



**HOME
FOR ALL**

SAN MATEO COUNTY

**Home for All Learning Network
June 28, 2018**



Agenda

- Introductions & City Sharing
- Spotlight-Redwood City
- Pilot City Progress
- Table Discussions
- Evaluation
- Adjourn



Home for All Learning Network

Introductions and Housing Highlights



In the Spotlight

City of Redwood City

Meghan Horrigan
Public Communications Manager

Frameworks in Action



Our Community:
Housing and our future



Frameworks in Action
Home for All
Learning Network Meeting

June 28, 2018



Frameworks Training and Observations

- Editing workshop with direct Council Member input was extremely helpful
- Early internal review of initial messaging
- Utilized existing messaging as a spring board to new framing, saving time
- Balancing act between sharing information fast, with sharing information framed in a new way
- Connected other communications citywide with new messaging
 - Homeless Support
 - We are all connected





Frameworks In Action

Communications Using New Framing

- Blog Series
- Social Media Posts
- Website on housing issues
- Electronic newsletters
- Community Conversations
- Housing Resource Guide

M Redwood City VOICE

Edit 🔍 🔔 🌱 🏠



City of Redwood City
Official thoughts and communications from the heart of the Peninsula. "Climate Best by Government Test".
Apr 5 · 9 min read

Redwood City: Our Community, Housing and Our Future Blog Series (Part 2)

More about actions underway or recently completed to help support our community and housing and details about community conversations coming up.





Community Input

- Positive community input
 - Reinforced City's value statement of housing as an important community issue
 - Informative and inclusive
 - Surprised at how much the City is doing to address housing
- Housing issues are complex and messaging continues to evolve





What's Next

- Housing Resource Guide- evolving online tool
- Video series
- Follow-up blog series



Pilot Cities: Progress and Principles





HOME FOR ALL LEARNING NETWORK

Community Engagement for Housing

Pilot City & Strategy Updates

June 28, 2018

The Invitation to CK+

- Apply road-tested principles and practices to develop **community momentum** for housing in San Mateo County
- Conduct a collaborative “action research” project with local cities
- Synthesize findings to share across cities

Our task together

Achieving
Political Will
by developing
**Community
Momentum**



The Path with SMC Cities

Interviews with all **city managers** and at least one **council member**

There is significant support among elected officials for **affordable** and **workforce** housing, though funding and the cost of land are seen as barriers.



Input from **Learning Network** at March, May, September, November 2017 sessions

The vast majority of city managers interviewed feel that their councils are supportive of **additional housing**.

Group interviews with **eight cities** during summer of 2017



The Path with SMC Cities

Work with **pilot cities** in Burlingame, Half Moon Bay, Portola Valley and Redwood City



Continued dialogue with **multiple cities** throughout San Mateo County

Community Momentum for Housing

PRINCIPLE #1

**Proactive
Inclusion**

April 26 LN

PRINCIPLE #2

**Mutual
Phased
Learning**

TODAY: June 28 LN

PRINCIPLE #3

**Collaborative
Action**

September 27 LN

Principle #1: Proactive Inclusion

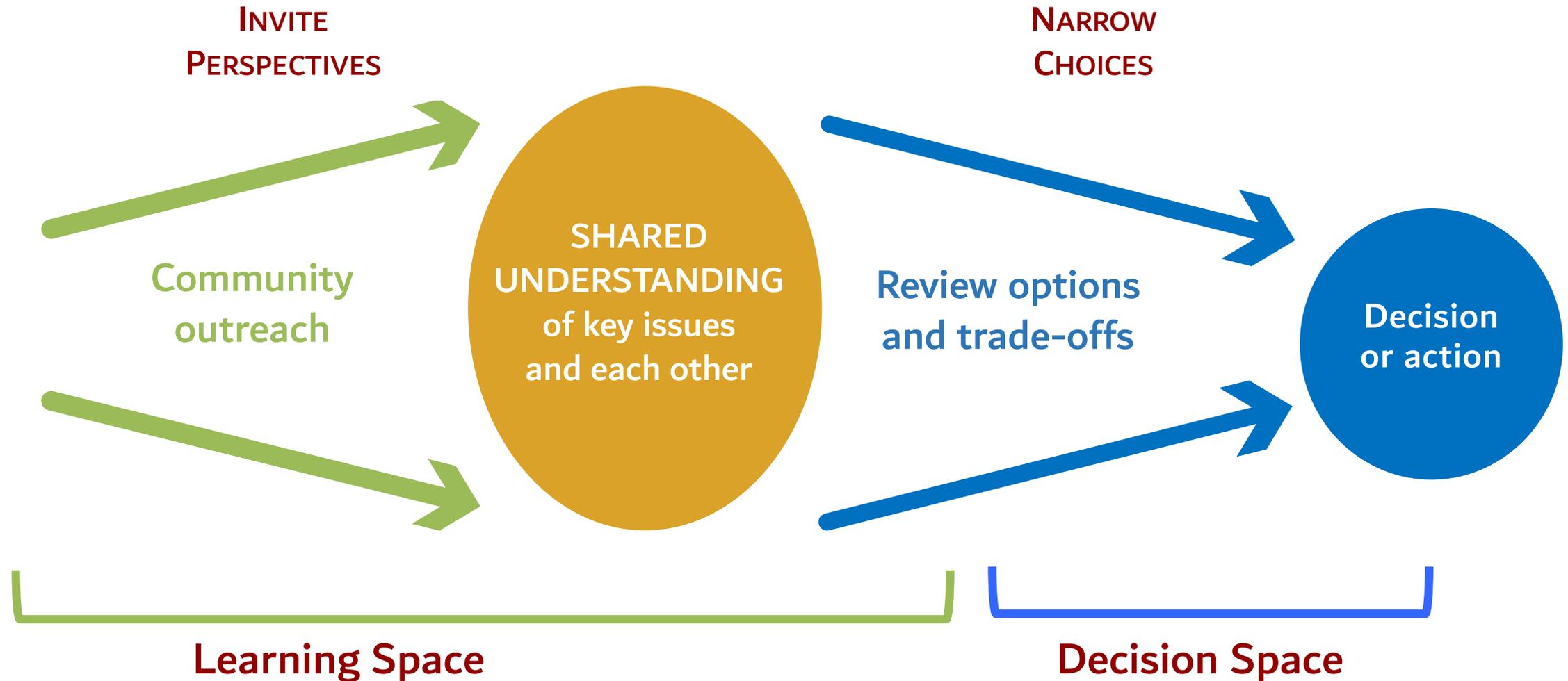
- Bring in **new perspectives** beyond advocates and people with fixed positions
- Find people who **care about the community** but are not civically involved
- Invite people to **help improve** their community instead of debate policy specifics

Principle #2: Phased Learning

- Design for **mutual learning**
- What does the **City need to learn** about the community and housing?
- What do **community members need to learn** about:
 - *The issue? Each other?*
 - *The city? Ways to be involved?*



Phased learning before decision-making



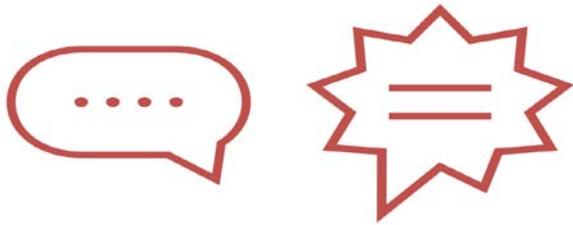
Phased Learning: Key Practices

- Engage ahead of decision making
- Emphasize **listening** and **learning** as goals/outcomes
- Allow community members to integrate “**lived experience**” with key facts
- **Listening together** for community values
- Communicate what has been learned



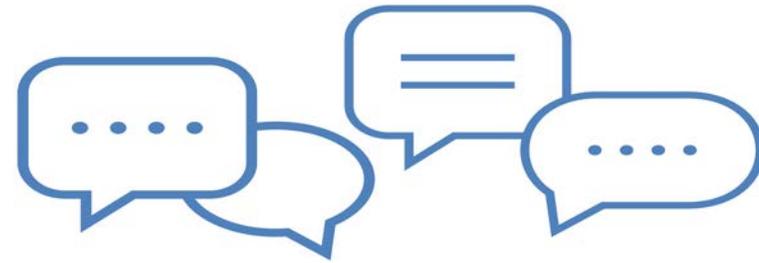
Design for a Positive Experience

- Create the conditions that **encourage dialogue** instead of **debate**



Debate

Two sides
Winners & losers
Listen to enhance position



Dialogue

Multiple perspectives
Exchange for mutual understanding
Listen to learn

CLEAR Community Conversation

After a thorough planning process, pilots landed on a similar approach

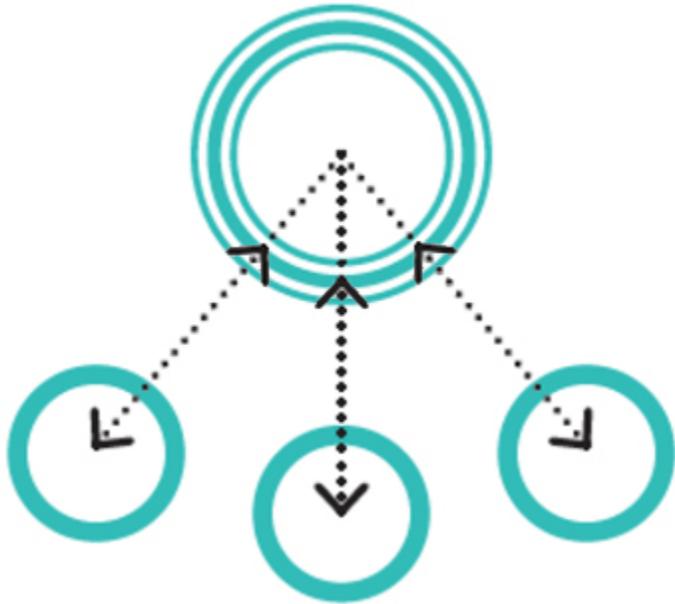
- The **CLEAR** (***C**ollaborative **L**earning **E**xperience and **R**eflection*) community conversation

Effective implementation requires:

- Proactive outreach before the meeting
- Using and sharing the results after the meeting

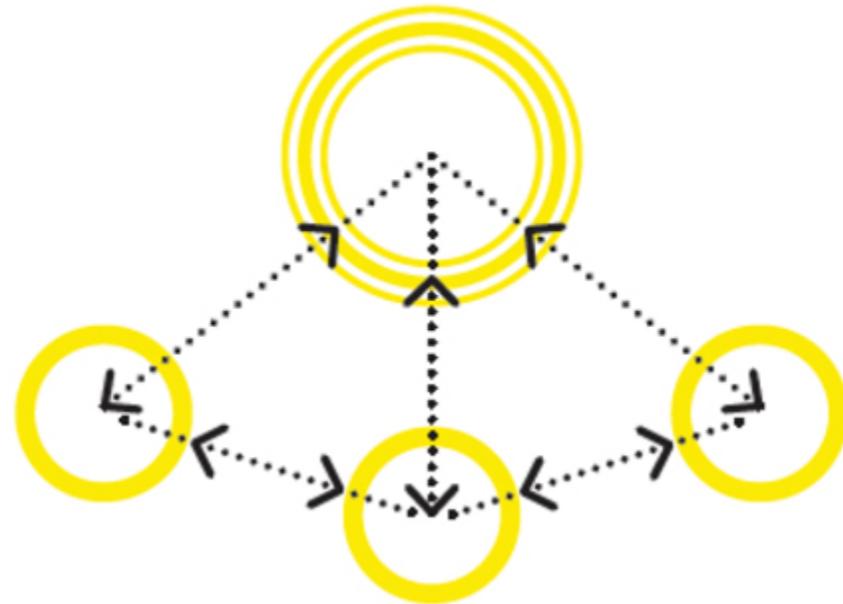


Traditional Meeting



City collects input from residents

CLEAR Conversation



People engage with and learn from each other

Redwood City: Community Reaction

- 4 conversations, 7 pop-ups and an online survey
- Over 1,000 people reached (including about 100 mono-lingual Spanish)
- All participants are affected by the rising cost of housing
- Appreciated City's sincere interest in engaging the community



Redwood City: Community Reaction

- Great feedback on information shared and educational materials
- Community members appreciated the opportunity to talk with and hear from those in the community they might not otherwise engage with
- Valued Council Members as listeners



Redwood City: What was learned?

- Working with multiple community partners
- Multidepartment community engagement effort
- Educating in advance of the discussion
- Connecting with residents who have not engaged with the City before
- Reaching out and making in roads with the Latino community



Redwood City: Response

- Several policy actions: Adopted renter protections (March), inclusionary at 20% (May) and allocation guidelines for affordable housing fees (June)
- Community input will also inform Housing and Human Concerns Committee workplan to be presented in July
- Where we go from here
 - Housing Resource Guide online and print
 - Implement communications plan
 - Continue working with partners



[Emergency Housing Assistance and Related Support Services](#)

Asistencia para la vivienda de emergencia y servicios de apoyo relacionados



[Free or Low Cost Housing Repair Programs](#)

Programas de Vivienda de reparacion gratuita o a bajo costo



[Resources \(Lists/Links\) to Find Affordable Rental Housing](#)

Recursos (Listas/Enlaces) para buscar viviendas de alquiler asequible



[Support for Lower Income Homebuyers](#)

El apoyo a bajos compradores de ingresos



[Tenant and Landlord Information Services/Resources](#)

Inquilino y el propietario Informacion de Servicios/Recursos



[Other Free or Low Cost Public Services Supported by the City](#)

Otros gastos de los servicios publicos gratuitos o de bajo soportados por la Ciudad

Burlingame: Community Reaction

- 300+ responses to online survey and two well-attended community meetings
- Broader sense within the community that the City is engaged in housing issues in a meaningful way
- “New” members are less position-based or dogmatic than seen in prior outreach efforts
- Many of the “already engaged” have expanded their understanding and consideration of options beyond their original positions



Burlingame: What was learned?

- Shared understanding that housing security is a concern of nearly everyone: renters and owners alike
- Understanding of the need to increase the supply of all housing types
- Interest in community-based as well as City-based solutions



Burlingame: City Response

- Increased insight into residential impact fees and potential housing programs
- Informed awareness of “Village at Burlingame” affordable housing proposal
- Revisions to second unit regulations
- More ambitious residential provisions in update to General Plan
- More information on the City’s web pages (with plans to develop further!)



Portola Valley: Community Reaction

The already engaged

- Overwhelming support from participants who contributed ideas and welcomed the Town's housing efforts.
- Participants appreciated the opportunity to openly engage in a public dialogue on housing

"New" community members

- Everyone from new members to established residents has the same stories around the housing crisis—challenging and sometimes heart-breaking examples from the lives of family, friends and people in the work force
- New members are as solutions-oriented as those already engaged, but some appear to be willing to entertain a broader range of solutions



Portola Valley: What was learned?

- We have a housing problem
- We agree that it affects all of us
- The answer lies in a community-supported set of solutions
- The Town Council's 2016 Housing Strategic Plan is the road map



Portola Valley: Town Response

- Housing on Town-Owned Property Committee will reconvene to examine identified sites for housing
- Town Council will hold an ADU Study Session on July 11 with the intention of approving a much expanded ADU ordinance by end of year
- Town will hold ADU workshops for those who wish to build
- Our Affiliated Housing Partners will share housing ideas in September with new members expected
- Town Staff has significantly expanded roster of interested Affiliated Housing Partners and potential opportunities



Half Moon Bay: What is being learned?

- Half Moon Bay community responds to personal invitations
- Creating the right conditions for dialogue leads to honest, open discussion
- Residents appreciate the opportunity to share and to see councilmembers genuinely listening
- Need proactive engagement to include Spanish-speaking community members



Half Moon Bay: Project Update

- Just announced first community conversation on Sunday July 15; good response so far
- Library will be co-host; also leveraging relationships with key community leaders and connectors
- Conducting outreach via one-on-ones and visiting other groups' meetings
- Finalizing background information and meeting design based on what is coming out of the outreach



The Mind Shift

- Taking **the city** out of the center
- Reframing to put **the issue** and **the community** at the center



Community Conversation #1

3 types of participant learning

- About the situation
- About others
- About my role; what can I do?

What affects that learning?

- The mix of participants
- Quality of the dialogue
- Common “basic” information
- Translation & interpretation



What Community Members Learned

- *Everyone is affected by high housing costs*
- *There is no one solution; many are needed*
- *There is more happening than I realized*
- *The problem is huge but together we can make progress*
- *There are many ways to stay informed or involved*



Community Conversation #2

Goals varied by city

- Burlingame – Looked at multiple housing options
- Portola Valley – Focus on second units
- Redwood City – Hybrid: Allocation of affordable housing fees plus range of options



Set the stage for sustained engagement

- Easier access to housing information; responsive content
- Regular communications about upcoming opportunities

The “Long Game”

Civic Participation

- The public provides input through official civic processes
- Outreach is typically passive: Announce and see who shows up

Community Engagement

- Community members help shape how the problem is defined
- Proactive outreach and more flexible formats

Community Momentum

- Community and City build relationships that bridge “stuck points”
- Collaborative action based on shared understanding and shared language

Questions

**Do you have questions for presenters or
Common Knowledge+ ?**



Learning Network Website

The Home for All Learning Network has its own website, designed to be a resource for LN participants:

cmo.smcgov.org/learning-network



Table Discussions

- 1. How did the examples shared by your colleagues compare to your own community conversations about housing?**
 - What was the same?
 - What was different?
- 2. What does your community need to learn about housing?**

Table Reports

- **What do our communities need to learn about housing?**
- **What kinds of community-facing information about housing can we collaborate on (with Home for All)?**

Upcoming Events

- **Sunday, July 15:** Half Moon Bay Community Meeting
- **TBD:** Informational meeting regarding community engagement projects in 18-19
- **September 27:** Celebrate all of the work of the pilot cities



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Next Meeting:
September 27, 2018