials.
- A local work and meeting space for Project Team members, Steering Committee members and Topic Working Groups.
- An accessible center for youth engagement.

The Council Office and Shared Spaces will collaborate on setting up the City Hall Office—including furnishing, arranging initial materials and assuring that any community member would be welcomed and engaged.

(Note to Team: the proposed division of roles and responsibilities regarding the Community Office needs to be discussed further by the team to determine who is best place for which tasks)

The Council Office and Shared Spaces will collaborate on securing and furnishing a location for the Community Office. Pop-Up Design will take the lead in setting up the Community Office. This set up will include, arranging initial materials, decorating the walls and windows to make the space immediately engaging and developing walk in activities for any community members that stop in. Pop-Up will staff the office for two regular 4-hour periods each week. During these times, Pop-Up will organize youth engagement activities and meetings of the Topic Working Groups.

DELIVERABLES

- Set Up City Hall Office—Council Office/Shared Spaces
- Location for Community Office-- Council Office/Shared Spaces
- Set Up Community Office—Pop-Up Design
- Community Office Programming—Pop-Up Design

Method 6: Steering Committee Meetings between Workshops

The Steering Committee will meet after each workshop to:

- Consider the results to date from each method.
- Decide if changes or additions are needed to fill gaps or respond to issues that arise.
- Prepare for the next workshop, including deciding which questions or issues should be brought to the broader public in the limited workshop time available.
- Organize follow-up to assure continued representative participation in all the methods.

DELIVERABLES

- (See list under Step 3)

STEP 7: Steering Committee Meetings to Implement Results of Core Engagement Period

After the final workshop, the Steering Committee will meet to assure the implementation of the vision and preferences expressed by the community. The two key points for meetings and Steering Committee action will be:

- Choosing a preferred alternative from the final options after the alternatives are analyzed and refined.
- Reviewing and commenting on the Draft Specific Plan.

The Steering Committee will appoint 2-3 members to formally represent the Committee's recommendation in front of the Planning Commission and City Council. All Committee members will be urged to attend the hearings and testify to their experience in the process and their support for the Committee's recommendation.

DELIVERABLES

(See list under Step 3)

STEP 8: Updating Participants throughout the Process

After each of the Steering Committee meetings described above and at minimum every X months, the team will produce and distribute a brief update to everyone who has attended a project meeting or workshop. Steering Committee members will be encouraged to share this update through their networks and organizations. The goal of these updates is to keep participants connected to the plan over the 18-24 months between the core participation period and final approval of the Specific Plan.

DELIVERABLES

- Create Updates—(note: To be discussed.)
- Distribute Updates to Participants—Shared Spaces
- Distribute Updates to Broader Community—Steering Committee and Engagement Specialists

STEP 9: Participation in Planning Commission and City Council Hearings

Everyone who participates in the process will be invited and encouraged to attend the Planning Commission and City Council Hearings to review and approve the final Specific Plan and EIR. As described above, selected Steering Committee members will be prepared to formally represent the community's recommendation of a preferred alternative. Everyone will be encouraged to testify to their experience in the process and their support for the community's recommendation.

DELIVERABLES

- Assure Steering Committee Representatives Prepared and Present—Shared Spaces
- Invite and Encourage Attendance by All Participants—Engagement Specialists and Shared Spaces

STEP 10: Celebrate

A community celebration will be held after the approval of the Plan and EIR. The celebration will be planned with interested Steering Committee members. The details of the celebration will be determined in the months before the final City Council vote.

DELIVERABLES

- Organize Celebration—Council Office