Oakland Plan

STEERING COMMITTEE – MEETING 3

Sophie Robison and Derek Dauphin
Department of City Planning
December 2019

pittsburgh city planning

Today

Time	Activity
5:00-5:10 p.m.	Activity: Ice breaker (10 min)
5:10-6:00 p.m.	Public Engagement Plan input to-date (50 min)
6:00-6:30 p.m.	Activity: Hard to reach groups (30 min)
6:30-6:45 p.m.	Additional diversity, equity, and inclusion efforts (15 min)
6:45-6:50 p.m.	Homework for January's meeting (5 min)
6:50-7:00 p.m.	Questions and other business (10 min)

Where We've Been & Are Going

- **Meeting 1 (October)** – Introduction to the planning process, role and charter for the Steering Committee, introduction of homework assignments and the first assignment to think about existing opportunities to engage the group you represent between meetings.
- **Meeting 2 (November)** – Introduction to the Public Engagement Plan, goals for engagement, preferred tools and how best to use them. Homework focused on identifying your communication channels.
- **Meeting 3 (December)** – Today!

Where We've Been & Are Going

- **Meeting 4 (January)** – Review Draft Public Engagement Plan, start process to establish a vision statement.
- **Meeting 5 (February)** – Continue/complete the drafting of a vision statement. May start to create goals for each chapter to guide Action Team work.
- **Meeting 6 (March)** – Continue/start to create goals for each chapter of the plan. This may continue into April.
- **Then…** Public event to get broader community input on the vision statement and goals, identify more interested parties/individuals for the Action Teams.

PRIMANTI BROS.
T · Mobile ·
NOODLES COMPANY
PAY PARKING
PANER BREAD

Ice Breaker

Ice Breaker

- Work with a partner.
- Tell them one great memory/experience you have of being in Oakland.
- Tell them about an unfortunate experience you had.

Public Engagement Plan

Public Engagement Plan

A Public Engagement Plan (PEP) is a living document that establishes the engagement approach for a project, sets expectations with the public for engagements, and hosts records of all engagements throughout a project.

There are three sections: (1) project overview, (2) explanation of the public engagement process, (3) accountability and evaluation metrics.

The PEP will be uploaded to the project website early in the process and will be updated as the project progresses. Once every six months it will be presented to the City Planning Commission during briefing until the project is completed.

Public Engagement Plan

Section 1: Project Overview

- Overview of a project for the general public.
- Simple, understandable language.
- Explains why the public should invest their time in the project.

See PEG pgs. 47, 48

Section 1. Project Overview	
Introduction	**State briefly what the project is and why the community is/will be invested in the project outcomes.** • The purpose is to have simple language that can be shared broadly. • This should be brief, clear and explain why the public should invest their time in the project. It should include all information relevant to potential Steering Committee members.
Project Area & Demo-graphics	**Gather background information about the affected population you intend to reach (ex. population, race, income, language or dialect spoken, customs, historical or geographic data, relevant data reports, etc.)** • For example, see the Comprehensive Plan State of the City report (2020). • What other research will you need to better know and understand the relevant public? How will you identify community strengths and assets? Include a map or representation of the affected geography.
Project Goals & Outcomes	**Explain what you hope to achieve by completing this project.** • What is your main purpose for involving community members? • What are the key issues that the project will address? • How have you addressed the equity implications of your project (pages 22-23)?
Project Timeline	**Complete a table timeline for your project.** • Example timeline can be found in the Appendix on page 52.
Project Resources	**Outline your resources for the overall project.** • Provide broad terms such as funding sources, overall budget for engagement, food and advertising, and capacity being dedicated.
Previous Planning	**List previous planning or policy created on this topic and how it is related to this project.**
Concurrent Efforts & Coordination	**Discuss what concurrent planning or policy is underway across the City that may impact your project. Consider what impact it may have on your process, or your outcomes.**
Decision-Making Process	**What decisions will be made as a result of this process, who decides them, and how does the engagement fit into the overall decision-making process?** • Do you have representation from affected communities in decisions? • What decisions need to be made after the engagement and how will the community be involved in that process? • How will the affected community be informed of final decisions?

Public Engagement Plan
Section 2: Public Engagement Process

- Describes intention for public engagements.
- Explains how the approach responds to the Public Engagement Principles.
- Describes any steering or advisory committees.

See PEG pgs. 47, 49

Section 2. Public Engagement Process	
Stakeholder & Issues Assessment	**Identify key stakeholders using the Stakeholder and Issues Assessment Worksheet (pg. 53).** • Who is affected by, involved in, or has interest in the project issues? • What steps will you take to ensure impacted communities that were not historically included in the decision-making process are included?
Project Team & Steering Committee(s)	**List all members of the project team and their contact information. Explain how the Steering Committee is chosen; list all members and their affiliations.** • What stakeholder type are they and are there any conflicts of interest?
Public Engagement Overview & Tools	**Briefly describe how you intend to engage the public about your project. Explain in detail each engagement opportunity, where it falls in the Public Engagement Spectrum, and what engagement tools will be used.** • Use the worksheet for Assessing Public Impact and the following one-pager on Determining the Level of Engagement (pg. 56-57) • Use Engagement Process Table to map out your engagements (pg. 58-59. • To choose engagement tools, refer to the Public Engagement Toolkit (separate Appendix document). • Why, and with what frequency/geography will each tool be used? • Who are the key audiences for each intended engagement? • Do you or others in the project team have appropriate partnerships or contacts to initiate and support the determined level of engagement?
Communica-tions Strategy	**Identify a plan identity and name. Explain your Communications Strategy (pg. 58-59).** • Consider how you will use various communication tools and why. • Consider the Logistics of Community Engagement (pg. 60). Apply accessibility considerations (per p.60) • Use communications tools such as comment cards (pg. 61) and a project website (pg. 62-63) • Establish consistent messaging (including branding) from the outset
Public Engagement Principles	**How does your chosen engagement process realize the City's Public Engagement Principles (pg. 34)?** • Are there trust issues among members of the public or a community that may prevent or make difficult full engagement? • How will you address the differences among affected communities? • Is there community and public support for your project?

Public Engagement Plan
Section 3: Accountability & Evaluation

- Describes how engagement will be tracked and reported during and upon completion of the planning process.
- Describes how you will evaluate success of the project in terms of the engagement process and outcomes.
- Document all engagements.

Section 3. Accountability & Evaluation	
Feedback Loop	**What is in place to inform the community of benchmarks or progress about the project during the process, and after completion?** • How will you recognize the contribution of community members? • Will there be opportunities for formal project/program updates and feedback (ex. meetings, website updates, phone calls, emails)? • Who will inform the community on impacts of final decisions? **After each engagement, complete the following:** • Engagement Log (pg. 64) • Engagement Report (pg. 65)
Evaluation & Monitoring of Success	**Determine how you will evaluate the success of your project both in terms of process and outcomes. Use Exit Surveys (ex. Engagement Survey, pg. 66, and Demographic Survey, pg. 67) at large public meetings to assess the impact of engagement. Summarize Exit Surveys after each phase of engagement into short reports uploaded to the project website that cover the following:** • Were you able to successfully reach the intended audience? See sample sign in sheets on pages 68-69. • Did people receive necessary information to make a relevant response? • Was the right type or level of engagement chosen? • Was feedback from the community positive or negative? • Did the community feel like they received proper feedback on the results of previous engagements? • How does the project outcome reflect the specific feedback and insight you received through the engagement process? • Did attendees indicate they want to be part of a similar process again? Why? • How can you adapt going forward to make the process better, more inclusive, and more impactful?

See PEG pgs. 47, 50

Public Engagement Plan
Co-Creation Process

- **November 2019** – Steering Committee developed ~25 engagement goals and identified how engagement activities from the toolkit could achieve the goals.

- **December 2019** – Staff presented the full outline of the Public Engagement Plan and its content including engagement goals and activities, summary of Steering Committee member commitments around engagement and communicating with their organizations/groups.

- **January 2019** – Steering Committee reviews and make comments on draft Public Engagement Plan before it goes into use. Can updated as needed at later points.

Section 1. Project Overview
Introduction, Project Area, Demographics

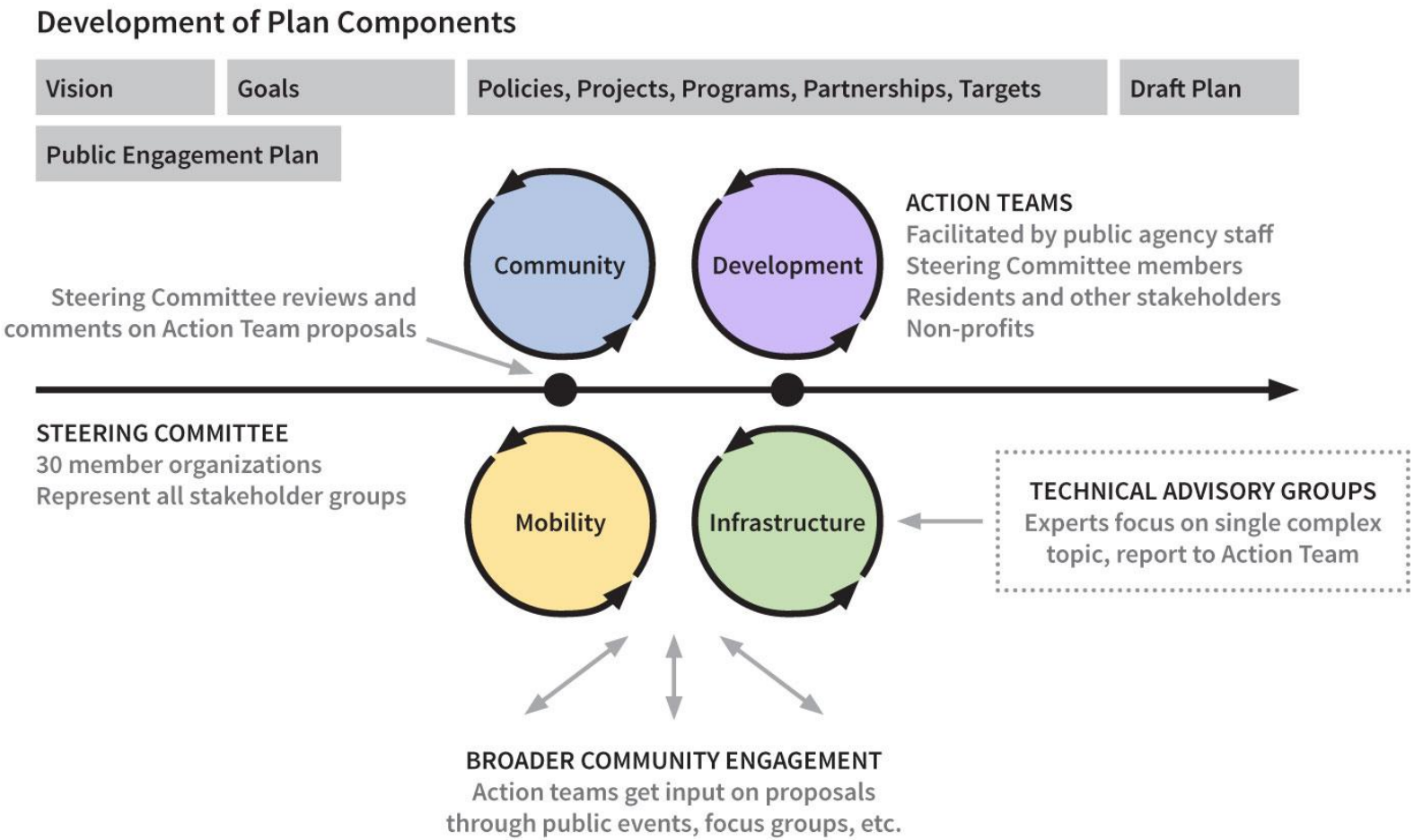
- The City of Pittsburgh is working with the Oakland community to create a 10-year plan with a shared vision for Oakland's future and the projects and programs necessary to make that vision a reality.
- Once adopted by the City Planning Commission, the Oakland Plan will become City policy and guide public and private investments in the area.
- The plan area generally includes the neighborhoods of North Oakland, Central Oakland, South Oakland, and West Oakland.
- Demographics will be included in the Background Report.

Section 1. Project Overview

Project Timeline

FALL 2019	WINTER 2020 - SPRING 2020	SUMMER 2020 - WINTER 2021	SPRING 2021 - SUMMER 2021	NEXT 10 YEARS
STAGE 1 **Organize** Prepare for the planning process.	**STAGE 2** **Visualize** Identify issues & opportunities, set a vision & goals.	**STAGE 3** **Strategize** Develop projects & programs.	**STAGE 4** **Formalize** Assemble, review, & adopt the plan.	**STAGE 5** **Realize** Implement the plan's actions.

Section 1. Project Overview
Project Timeline



Section 1. Project Overview
Project Timeline

Action Team Timeline (approximately Summer 2020-Winter 2021)

Action Team M1-3	ISSUE GENERATION. Receive goals for each Action Team from the Steering Committee and translate/modify/add goals for the specific Action Team. Use this time to interpret goals, establish a vision statement, and create a Team purpose statement. Report to the Steering Committee before M4.
Action Team M4-6	RESEARCH. Understand baselines for issues to appropriately develop proposals, identify existing conditions. Bring in experts to augment level of conversation. Host a public meeting to ask "Do we understand the problem(s) correctly?" Report to the Steering Committee before M7.
Action Team M7-10	PROPOSAL DEVELOPMENT. Engage in conversation around how we can address the strengths, weaknesses, opportunities, and threats outlined in the research phase. This phase may need all four meetings, or only three. Host a public meeting to ask "Are our proposals adequately addressing issues?" Report to the Steering Committee before M11.
Action Team M11-12	VETTING & FINALIZING. Work through the draft of the Action Teams section of the Neighborhood Plan and workshop final proposals. Heavy emphasis on Action Team members conducting small external engagements, such as Meetings In A Box, to bring community feedback to the table.

Section 1. Project Overview
Project Resources

- This project will require significant resources in terms of staff capacity & budget.
- This project includes a Project Manager and Project Coordinator at City Planning working with a large team of staff from many departments. Additionally, consultant teams have been hired to provide data and analysis as needed.
- The team members are outlined in Section 2: Project Team & Steering Committee.
- Additionally, the Department of City Planning is covering the costs of snacks and materials as needed at relevant meetings.

Section 1. Project Overview
Decision Making Process

- The Steering Committee is structured to involve stakeholder groups from the Oakland community most likely to be impacted by the outcomes of the plan.
- At the end of the planning process, the City Planning Commission will hold a public hearing as part of the adoption process.
- The Oakland community will be informed of the approval of the plan through the Steering Committee, social media, the City website, press releases, and newsletter.

Section 2. Engagement Process
Project Team & Steering Committee

- The Steering Committee is an advisory group that will meet monthly and guide plan development to ensure that all stakeholders in Oakland are represented.
- Committee members will review the work of the Action Teams, support plan adoption, and make a commitment to working toward implementation.
- The committee is expected to participate in the full planning process, represent their organization and themselves, and report back to the community.
- The full Steering Committee charter and rules of engagement as presented at the November 2019 meeting will be included in this section.

Section 2. Engagement Process
Communications Strategy

Target Audiences

- Oakland Residents
- Academic Institutions: students, faculty, staff
- Medical Institutions: employees, patients, patient families
- Cultural Institutions: employees, visitors
- Businesses: employees, patrons
- Partner Organizations
- Government Agencies
- Adjacent Neighborhoods
- All other Pittsburghers
- Consultants
- Department of City Planning Colleagues

Section 2. Engagement Process
Communications Strategy

- **Methods:** Facebook, Instagram, Twitter, NextDoor, Project Website, Flyers, Mailings, Email, City OCA E-Newsletter, Medium (blog).
- **Used For**: Events, community building, coverage, photo sharing, engagement/conversation, notice of events & meetings, sharing documents and presentations.
- **Project Milestones to Communicate**: Project start date, surveys, community meetings, action team meetings, public unveiling, commission dates, etc.

Section 2. Engagement Process
Communications Strategy

From Steering Committee Members

- **Oakland Residents:** Reached by a variety of sources, including community organizations, neighborhood associations, public agencies, elected officials, and some major institutions.
- **Neighborhood Associations:** Not all neighborhood associations use social media, and so City may need to push digital interaction in those areas. Some do not identify students as a target audience, and so there may need for some accommodation for additional/more direct outreach. OPDC is the only respondent who mentioned special outreach to renters.
- **General Comments:** Many organizations that are similar stakeholder types communicate very differently. It might be helpful to consult how others similar to your organization responded and see if you have any gaps. For example, there was inconsistency in how far in advance public meetings should be advertised – this may have diminishing returns. Some are planning to use all intervals for every milestone, and some are only reporting after the event.

Section 2. Engagement Process
Communications Strategy

Steering Committee Members CONTINUED

- **Flyers**: While often considered a staple of engagement, public agencies and resident organizations are the only respondents to select this. Resident organizations did not indicate using flyers for public meetings throughout the Oakland Plan (only for comment periods and Planning Commission meetings).
- **Employees:** Few responses talked about sharing information with employees for their personal participation. This may be a gap.
- **Hard-to-Reach Audiences**: Many respondents said this was not relevant to the groups they represented, while others mentioned specific staff at their organization dedicated to this outreach.

NOTE: Not all Steering Committee members have completed Communications Strategies. Please do so as soon as possible.

Section 2. Engagement Process
Public Engagement Goals

Consolidated engagement goals from the Steering Committee:

1. **Support equity and understanding** by prioritizing inclusiveness and diversity.
2. **Ensure transparency** to build accountability and demonstrate ethics.
3. **Inspire optimism** through creative and unique collaborations that visualize a better future.
4. **Foster community** to build relationships and identify common ground. Define community when shaping engagements.

OBSERVATIONS:

- None of the groups discussed co-ownership or consensus as goals. See Goal 4 (re: common ground).
- Groups discussed but did not prioritize education or listening in their final goal statements.
- Some groups discussed acknowledgement of past injustices/systemic issues, but none included this in their final goal statement.

Section 3. Accountability & Evaluation

- After all engagements, meeting notes will be uploaded to the City website.
- For all surveys and worksheets collected at public meetings, one- to two- page reports and exact responses (anonymized) will be provided on the website.
- A standard evaluation form will be used at the end of each engagement in order to demonstrate success of process and outcomes.
- Each engagement will be summarized with an engagement report (PEG, pg. 67) and added to an engagement log (PEG, pg. 66).

Public Engagement Plan
Next Steps

- Circle back on Action Teams as we get closer to those.
- Living document that can be updated as needed.
- After comments today, the PEP will be updated and shared with the Steering Committee in early January for detailed review (homework).

Activity: Hard to Reach Groups

Hard to Reach Groups

The adopted Public Engagement Guide asks planners to develop activities that engage those who have traditionally been harder to reach and, therefore, are at risk of being left out. They are distinguished by characteristics including:

- Race
- Income
- Immigration
- Religion
- Nonconforming gender
- Ability (e.g., physical or mental)
- Access to housing
- Language
- Age (e.g., youths and the elderly)
- Employment status

Group Activity Prompt

- Public engagement activities should recognize the intersection between a topic in the planning process and the lived experience of those with these characteristics.

- The prompts on your table connect a topic to a hard to reach group. Select one to focus on first.

- Your goal is to create an engagement that can be conducted with your audience in less than four hours. Use the worksheet on your table and your toolkit flashcards to select a type of engagement activity you think best suits the prompt you've chosen.

- Develop the activity including how you would advertise it, how it would be managed, and what questions you would ask or information you would be seeking. Are there potential pitfalls to avoid that you can identify?

Group Activity Report Out

- Which prompt did you choose and why?
- What engagement activity did you choose and why?
- How would you advertise the activity?
- What are your goals for input?
- What are some potential pitfalls of your approach?
- What surprises came out of your discussion?

Equity, Diversity, and Inclusion Efforts

Definitions

- "**Diversity** is an inclusive concept which encompasses, but is not limited to, race, ethnicity, class, gender, age, sexuality, ability, educational attainment, spiritual beliefs, creed, culture, tribal affiliation, nationality, immigration status, political beliefs, and veteran status." (APA)
- "**Equity** is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their wellbeing and achieve their full potential." (Pittsburgh Public Engagement Guide)

Inclusive Planning

Inclusive planning incorporates these two concepts into the planning by (Planetizen):

1. “Involving a fair representation of citizens providing meaningful and educated input and

2. Where planners advocate for greater equity in public policies that address the multiple objectives of urban planning including sustainable development, housing, transportation, economic development, and environmental justice.”

Additional Efforts

- The Public Engagement Plan we are creating together seeks to include the full diversity of those living, working, and studying in Oakland.
- The project website will have a “Diversity, Equity, and Inclusion” page that includes the City’s commitment to equity and statistics about diversity in Oakland.
- All online and in-person engagement activities will use anonymous surveys to track who’s being included.
- Where we see gaps between who makes up Oakland and who we’re engaging, we’ll make course corrections.

Equity Assessments

- City Planning is partnering with the Office of Equity to establish a program of Equity Assessments that will be piloted in 2020 with planning projects including this one.
- Allows us to have third party experts review our collective work and make recommendations for improvements to better overcome inequities.
- Program is in early development but is expected to utilize knowledge from past efforts in Pittsburgh, input from advocacy groups, and best practices from other cities.

Homework for January

Homework

- If you haven’t already, please complete the homework survey sent to you by email. Covers how you will engage the organizations/groups you represent and what communications channels you will use.

- **For January: You will receive the draft Public Engagement Plan based on your input. Please review it and come prepared to discuss any changes needed before we move forward with using it. We hope to have agreement on moving forward at the January meeting, knowing that this will be a living document that we can return to as we move through the planning process.**

Questions? Other Business?

- Is there anything we covered tonight that was confusing?
- Is there anything the Steering Committee should know about (e.g., upcoming event, issue, etc.)?