



**HOME
FOR ALL**

SAN MATEO COUNTY

Home for All Learning Network
September 28, 2017



Agenda

- Introductions & City Sharing
- Overview of Community Engagement Pilot Projects
- Learning Network Topics
- Community Engagement Session
- Next Steps



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Introductions and City Sharing of Housing Highlights





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Community Engagement Pilot Projects





Community Engagement

- **Pilot Projects**
 - Burlingame Village Affordable Housing Project
 - Podesta Property PUD in Half Moon Bay
 - The Portola Valley Housing Strategic Plan
 - Allocation Guidelines for the Redwood City Affordable Housing Fund
- **Consulting Funds**
 - Belmont & South San Francisco





Learning Network Topics

Learning Network Feedback

Top Priorities

- Messaging on Housing
- Community Engagement
- Mobility and Housing
- New Sources of Funding
- Regional Housing Allocation (RHNA) Sharing
- Accessory Dwelling units
- Coordination with 21 Elements



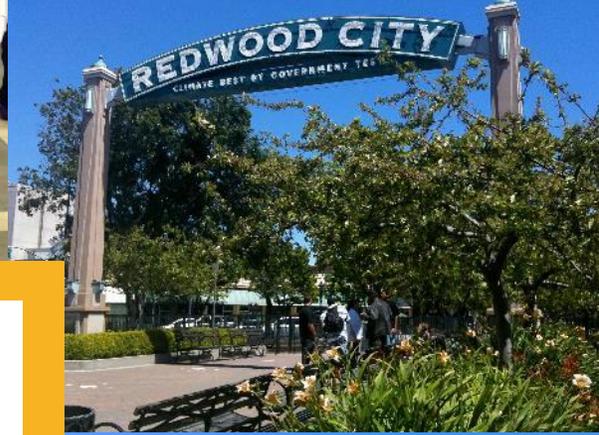


Home for All Discussion

Community Engagement Approaches

Common Knowledge Plus





Building Community
Momentum
for Housing

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SAN MATEO COUNTY

Thursday, September 28, 2017
Common Knowledge Plus



Achieving Political Will by developing Community Momentum



Customized Content for Learning Network

Priority Topics Identified by Cities on Aug. 24

- Messaging
- Community Engagement
- Mobility

Approach for Community Engagement

- Develop common language and concepts
- Share local successes, across all cities as well as the pilots
- “Community as classroom” as well as these morning LN meetings
- Welcome ongoing feedback

AGENDA

1. Shifting Your Relationship with Community
2. Community Engagement Definition and Framework
3. Civic versus Community Landscape
4. Local Examples of Broadening Participation
5. How CE relates to Housing Decisions



Old model: **Government at the center**



Adapted From: Ray Patchett,
Retired CM, Carlsbad

Old model: **Decision-making process**

■ **Staff:**

- ✓ Has expertise/data to solve all problems

■ **Elected Officials:**

- ✓ Should always be the “Deciders”

■ **Residents:**

- ✓ Don’t have expertise, time or persistence to solve problems

Old model: **Attitudes toward residents**

■ **The Public is:**

- ✓ Uninformed
- ✓ Arrogant and entitled
- ✓ NIMBY driven
- ✓ Self-interested, not community-oriented
- ✓ Shouts and fights at meetings
- ✓ Finds fault and blames others

**We have an
80% negative
opinion of
the public!**

New model: **Situation at the Center**



Adapted From: Ray Patchett,
Retired CM, Carlsbad

New model: **Decision-making process**

▪ **Staff:**

- ✓ Staff doesn't have all the expertise
- ✓ Combine staff expertise with citizen expertise

▪ **Elected Officials:**

- ✓ Partner with citizens to solve problems within their legitimate policies, limits boundaries

▪ **Residents:**

- ✓ Take responsibility to help solve problems

New model: **Attitudes toward residents**

■ **The Public is:**

- ✓ Is much smarter than we think
- ✓ Will become involved and develop creative solutions
- ✓ Has skills and expertise
- ✓ Will be civil and responsible if good civic engagement practices are used
- ✓ Can become a valuable partner, not your enemy

Community engagement about housing

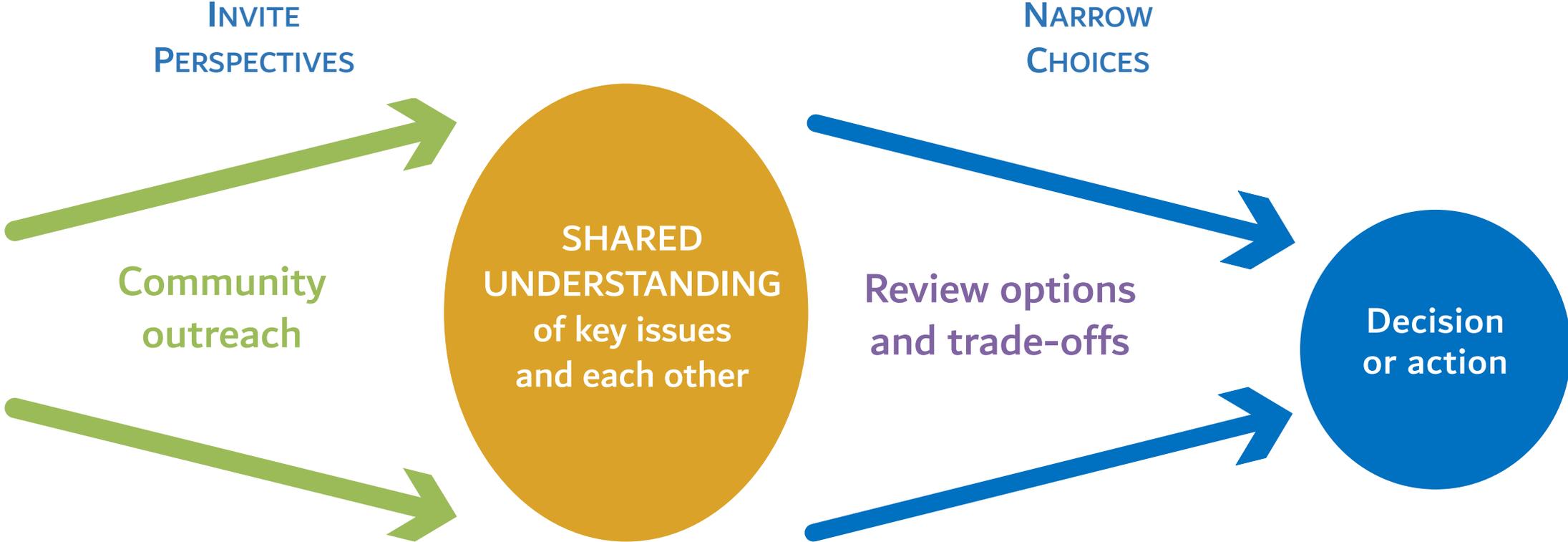
1. Is it adequately INCLUSIVE?

2. Is it adequately INFORMED?

3. Is it building a SUSTAINED RELATIONSHIP?

Where do conversations about housing take place?

How we think about “a conversation”

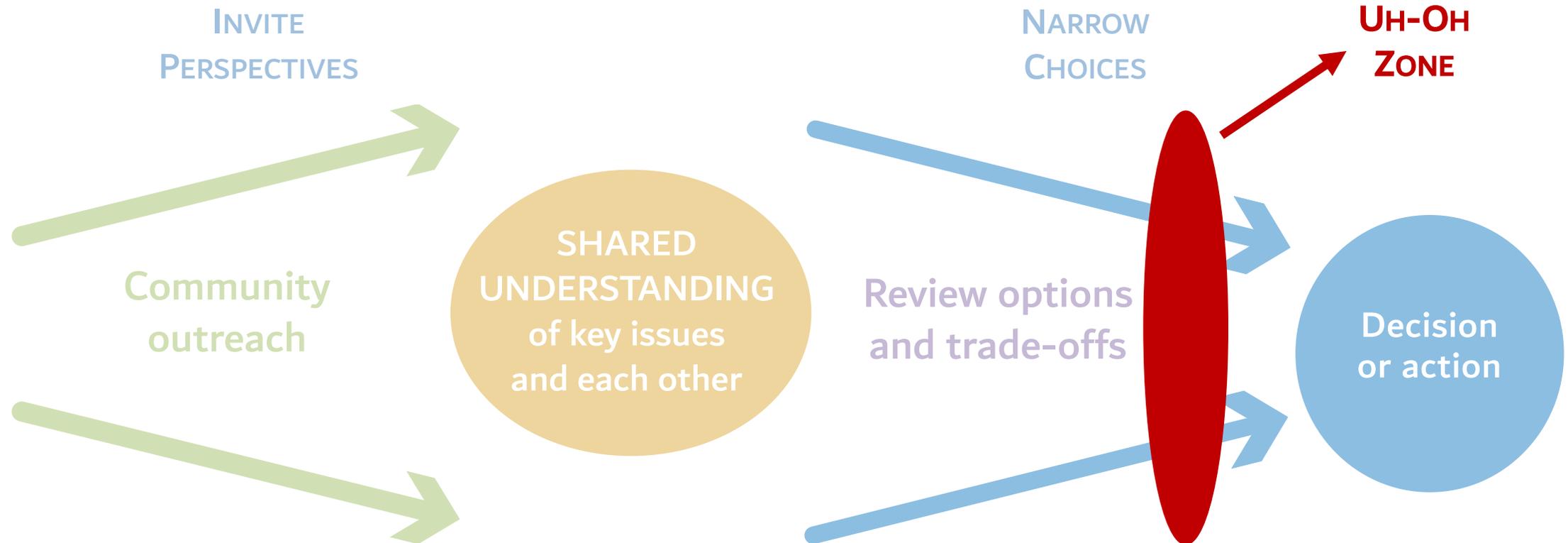


Belmont Case Study

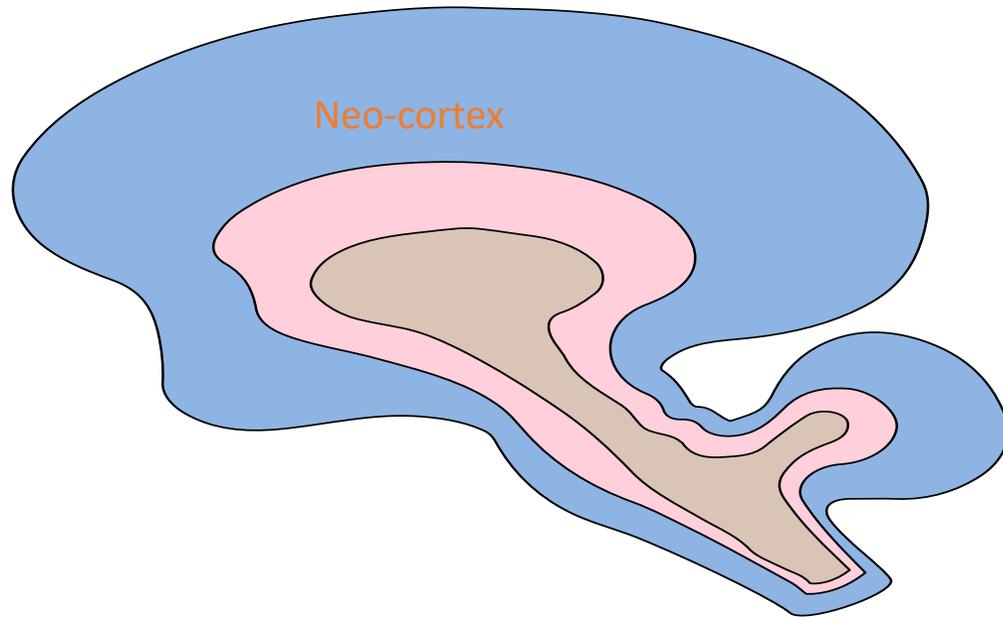
Mayor Charles Stone



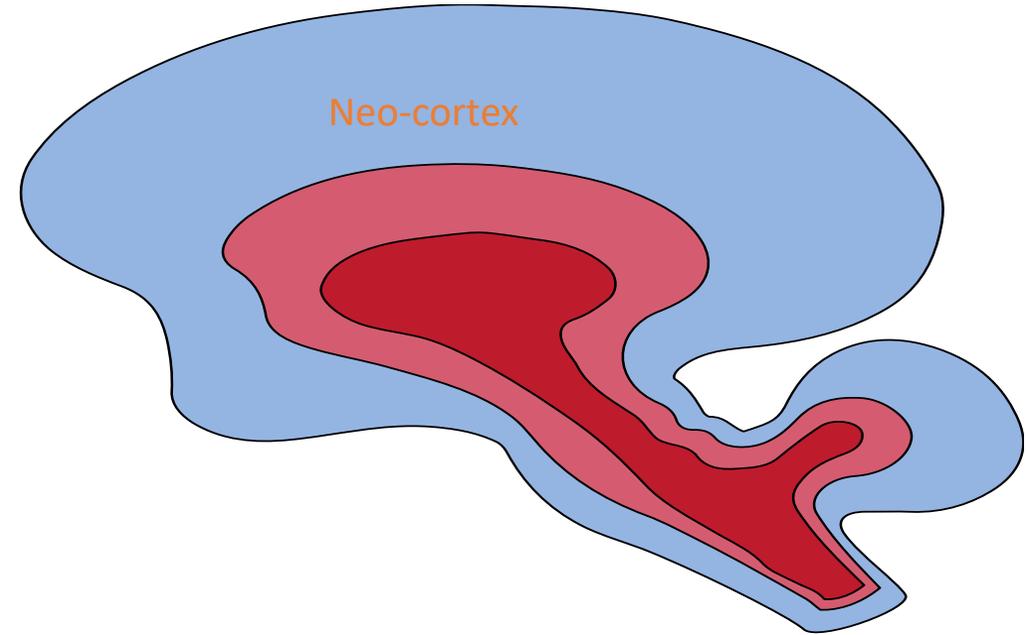
The risks of limited participation



Create the conditions for learning

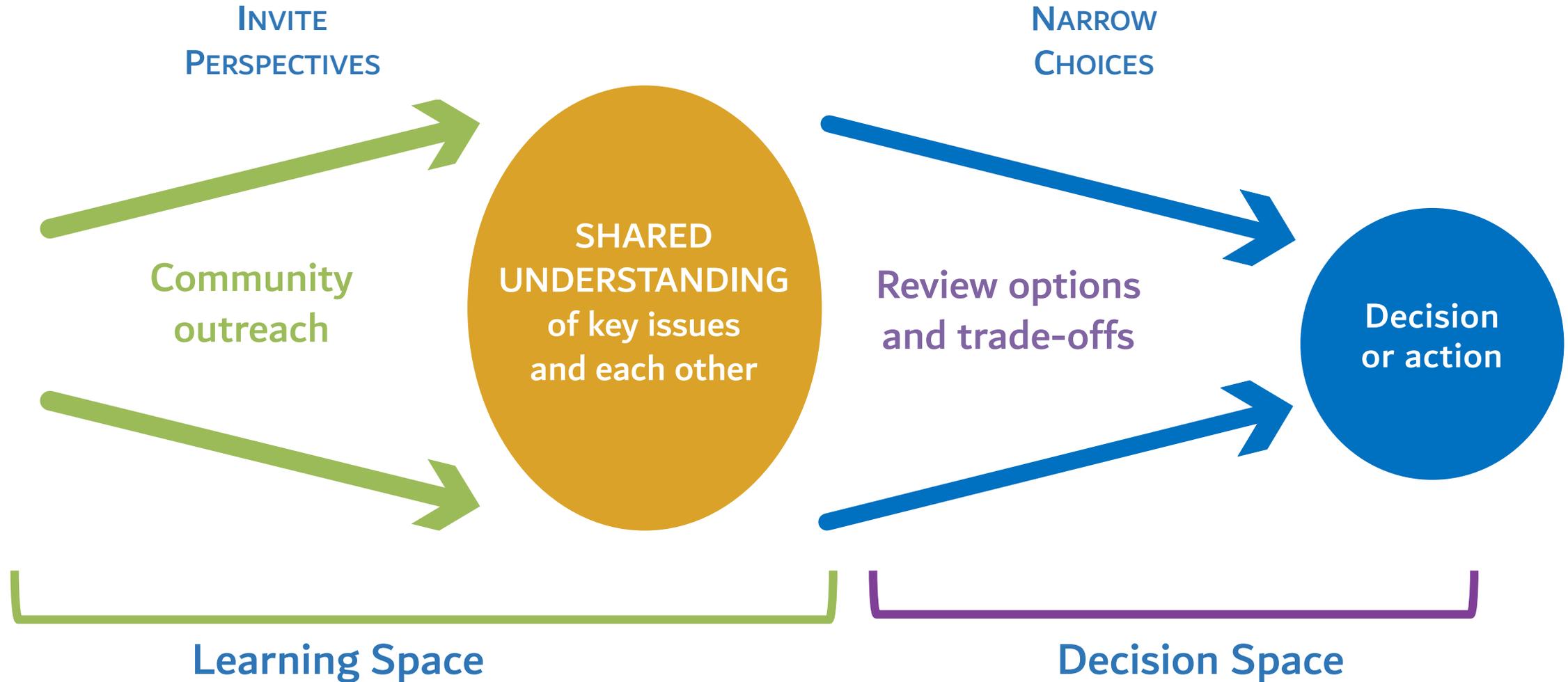


Calm: Ready to listen, learn and participate



Flooded: Anger or fear, fight or flight

Phased learning before decision-making



Phased engagement

Phase	Broaden who participates	Develop shared understanding of the situation	Jointly explore options and trade-offs	Council votes on specific policies
Sample Tactics	Introductory “quick 1 on 1’s” for mutual learning	Dialogues that explore current conditions	Deliberation about specific policy options	Bring broad public perspectives into the hearing room

Community engagement strategy framework

OVERALL PROJECT STRATEGY

What is your housing goal and how can community engagement help?

FRAMING THE ENGAGEMENT

What conversation will be most productive?

BROADENING COMMUNITY PARTICIPATION

Who would you like to engage?

INFORMATION DESIGN AND COMMUNICATION CHANNELS

How are you inviting and informing participation?

CONVERSATION DESIGN AND FACILITATION

How can the community develop shared understanding of the situation?

ANALYZING, SHARING AND APPLYING FINDINGS

How will you integrate and share what you have learned?

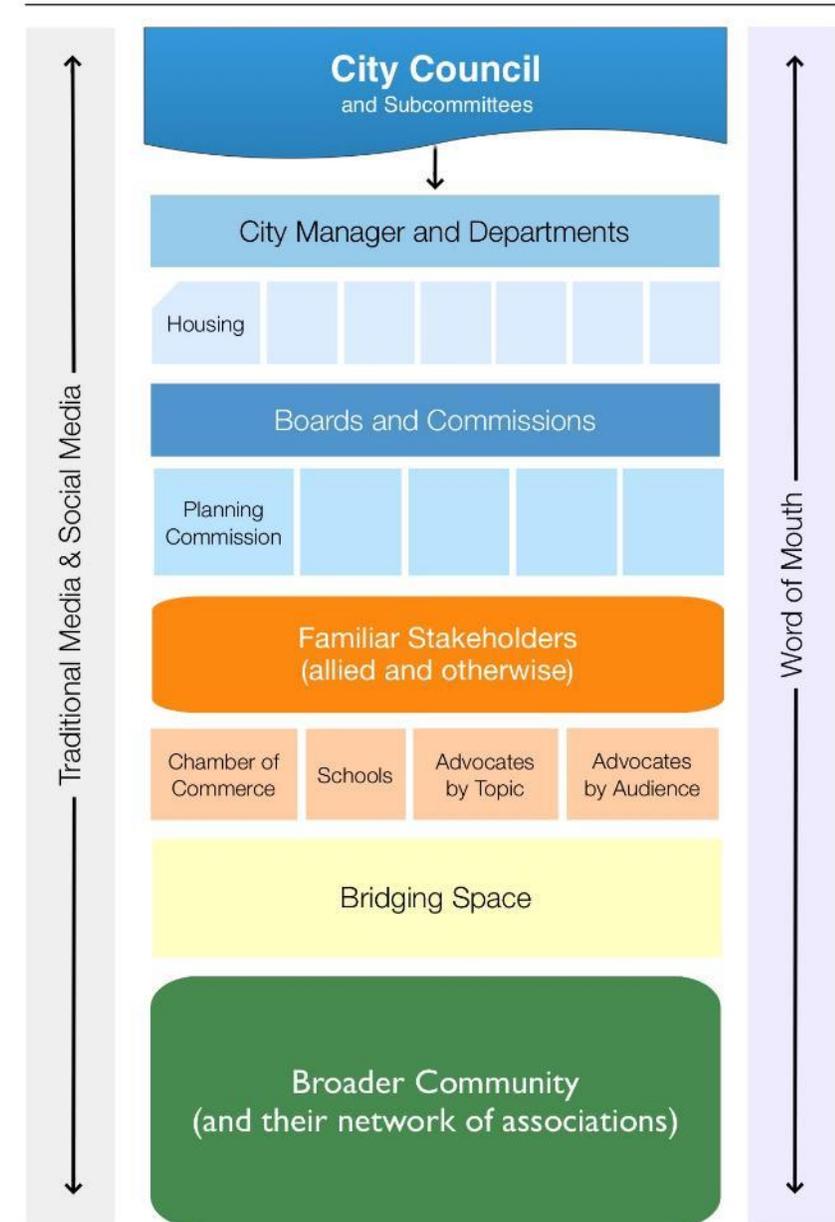
Community Engagement: Helpful input from a helpful public



Where have you been on this map?

- Each of us has taken a different journey through the civic landscape
- Where we are now may be quite different from where we started

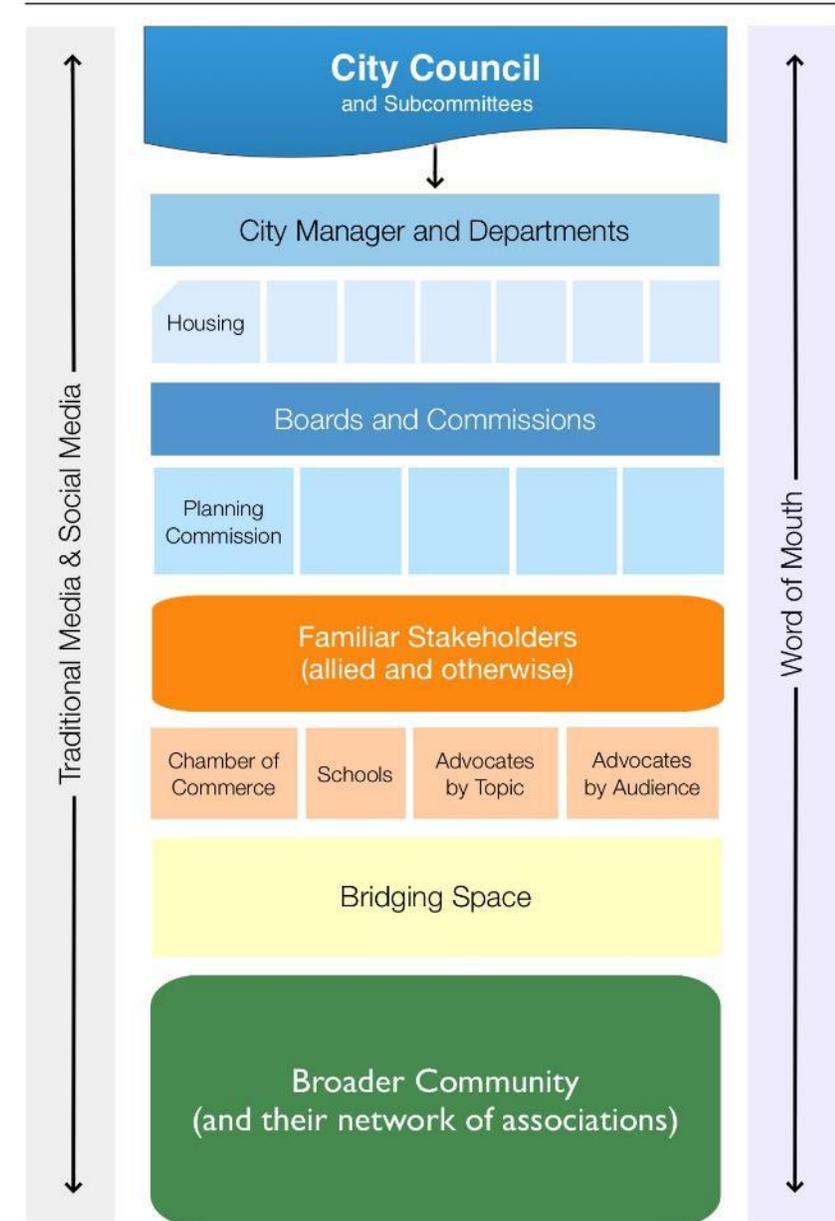
The Civic Landscape



With a partner...

- Take turns sharing where you have been on this map
- Where on the map have you spent the most time?
- How has this informed your worldview?

The Civic Landscape



A community perspective

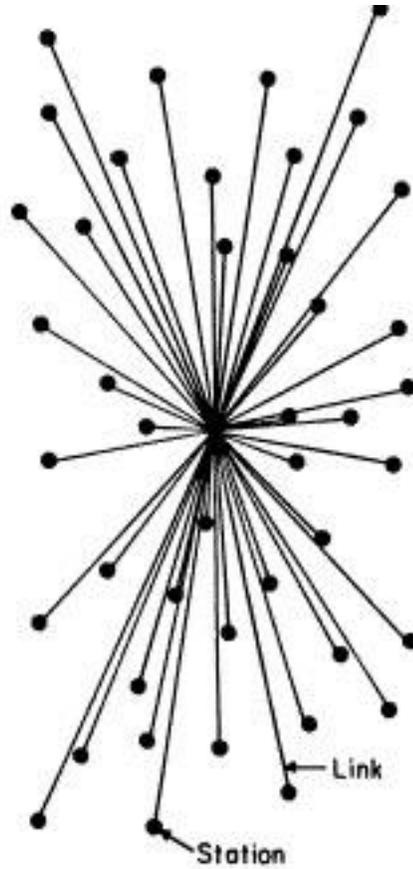
- Harder to generalize
- Unique to each individual within a community
- Includes a vast array of networks and connections

The Community Landscape

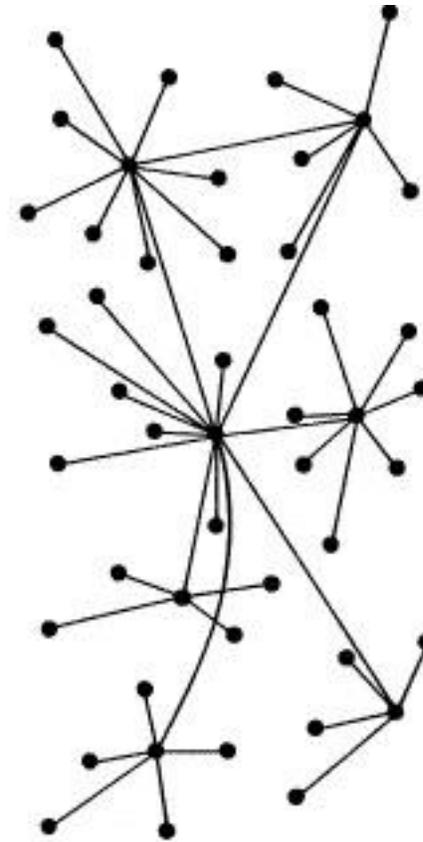


In person as well as digital networks

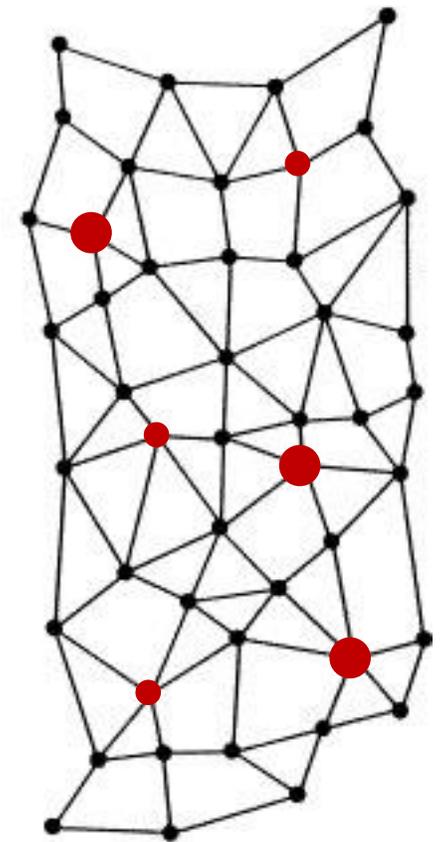
Informal as well as formal



CENTRALIZED
(A)



DECENTRALIZED
(B)



DISTRIBUTED
(C)

How are cities broadening participation locally?



Welcoming residents in Redwood City

- Engaged more than 450 new RWC residents
- Creating relationships and identifying leaders





Listening to resident questions

- Heard community concern around the reconstruction of Hallmark House Apartments
- Highest viewed city blog article



Neighborhood listening in Half Moon Bay

- Conducted a series of community listening sessions
- Offered a new way for community members to contribute and city staff to listen





CIRCULATION/TRANSPORTATION

- * walking/bike Path East side of Highway 1 from Franchments Creek to Main St. **YES!**
- Need safe walking path to HHS high school on East Side of Highway 1 **Yes!**
- I like the idea of the bike path, as it uses alternate transportation. **Yes!**
- SAFE WALKING PATH TO TOWN EAST SIDE **Yes! Yes!**
- No vehicular connection between n'hoods **Yes! Yes!**
- REOPEN PEDESTRIAN ACCESS TO HIGH SCHOOL FROM HIGHLAND **Yes!**
- Reopen Foot/Bike Access From Grandview to Highland **Yes!**
- ACQUIRE RIGHT OF WAY ACCESS TO HIGH SCHOOL (PATH) **YES!**
- ~~No please - no through traffic please!~~ **YES!**
- Make the the fence near the high-school **GONE!** Because **Yes!**
- See many people walking on highway 1. **Yes! Yes!**
- ~~NO ROADS BETWEEN NEIGHBORHOODS, JUST WALKWAYS~~ **YES!**

Benefits to listening

- Reached 400 new people
- Community appreciative
- Planners liked the process too



Community Engagement Framework

Framing the Engagement

Broadening Community
Participation

Information Design and
Communication Channels

Conversation Design
and Facilitation

What have you tried to broaden community participation?

- **What worked? What didn't?**
- **What did you learn?**

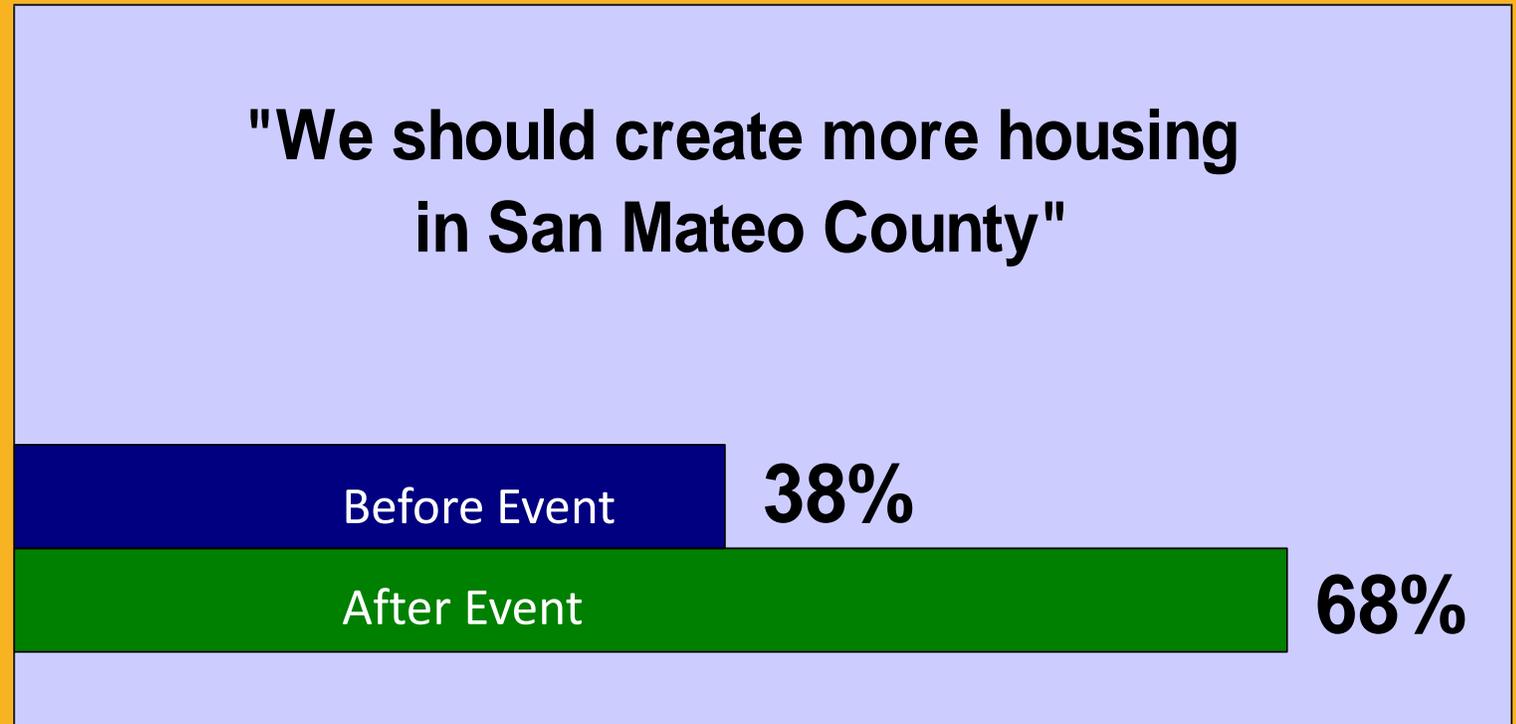
From engagement to housing solutions

- Extensive evidence that engagement expands learning
- Expanding the learning space affects the decision space
- Community momentum supports greater political will



Opinions can shift

- Past engagement efforts in SMC are encouraging
- Interest in housing is even greater now than it was in 2008



Moving from community momentum to political will

- Higher level of public discourse
- New participants in the public process
- Decision makers hear a broader conversation
- Home for All documents and supports



Please share your feedback and your stories

Moving forward together





Home for All Learning Network

Next Session: November 30th

- Information sharing by cities
- Messaging on Housing
- Preview of February Learning Network





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Next Meeting:
November 30th from 7:30 – 9:30 AM