

# Santa Rosa General Plan Update

## Community Involvement Strategy – 6/16/20

### I. Introduction

Santa Rosa is poised at a critical juncture, ready to advance from recent challenges and “bounce forward” to a safe, healthy, sustainable, and equitable future. The 2050 General Plan Update (GPU) will help refine the city as a model of community support and inclusion, environmental care and resiliency, and a balance of preservation and forward-leaning change.

The City of Santa Rosa is committed to designing and implementing an inclusive and dynamic engagement process to ensure the 2050 General Plan Update is based on robust and genuine feedback from the community, civic and city leaders, and the private sector. The development of the General Plan will require inclusive engagement across many different platforms. We understand the City’s focus on small doses tied with consistent and continuous contact, and on staying nimble. The framework developed here is designed to be flexible and dynamic to ensure integration of voices often left out of, or uninterested in the planning process (including but not limited to those excluded because of race, citizenship, language, age, ability, income or transportation access).

In collaboration with City staff, the Consultant Team developed a **Community Involvement Strategy (CIS)** which outlines key outreach strategies and methods, target audiences, communication tools and the proposed timeline for implementation. This document is a high-level summary of the CIS and includes the proposed community involvement activities which will inform and guide the development of the 2050 General Plan Update.

In light of the impacts of the COVID-19 pandemic, we expect there will be a continued emphasis on virtual engagement due to the ongoing need for social distancing; however, we will also conduct in-person activities as the project progresses. It is possible that even if restrictions on in-person gatherings are loosened, many people may continue to choose to keep their distance and prefer methods that allow for online and telephone participation. Our community engagement experts are at the forefront of virtual meetings, online community engagement techniques, and other strategies for interacting with the community during this challenging time, and beyond. The MIG and PlaceWorks Team (Consultants) is committed to **bridging the digital divide** during COVID-19 to ensure that a broad cross-section of Santa Rosa community members can access and fully participate in all engagement activities.

## II. Approach

The Community Involvement Strategy offers numerous opportunities for the public, key civic and business leaders, as well as City staff and elected officials to be involved in the General Plan process. The CIS highlights ways that specific outreach activities will seek out and consider the viewpoints of a wide cross-section of Santa Rosa communities, with a targeted focus on reaching populations that are traditionally under-represented in planning processes (e.g., communities of color, low-income communities, immigrants, youth and seniors). Our approach includes the following goals:

1. **Leverage Local Networks and Existing Community Engagement Efforts.** Build on the variety and depth of existing community involvement initiatives in Santa Rosa to effectively and efficiently engage the public in the General Plan process. Tap into existing community-based networks of local leaders and groups to connect with a wider range of community members. This includes specifically leveraging the deep community connections, networks and trust provided by Latino Service Providers.
2. **Identify Barriers to Participation.** Cultivate an understanding of existing or potential barriers to the full participation of all community members, particularly communities of color and low-income populations, in the General Plan process.
3. **Create Opportunities for Inclusive and Equitable Participation.** Provide multiple and varied opportunities for a broad range of community members, businesses and interest groups to share meaningful input. This engagement will focus on all neighborhoods throughout the city, and unique methods will be designed to specifically engage communities that have not traditionally participated in planning efforts, including disadvantaged communities, youth and limited-English proficient communities, and address barriers to participation identified above.
4. **Collaborate and Inform General Plan Decision-Making.** Collect useful and relevant public input that reflects local expertise and values and informs decision-making related to the General Plan.
5. **Build Long-Term Capacity for Civic Engagement around Growth, Development and Community Design.** Build social capital and support those engaged through the process to stay involved and share not only concerns and issues, but also solutions and strategies necessary to implement the General Plan.

The MIG and PlaceWorks Team will actively collaborate with the City's Community Engagement Coordinator and Latino Service Providers to design and implement aspects of the community engagement program.

## III. Guiding Principles

The overarching goal of the community engagement process is to provide opportunities for meaningful participation and consensus-building among residents, community groups, partner agencies, City departments, and other stakeholders to define a shared vision for Santa Rosa's future. The Community Involvement Strategy is based on the following guiding principles:

- **Authentic and Equitable.** One of the principles of this outreach effort is to start and/or continue authentic dialogue, rooted in planning research and data, to establish a framework for future development and

investments. Community education regarding existing conditions and the current degree of equity in the distribution of services, amenities and opportunities for housing and jobs in the City of Santa Rosa will help ground these conversations. We will work with community-based organizations, faith-based organizations, and others working directly with communities of color to develop culturally relevant outreach approaches, most appropriate to meaningfully connect with Santa Rosa’s diverse residents.

- **Inclusive and Flexible.** Using a mix of creative and traditional approaches, the Project Team will proactively reach out and engage a full range of community and stakeholder groups across Santa Rosa. The outreach process will accommodate engagement in a variety of settings with a culturally-relevant approach, for both individuals and different size groups and will be tailored to match local and cultural preferences to the greatest extent possible.
- **Interwoven Equity.** The General Plan Update process will provide a focus on equity issues and offer opportunities to have constructive conversations in lower-income communities of color regarding challenges to upward mobility and access to educational and economic advancement. We will dedicate resources in our engagement efforts to ensure that input is collected from vulnerable populations and groups that typically do not participate in City-led planning processes.
- **High-Touch and High-Tech.** We know that many people respond well to personal, face-to-face communication. Outreach methods such as focus groups, interviews and pop-up events will allow the Project Team to interact with community members in a “high touch” fashion. Many of these same materials will be adapted to the digital environment to supplement a “high tech” aspect to the engagement – through social media, online questionnaires and websites.
- **Clear, Focused and Understandable.** Activities will have a clear purpose and use for the input and will be described in language that is easy to understand.
- **Integrated Framework for Growth, Development and Community Design.** Our approach will focus on synthesizing the best of what is working in terms of growth policies, and creating new, community-centered strategies for addressing Santa Rosa’s opportunities and priorities.
- **Respect.** All participants, including Project Team, City staff, residents, and civic and elected leaders, demonstrate respect in words and actions and approach decisions with open-mindedness so that everyone feels comfortable expressing their opinion regardless of differences. We acknowledge that power dynamics are always present and we create opportunities for power to be shared, openly discussed and addressed.

## IV. Key Audiences

The General Plan Update is an opportunity for Santa Rosa to further build a network of increasingly diverse and engaged community members to collectively contribute to the City's quality of life. In particular, the community outreach will seek out and consider the viewpoints of hard-to-reach groups such as communities of color, low- and moderate-income residents, seniors, youth, limited-English proficient individuals, and people with disabilities, in the course of conducting public outreach and involvement activities. The key audiences below will be targeted through the appropriate engagement methods. This is a "living list" and the MIG Team will continue to add stakeholders/audiences to the list to ensure strong representation from across the City.

- Santa Rosa residents and community members
- City Council and elected officials
- City of Santa Rosa Departments
- County of Sonoma Departments
- Transportation Service Providers
  - Sonoma Marin Area Rail Transit, aka SMART
- Community organizations (e.g., Latino Service Providers, Los Cien, Santa Rosa Together, Historical Society of Santa Rosa, Raizes Collective, Club Comunitario de Roseland, Petaluma Blacks for Community Development, Sonoma Land Trust, etc.)
- Neighborhood associations (e.g., Greater Cherry Street Neighborhood Association, Ridgway Historic Neighborhood Association, Oakmont Village, etc.)
- Faith-based organizations (e.g., Bayside Church Santa Rosa, Santa Rosa Christian Church, Congregation Shomrei Torah, Interfaith Council of Sonoma County, etc.)
- Educational institutions (schools and universities)
- Large employers and local businesses
- Santa Rosa Metro Chamber, Sonoma County Alliance and business associations
- Residents and families that are economically challenged, with limited mobility options
- Youth and students
- Seniors and older residents
- People with disabilities
- Individuals and families experiencing homelessness
- Transportation, public health and environmental advocacy groups
- Trail, park and open space advocacy groups

## V. Phases of Engagement Activities <sup>1</sup>

### Task A: Project Commencement (3/20 – 5/20)

#### A.1 Review and Finalize Community Involvement Strategy (CIS)

Working together with the City, the PlaceWorks and MIG Team will finalize the Community Involvement Strategy. The team will integrate local and expert knowledge to refine the CIS, ensuring that it is inclusive and equitable and deploys a range of creative strategies to reach diverse populations. The CIS will explore how the 2050 General Plan Update can capitalize on opportunities to coordinate with other City and County planning and engagement. The final CIS will also confirm the threshold for providing translation and interpretation services to community members for whom English is not their primary language. It will also indicate how engagement will be tracked in order to determine who is being reached and which stakeholders may need additional effort to engage. We will revisit the CIS at each planning phase to add the required detail on specific events, dates, etc. This will allow us to be responsive to how the process evolves.

#### Background Review of Current and Recent Community Input Efforts

The MIG Team will conduct a high-level background review of the community input collected through current and recent planning processes and initiatives, if any. The goal of this review is to mine the existing outreach comments and results that may have been collected from recent engagement efforts for common priorities, issues and opportunities. This synthesis of community data and priorities will be used to not only inform the overall General Plan Update process but also informing the overall CIS. Building on the contact lists from these community input efforts, the MIG Team will also work with City staff to compile a stakeholder database, which will be updated throughout the process.

#### Calendar of Community Events

In collaboration with the City, the MIG Team will develop a “master calendar” of key community events and planning activities to strategically leverage our efforts and ensure timely participation from key community populations and neighborhoods. This master calendar will allow the Project Team to participate in and build on existing community events. Examples of community events include the Cinco de Mayo Festival, YMCA Friends and Family Weekend, Neighborfest, Chamber of Commerce Area Council meetings, and existing recreation and library events, to name a few.

### Task B: Community Involvement Program (On-Going)

#### B.1. Community Advisory Committee Meetings (on-going)

PlaceWorks and MIG will assist City staff in preparing for and facilitating a series of up to 10 Community Advisory Committee (CAC) meetings to provide guidance on the General Plan Update. The CAC will meet at key points in the project to provide feedback on work products such as the City Profile, Existing Conditions Analysis, Land Use and Circulations Alternatives, and Draft General Plan. PlaceWorks and MIG will work with City staff at the outset of the project to determine the appropriate meeting topics and target dates for the CAC. A senior MIG staff person will facilitate and attend all meetings.

#### B.2. Technical Advisory Committee Meetings (on-going)

PlaceWorks will support City staff with forming the Committee and will plan and facilitate Technical Advisory Committee (TAC) meetings at critical junctures of the General Plan Update process. The TAC will be comprised of technical experts from City departments and partner agencies to provide feedback and ensure plan concepts can be achieved. We will consult with City staff to develop the final TAC roster. The TAC will be convened up to six

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<sup>1</sup> The numbering systems of the Phases of Engagement correspond with the PlaceWorks/MIG Team’s scope of work.

times during the course of the project to review draft work products, advise on policy and plan development and help staff prepare for public meetings, workshops, and hearings, with specific dates and agenda items determined in collaboration with City Staff. *Note: given stay-at-home orders in Sonoma County, we anticipate at least the first TAC meeting to be all virtual.*

### **B.3. Translation Services (on-going)**

To ensure that the nearly one-quarter of Spanish speaking population in Santa Rosa has the opportunity and is encouraged to participate in the General Plan Update, the planning process will be accessible in English and Spanish. Key notices, informational brochures, the project website, and other written materials, as appropriate, will be prepared in English and Spanish. All meetings and workshops facilitated in English will offer translation services and some workshops, meetings, and or events, will be conducted in Spanish. In addition, executive summaries for all technical documents will be produced in English and Spanish. The Project Team has in-house native Spanish speakers on their planning staff who will lead translation during meetings and workshops, ensuring that key ideas and concepts are accurately discussed with the community.

### **B.4. Community Events and Outside Agency Meetings**

The Project Team will attend (in-person or virtually) up to 10 major community events, such as farmers' markets, cultural celebrations, and others to obtain input from Santa Rosa residents about the General Plan Update. We will adapt our approach to these community events based on guidance from county health officials. The calendar of events will be prepared in Task A.1. To attract the participation of historically underrepresented groups, at least one of the community events should occur at a local place of worship, ethnic market, or other common community gathering place.

Depending on the phase of the project, outreach at future events could include asking about specific topics or issues or distributing outreach material about the General Plan Update project and process. PlaceWorks and MIG senior staff will attend and be responsible for preparing outreach material for these community events.

### **B.5. Website, Branding, and Online Engagement**

#### Project Brand

To set the foundation for the community engagement effort and project-related materials (print and digital), the Project Team will work closely with the City's Marketing and Communications Team to develop a project logo and color palette, establishing a recognizable brand identity to unify all phases of work, and build community awareness of the General Plan Update. The General Plan logo might take design cues from Railroad Square, Courthouse Square, Spring Lake Park, and other local treasures to complement the City's brand and express that the General Plan will build on what is best about Santa Rosa and provide a marketing platform for investment in the community. The General Plan logo and brand package may include a combination of symbols, text, colors, graphics, or photos.

#### Project Website

The Project Team will create a website (or a webpage on the City website) for the General Plan Update. The website will be used as an outreach tool to connect online with target audiences throughout each phase of the process. The website will provide a broad spectrum of information on the planning process including a library for documents, a schedule of events and plan updates. The content will integrate project identity and branding to ensure a consistent image of the project.

The website will include information about community meetings, CAC and TAC meetings, and Planning Commission and City Council meetings on the project. It will be used as a public portal to access and complete online surveys. When documents are available to the public, we will provide the documents in PDF format on the

website. Our in-house webmaster will be responsible for managing and updating the website, including PDF files made available for downloading.

#### Communications and Media Roll-Out

MIG will work with City of Santa Rosa to provide prepared content related to the General Plan for use on web portals and/or social media accounts. E-blasts, social media posts and website updates will coincide with key milestones and/or dates to generally educate, inform, and promote activities. To the extent possible, the content will be containing images, graphics, and otherwise be visual in nature.

The outreach and media rollout will draw on established communication channels (e.g., the project webpage, Facebook, Twitter, NextDoor, Tiktok etc.) and key news outlets (e.g., The Press Democrat, North Bay Business Journal, La Voz, etc.). Resources from the Kaiser Permanente Healthy City Grant will expand the Project Team's ability to utilize public radio and engage multilingual media outlets (e.g., La Mejor 104.1 FM, El Superior Periodico, etc.). While maintaining flexibility, the content updates will include:

- Project kickoff with a project description
- Fact Sheet/FAQ Sheet
- Promotion of pop-up events and workshops
- Promotion of intercept and online surveys
- Posting visualizations and plan development
- Posting of final reports/plan

#### Online Surveys

As a complement to physical materials and face-to-face outreach, MIG and PlaceWorks will utilize cutting-edge tools to engage community members using digital technology. These tools include sophisticated online comment and discussion forum features with a variety of options, such as map-based and prioritization exercises that enable people to participate in the General Plan Update process whenever it is convenient for them. The digital engagement strategy will include online surveys that provide opportunities to weigh in on priorities and land use and circulation concepts, as well as tools to assist in outreach and information gathering prior to, during, and following community workshops. These tools will connect the Santa Rosa community in a professionally facilitated forum that builds public awareness of and trust in the General Plan Update process, without constraints on the time, place, or method of public input. In addition, the survey will be available in print and distributed at community hubs in multiple languages.

### **B.6. Healthy Communities Targeted Outreach**

A core focus of the General Plan Update will be to engage the full Santa Rosa community on ways the city can grow and evolve in a more healthy, sustainable, and equitable fashion. In order to achieve this, the Project Team will develop a robust outreach processes that will include a range of tools and techniques that are both high-tech and high touch. This effort will focus on engaging disadvantaged communities within Santa Rosa, but reach the full community as well. With additional resources from the **Kaiser Permanente Healthy Cities Grant**, the outreach program will collect detailed input and inform solutions for greater mobility between neighborhoods, expanded opportunities for housing and economic development, and equitable distribution of community resources, among other topics. MIG will engage Latino Service Providers to support and expand the outreach program.

#### General Plan Video Series

The Project Team will produce a series of three sets of brief, informational videos in English and Spanish to support information sharing at critical junctures of the GPU process. Videos would be engaging and help foster a deeper understanding of the project, especially for those not inclined to read longer report documents or

participate in workshops. Topics could include an overview of the General Plan Update process generally, to be released at the start of the project; a summary of findings from the existing conditions report; documentation of outreach conducted throughout the project; ways to make Santa Rosa more healthy and sustainable, and more. Each video series will be located on the project website with links sent to all stakeholders for distribution to their members and networks.

#### Community General Plan Studio and Open House Space

The Project Team, working closely with City staff, will develop a General Plan Studio space that can become a one-stop destination for Santa Rosans interested in the project. The space could include similar materials as those at the in-person events, plus additional written direction enabling passersby to provide input without assistance from the Project Team. Open houses could be completely autonomous or be staffed during identified peak periods to answer questions. The studio would be up and operational following the existing conditions report and findings. *Note: given the stay-at-home orders in Sonoma County, we suggest first creating a “virtual” studio space that people can move through and find information online. It will look like a physical space with tables, posters, etc. and people can click on the different features to review materials and take surveys.*

#### Growing Better Places Board Game

The Project Team will prepare a version of its award-winning board game customized for the GPU project. The board game is a highly interactive version of a more traditional growth allocation exercise that might otherwise use wooden blocks or Legos. Unlike more traditional growth allocation activities, the Growing Better Places game is collaborative and a group of participants can win or lose. The game can also be designed to consider and address the social determinants of health. There are instructions, challenges to overcome, and community benefits to achieve while participants learn about the trade-offs associated with how and where the community grows and evolves. The Project Team will design a game board, game pieces, game cards and instructions and have them professionally produced and packaged in a custom game box.

The game itself will be deployed during the alternatives phase of the project to allow people the opportunity to review, discuss and weight the pros/cons of different land use and mobility choices. In addition, the game can be deployed virtually, providing online access to a wide range of community members. The game will be designed in such a way that it can be used during larger workshops and meetings, GPU Studio space, smaller group discussions, and youth engagement events. The focus will be on using the game during as many in-person events as possible to reach the largest number of people.

#### Youth Engagement Activities

The Project Team will work with local school districts and Santa Rosa Junior College to create tailored events and classroom programs to allow kids and college students the opportunity to engage in the project in a fun and informative way. Latino Service Providers will be an integral partner in designing and implementing these youth engagement activities based on their long-standing relationships with local schools. Youth activities can include photo contests, team design competitions (usually tied with civics or architectural design classes), class presentations, and youth-led outreach events.

#### Youth Art Contest

The Project Team will host a Youth Art Contest to engage Santa Rosa youth and build awareness among families. Potential partners to collaborate with for this task include Artstart and Raizes Collective. The Kids’ Art Contest could be promoted through the Santa Rosa Unified School District and judged by the Community Advisory Committee. Contest winners would see their art displayed in the General Plan.



## Task C: City Profile, Existing Conditions, Market Demand Analysis, and Preferences (3/20 – 9/20)

### C.4. Community Discussions and Events Set #1: Vision

Following the City’s direction, this Task is built around a series of workshops, meetings, and interactions to first explain what was learned through the City Profile, Market Demand Analysis, and Existing Conditions Analysis, and then assist the community in using that information to create a vision for what they want Santa Rosa to be in 2050. Community members will have multiple and convenient opportunities, in-person and remotely, to inform the staff/Project Team of their preferences for conservation, growth, and change over the next three decades.

Over the course of the project, a series of four “Community Discussion and Event Sets” will be held. Each meeting in a set will function similarly, but meetings will be hosted in various locations across the community and make participant-appropriate adjustments to each meeting. The Project Team will aim to host at least one meeting in each of the seven City Council districts or one meeting in each of the four quadrants of the city and one in the downtown area. The goal of this approach is to (a) limit the amount of large city-wide workshops; (b) meet with the community during meetings or events they are already attending; and (c) ensure we are covering the most robust amount of engagement possible on this project. For example, we envision that some meetings will be facilitated entirely in Spanish.

During this first meeting, participants will be greeted with comment cards asking questions such as “What’s Special About Santa Rosa?”, “How Do You Envision Santa Rosa in 30 years?” and “What’s Missing in Santa Rosa?” Every comment can be posted on the wall for all to see. Following this icebreaker exercise, the Mayor or another City official would welcome participants and emphasize the importance of the General Plan to the future of the City. Then, the Project Team will give a concise overview of the process, emphasizing future opportunities for public involvement.

After answering questions, participants will be separated into small groups for a table-facilitated discussion of their vision for the future of Santa Rosa and the most challenging issues people want to see the City address to achieve that vision. This includes a discussion on what likely conditions and events will drive how the community looks in the future—changes to the climate, diminishing natural resources, economic shifts—and how in turn the community can become more resilient.

We will also provide table maps for each group, on which participants can identify specific issues that are geographically based and/or preliminary ideas about where changes in land use may be appropriate. After the small group discussions, we will reconvene in a large group to share reports back summarizing the vision and challenges each group identified. When appropriate, the meetings will be conducted using simultaneous interpretation into multiple languages and outreach materials will be provided in multiple languages. Many of the meetings in this set would also include a performance, for example, from a local high school musical, choral, or dance group to encourage attendance and generate energy and excitement.

The MIG Team is also fully capable of conducting these events in the virtual environment, providing online opportunities for the community to provide input. MIG is skilled in a wide range of virtual platforms to respond to client needs and preferences. MIG would suggest combining the use of video conferencing (such as Zoom) with a digital wide board (such as Mural) to manage project activities and team member contributions. Multiple digital white boards with managed access can be created to reveal and demonstrate the full array of technical assistance activities being provided. The ability to create a snapshot of the results of each work session in the form of a pdf

file provides transparency and results documentation while reducing the effort spent on interim summaries and meeting notes. Additional virtual tools, such as Loom, which allows for the quick and easy creation of short video files, can be shared with technical assistance recipients to provide direction and explanation as needed.

#### Community Meeting

The first of the series, this meeting will occur during this initial community outreach phase, and participation at other events will be selected during the project in consultation with City staff during the development of the Community Events Calendar. During this first meeting, the Project Team will provide information about the General Plan Update process and solicit ideas about key issues and concerns that should be addressed.

#### Focus Groups

The MIG Team will conduct a four (4) focus groups as a means of engaging key stakeholders, community groups, residents, business owners, etc. (with translation services). The focus groups will be determined with collaboration with City Staff. For example, focus group participants may include youth, limited-English proficient individuals, single mothers, seniors and other interested parties. Participants will be invited to share their thoughts and ideas on the unique places and services that already exist in Santa Rosa and the those that that have the greatest potential to transform the City's landscape. These sessions will include facilitated discussion with 8-15 participants and open with remarks to provide context and framing for the discussion.

### **C.5. Council and Commission Presentations**

Following the community meetings, the Project Team will draft a Vision Statement for the General Plan. The Vision Statement will reflect the input from the community meetings in a short statement. The PlaceWorks Principal-in-Charge and MIG's Project Manager will convene study sessions with various City boards and commissions including Planning Commission, Cultural Heritage Board, and Community Advisory Board. The study sessions will include a presentation of findings from the City Profile, Market Demand Analysis, and Existing Conditions Analysis, as well as a review of outcomes from Community Discussion and Event Set #1 and review of the preliminary Vision Statement. Members will have the opportunity to comment on the work completed to date and provide direction to the Project Team on the contents of the Vision Statement.

The PlaceWorks' Principal-in-Charge and Project Manager will attend a City Council meeting to report on the community meetings, review the preliminary Vision Statement, and to report comments received on the draft Vision Statement. Council members will have the opportunity to discuss the work completed to date and provide direction to the Project Team on the contents of the Vision Statement. PlaceWorks will revise the Vision Statement per Council, Board, and Commission comments. The revised vision will be used by City staff, PlaceWorks, the Community and Technical Advisory Committees, Planning Commission, and City Council to guide preparation of the General Plan Update and its implementation in the years to come.

### **Task D: Land Use and Circulation Alternatives (10/20 – 4/21)**

#### **D.4. Community Discussions and Events Set #2: Alternatives**

Following preparation of the Alternatives Workbook and presentation of these alternatives to the TAC for review, feedback, and possible refinement, PlaceWorks' Principal-in-Charge, MIG's Project Manager, and other key team representatives will plan, attend, and facilitate up to four community meetings and events to review the alternatives with the community and work toward identification of a preferred scenario.

We will work with City staff to define the approach for each meeting, but we anticipate that they will include a presentation of the alternatives and the results of the analysis undertaken in the previous task. We will describe

the relative benefits, trade-offs, and potential impacts of the alternatives. These meetings can include the Growing Better Places Board Game or real-time design charrette to actively engage the community and stakeholders in the discussion.

Following the presentation, participants will break into small, facilitated groups with maps of each alternative. Each group will be asked to create its own preferred future land use and circulation scenario and report their findings back to the larger group. Participants will be encouraged to assemble components of the starting point alternatives in any combination they desire, plus add any new ideas. As with other meeting sets in this series, meetings may be conducted in English or Spanish and, if appropriate, will offer simultaneous interpretation into multiple languages, with outreach materials in multiple languages.

#### Pop-Up Events

In collaboration with the City, the Project Team will conduct a series of pop-up events to “meet people where they are” and engage them in leisurely settings. Traditional meetings and workshops often attract a regular and active group of residents to planning events. To attract a larger audience beyond the usual participants, pop-up events will be held in a popular area and may be held concurrently with other events that draw in the general public.

The pop-ups will be visual, colorful, and allow for brief interactions so a person can participate on their own terms. The pop-ups will include information about the planning process, visualizations and the related graphics/imagery completed to date, and an interactive exhibit that solicits feedback from community members. The MIG Team will collect demographic information so we have some understanding of how representative the participation is. The MIG Team will look for opportunities to join established events (e.g., Senior Expo of Santa Rosa, Fiesta de Independencia, etc.) with pop-up activities in order to reach a larger audience.

#### Mobile Outreach – The Plan Van

The Project Team will design graphic materials that highlight the project and can be printed on vinyl and used to cover an existing City fleet vehicle (preferably either a van or truck). The Plan Van will be used to bring attention to the project. It can also be used as a mobile workshop tool. City staff can park the van at major gathering places during event times and solicit people to learn more about the project and fill out surveys. The final graphic style will be confirmed with City staff, but it is assumed that it will include both English and Spanish language text to reach the full Santa Rosa community. While MIG will prepare the graphics and organize the application of vinyl materials with a third-party vendor, MIG will not provide or drive the vehicle. City staff will be responsible for obtaining and driving the vehicle, as well as insuring the vehicle.

#### Double Decker Bus Tour

The Project Team would facilitate a public, mobile workshop in a double-decker bus with an open-air top deck during Task C. This fun and unique venue would serve to attract a broad audience to learn and provide input during the tour, while gaining a unique, birds-eye view of the city.

### **D.5. Council and Commission Presentations**

Following completion of Community Discussion and Event Set #2, PlaceWorks ‘Principal-in-Charge, MIG’s Project Manager, and other key team representatives will prepare presentations and/or organize listening sessions with up to five boards and commissions, including the Planning Commission to review the alternatives and solicit input to begin working toward identification of a preferred scenario. In these convenings, we will describe the relative benefits, trade-offs, and potential impacts of the alternatives.

## **Task E: Preferred Alternative (4/21 – 6/21)**

### **E.3. Community Discussions and Events Set #3: Preferred Alternative**

MIG will facilitate a series of meetings and events to present and receive feedback on the Draft Preferred Alternative with the community. We will work with City staff to define the approach for the meeting, but we anticipate that it will include a presentation of a summary of public feedback to-date and an overview of the Draft Preferred Alternative. We will describe the relative benefits, trade-offs, and potential impacts of the Draft Preferred Alternative. There will be an interactive exercise to refine key elements of the Draft Preferred Alternative, including growth assumptions, areas of stability and change, and future impacts and benefits. This feedback will help inform the final selection of a Preferred Scenario that will be used as the basis for the updated General Plan.

### **E.4. Council and Commission Presentations**

Based on input from the community meetings, PlaceWorks and MIG will work with City staff to prepare an Administrative Draft Preferred Alternative. This alternative will include proposed land uses and intensities for the areas of change and the proposed circulation network. Based on direction from staff, PlaceWorks and MIG will prepare a Draft Preferred Alternative to present to up to five boards and commissions, including the Planning Commission. PlaceWorks will then attend a meeting with the Planning Commission to present the Draft Preferred Scenario and receive Commission direction.

PlaceWorks will accompany City staff at a City Council meeting or study session to present the Draft Preferred Land Use and Circulation Scenario as modified by the Planning Commission and receive Council direction. Although the Preferred Alternative will remain “draft” until the Council adopts the updated General Plan at the conclusion of the project, the goal of this meeting will be to obtain Council approval to prepare the General Plan and EIR documents using the Draft Preferred Scenario as a basis for policy writing and environmental analysis.

## **Task F: General Plan Update Document (5/21 – 7/22)**

### **F.4. Community Discussions and Events Set #4: Draft General Plan**

MIG will facilitate a series of meetings and events to present the Draft General Plan to the Santa Rosa community. We will work with City staff to define the approach for the meeting, but we anticipate that it will include an Open House format where display boards summarizing the major themes and content of the Draft General Plan will be shown during various community events. MIG staff will be available to answer questions about the project and the draft General Plan elements. This will provide an opportunity for members of the public to provide feedback on the draft elements, including the vision, goals, policies and programs. MIG will prepare large boards or posters that describe each of the draft elements, highlighting new policy concepts and major changes from the existing General Plan. MIG, in coordination with City staff and the Project Team, will be responsible for developing the content, printing materials, and facilitating each workshop.

### **F.5. Council and Commission Presentations**

Following completion of Community Discussion and Event Set #4, PlaceWorks and MIG senior staff will meet with up to five boards and commissions, including the Planning Commission to present the Public Review Draft General Plan and to obtain comments. In these convenings, we will describe the relative benefits, trade-offs, and potential impacts of the alternatives.

PlaceWorks and MIG senior staff will assist City staff at a City Council meeting to present the Public Review Draft General Plan and Planning Commission feedback and to obtain comments and direction to incorporate into the Public Review Draft General Plan, which will be the subject of the Environmental Impact Report (EIR).

## Task G: Environmental Impact Report (5/21 – 8/22)

### G.7. Planning Commission and Council Review of Final EIR

In these final hearings, City decision-makers will review and certify the EIR and adopt the Final General Plan. PlaceWorks and MIG senior staff will present to Commissions up to five times, and attend and present at up to two Planning Commission and two City Council hearings.

## Task H: Presentation and Adoption of Draft General Plan (3/22 – 9/22)

### H.1. Commission Presentations

The Project Team will revise the Administrative Draft EIR based on feedback from staff and prepare a Draft EIR for outside review and comment. PlaceWorks and MIG senior staff will hold up to six meetings with City boards and commissions, including the Planning Commission, to present the Draft EIR and obtain comments. In these convenings, we will describe the legal requirements, local considerations, and implications of the environmental analysis.

### H.2. Planning Commission and City Council Hearings

The Project Team will revise the Draft EIR based on input received in presentations to City boards and Commissions and present the Draft EIR at up to five Planning Commission hearings to present the Draft EIR and to obtain approval.

PlaceWorks and MIG senior staff will assist City staff at a City Council meeting to present the Draft EIR and Planning Commission feedback and to obtain comments and direction to incorporate into the Public Review Draft General Plan, which will be the subject of the Environmental Impact Report (EIR).

## VI. Metrics of Success

The City will regularly evaluate the Community Involvement Strategy based on the objectives outlined below, complemented by a set of targets and metrics to be developed:

1. **Accessibility.** The community involvement process will be accessible, understandable, and welcoming to all who wish to participate.
2. **Reach.** The community involvement process will involve and inform as many members of the public as possible.
3. **Diversity.** Participants will reflect the diversity of age groups, ethnicities, incomes, geographies, and special needs of the Santa Rosa population.
4. **Impact.** Participation will influence and inform the decision-making process for the General Plan.