

# Alisal Vibrancy Plan

## Community Engagement Strategy

Draft – June 17, 2017

### Overview

In 2013 the City of Salinas, in partnership with Building Healthy Communities, was conducting a community meeting for East Salinas residents to give input on the draft Economic Development Element that was under development. Residents at this meeting called for the need to have a community plan to improve East Salinas. At that time, the City of Salinas was concurrently obtaining input for the Downtown Vibrancy Plan, and members of the Building Healthy Communities' (BHC) Land Use and Economic Equity Action Team heard residents and advocated for an *Alisal Vibrancy Plan* to encourage a shift to more equitable investments in infrastructure in Salinas. Through relationship building and partnerships with residents, other community groups, city staff, and elected officials, City Council allocated the initial funding for an *Alisal Vibrancy Plan*.

The *Alisal Vibrancy Plan* is of particular significance because the community of Alisal, made up primarily of families providing low-wage labor to the largest industries in the region: agriculture and hospitality, is disproportionately impacted by the extreme inequities of the Salinas Valley. While the first post office opened in the Alisal in 1866, the community developed as an unincorporated Monterey County community with limited coordination between private property and public infrastructure development. The Alisal became part of the City of Salinas in 1963, however, the area's level and quality of public infrastructure and amenities are still lower than the rest of the City.

The *Alisal Vibrancy Plan* (AVP) is the first time that the City and residents will collaborate to create a systematic set of action steps that will improve the quality of life for the hardworking families who live and work in the Alisal. Residents, stakeholders and the City want a community-driven plan that will contribute to community stability, health, and vibrancy for East Salinas families, and to do so in a way that builds upon the social and cultural wealth of the Alisal.

City staff, Building Healthy Communities, and a Technical Advisory Committee (TAC) of Alisal stakeholders worked collaboratively to establish the purpose, guiding principles and values, and outcomes and objectives of community engagement that are the foundation of the AVP Community Engagement Strategy. The TAC adopted the BHC Land Use Action Team's Equity Approach to Residential Engagement for the AVP and the Spectrum of Community Engagement Tool Participation Matrix developed by Movement Strategy Center and updated by the Action Council of Monterey. Both documents are provided as attachments. This effort represents a significant shift in how the City engages with its

residents. It will be a learning process and this Engagement Strategy is intended to be an evolving, living document that adapts to the needs to the community.

## Purpose

This memo outlines a pathway to ensure that the Alisal Vibrancy Plan is developed and implemented with equity at the center. Equity is defined as “the state of being just, impartial, or fair,” and is synonymous with justice or fairness. For members of groups that have been excluded from resources, equity may involve providing greater resources to compensate for exclusion and discrimination. To be achieved, equity needs to be addressed through structural and systemic shifts.

An Alisal Vibrancy Plan with equity at the center will:

1. Be stewarded by the residents of East Salinas through direct participation in the design and implementation process
2. Build on and activate the social and cultural wealth of Alisal residents
3. Include policies and provisions that prevent the economic displacement of East Salinas residents and locally-owned independent businesses that otherwise could occur from community revitalization
4. Address structural and systemic problems that contribute to health inequities in East Salinas through clear solutions developed by residents
5. Include pathways to implement the plan including staff and financial resource and the policy/procedural changes to remove barriers to progress

## Principles and Values

The following principles and practices, adopted by the TAC from the BHC's Land Use Action Team, are key to ensuring that the Alisal Vibrancy plan is developed and implemented with equity at the center:

Transparency	<ul style="list-style-type: none"> <li>• Clearly communicate publicly and explicitly to all stakeholders all components of the process and exactly how decisions are made</li> <li>• Open door policy during all learning and decision-making processes</li> </ul>
Inclusion	<ul style="list-style-type: none"> <li>• Language and timing accessibility for residents; <i>the majority of Alisal residents speak Spanish and work during business hours. Spanish-language translation, evening and weekend meetings, and child care are needed provisions for accessibility</i></li> <li>• Resident leadership within working groups and committees</li> <li>• Multiple opportunities for broader community to participate in planning process</li> </ul>

Relevance	<ul style="list-style-type: none"> <li>• Planning process is designed to uncover and address actual challenges faced by residents and local business owners</li> <li>• Planning process and the solutions in the plan are culturally relevant to residents</li> </ul>
Fairness	<ul style="list-style-type: none"> <li>• Public funds are committed to the planning and implementation process and account for previous inequitable resourcing practices that worked against East Salinas families</li> <li>• Partner with community organizing groups that work directly with East Salinas youth and families to identify ways to account for limited political and economic influence of East Salinas residents and ensure that their needs and interests have direct influence on the design and implementation of the plan</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>• Authentic partnerships between the City and community-based organizations that are actively engaged in community development issues in East Salinas to carry out an equitable planning process and implement community-driven solutions to challenges faced by East Salinas residents</li> </ul>

### Levels of Participation

As noted below, each engagement activity is designed to engage different groups and seeks to engage each group at various levels of participation, which are defined in the graphic below by BHC and the Action Council of Monterey County. This process strives to include activities that are at Level 4: Collaborate and Level 5: Empower for Impact. To ensure that residents and community groups can most effectively co-create this process and plan, the City will provide facilitation and other capacity building trainings to enable and empower residents to equitably participate and drive the planning process.

Stance towards community	0 IGNORE	1 INFORM	2 CONSULT	3 INVOLVE	4 COLLABORATE	5 EMPOWER for IMPACT
Impact	<i>Marginalization</i>	<i>Placation</i>	<i>Tokenization</i>	<i>Voice</i>	<i>Delegated Power</i>	<i>Community Control</i>
Community Engagement Goals	Deny access to decision-making processes	Provide the community with relevant information	Gather input from the community	Ensure community assets, needs & concerns are integrated into process & inform planning	Ensure community capacity to play a leadership role in implementation of decisions	Foster democratic participation and equity by placing full decision-making in the hands of the community
Message to the community	<i>"Your voice, needs and interests do not matter"</i>	<i>"We will keep you informed"</i>	<i>"We care what you think"</i>	<i>"We can't do this well without you"</i>	<i>"Your leadership and expertise are critical"</i>	<i>"We want this to work so we support democratic and equitable processes led by community"</i>
Examples of tools	Closed door meetings	Fact sheets Open Houses Presentations Billboards Videos	Public comment Focus Groups Community Forums Surveys	Interactive Workshops Polling House Meetings Community forums	MOU's with Community-Based Organizations Consensus building Citizen Advisory Committees Participatory Action Research	Community-Driven Planning Community Organizing Open Planning Forums with Citizen Polling Participatory Budgeting Participatory Action Research
Resource allocation ratios	100% systems admin	70-90% to systems admin 10-30% to promotions and publicity	60-80% to systems admin 20-40% to consultation activities	50-60% to systems admin 40-50% to community involvement	20-50% to systems admin 50-70% to community partners	0-20% to systems admin 80-100% to community partners and community-driven processes

\* The 2.0 version of this tool was developed by The Action Council of Monterey building on version 1.0 developed by Movement Strategy Center, in part drawing on content from a number of public participation tools, including Arnstein's Ladder of Citizen Participation, and the Public Participation Spectrum created by the International Association for Public Participation

## Outcomes/Objectives

Following the equity principles and values above, the proposed outcomes and objectives of the Engagement Strategy include the following. These can be refined with the Steering Committee and various stakeholder groups during engagement process.

- Empowers the residents and stakeholders of the Alisal by giving them broad control of the vision, content, and implementation strategies of the plan
- Engage a broad a cross-section of the community through a variety of engagement/ outreach platforms
- Create an iterative process that allows the public the chance to review recommendations and drafts at each stage of development
- Overcome barriers to participation
- Conduct innovative or alternative outreach activities to engage community members that would not typically attend formal events
- Create materials and information that educates the community and facilitates greater understanding of the community planning process
- Conduct outreach and share information in a manner that provides transparency in the outreach events and discussions
- Provide participants an opportunity to collaborate on content, provide input, and validate the recommendations that reflect their input

- Reach consensus on the recommendations to ensure they align with community expectations and provide greater certainty to the development community

## Engagement Strategy Overview

This summary outlines the community engagement and outreach efforts in support of the Alisal Vibrancy Plan for the City of Salinas. The events and activities are designed to engage a variety of residents, stakeholders, and decision-makers throughout the process in ways that are culturally inclusive, convenient, accessible, and relatable to participants, educate the community, and provide specific recommendations to City staff. This strategy strives to ensure that everyone has the opportunity to engage the process at their desired level of interest. The outreach activities that will be conducted through this project include the following tools:

- Steering Committee & Working Group Meetings
- Project Branding, Logo, and Plan Name and Cover
- Community Outreach Training and Toolkits for Steering Committee members, Project Ambassadors, Youth Action Team, and other volunteers
- Stakeholder & Community Group Interviews
- Community Workshops
- Business Engagement Workshop
- Pop-Up Event/ Non-Traditional Workshop / Temporary Installations
- Website, Social Media and Community Survey
- Community Design Charrette: Agenda Development, Logistics, Event, and Follow-Up
- Workshop on Draft Plan
- City Council & Planning Commission Workshops and Adoption
- Process Evaluation

### A. Steering Committee and Work Group Meetings

Purpose:

- The City and the TAC will collaborate to form a Steering Committee of East Salinas residents and stakeholders to guide the AVP. The purpose of the Steering Committee is to ensure that residents and community leaders are engaged and driving the Alisal Vibrancy Plan process. It is envisioned that throughout the community engagement process information, ideas and drafts will flow between the community, the Steering Committee, Working Groups the City and other stakeholder groups. Steering Committee members will be specifically responsible for:
  - creating a roadmap/schedule that outlines implementation of the Engagement Strategy for community members to get involved and informed through a variety of engagement activities
  - communicating information and priorities to drive engagement with their community

- sharing feedback between community members and staff from the City and consulting team
- participating in training and guidance on how to guide a successful planning process with results reflecting the will of the community
- providing guidance project issues, the vision, land use and transportation alternatives, and key policy topics
- participating in Working Groups on specific topics
- The Steering Committee will also establish subject-specific Working Groups to provide technical input for incorporation into the plan
  - the Working Groups will contain additional stakeholders not on the Steering Committee with a special interest in and/or knowledge about that topic
  - Working Groups will develop plan content, including implementation projects and strategies, around their topic areas

Level of Participation Desired:

- Empower
- Monthly meetings
- All of the Steering Committee and Working Group meetings will be open to the public, with allotted time for public comment

Event Timing:

- TAC meetings in Dec 2016 – Feb 2017 to plan the steering committee process
- Training for steering committee and work group members in late winter / early spring 2017
- Monthly Steering Committee meetings throughout the process starting in Spring 2017
- Monthly Working Group meetings once the groups are established

## B. Project Branding, Logo, and Plan Name and Cover

Purpose:

- Foster community ownership of the project through collaboration on branding, logo creation, and plan name and cover design
- Create a consistent look and feel for the project including color scheme and fonts which will be coordinated with the larger citywide planning efforts

Level of Participation Desired:

- Collaborate - The community will design the plan name, cover, more detailed logo

Timing:

- Early for the branding/logo, (estimate) middle for plan name, later in the process for cover design

## C. Community Outreach Training and Toolkits for Steering Committee Members, Project Ambassadors, Youth Action Team, and other Volunteers

### Purpose:

- Provide facilitation and engagement training to give Steering Committee Members and other volunteers involved in outreach a common skillset and foundation to ensure quality community engagement in all outreach activities
- Select (youth and adult) community members to serve as Project Ambassadors between the City and community members
- Project staff will get input and feedback from the ambassadors to design and develop community outreach toolkit materials.
  - Outreach toolkits will help the ambassadors in capturing formal and informal conversations with residents and workers in the Alisal throughout the process so they can share the results with the project team
- This process provides ownership for the ambassadors and creates an easier way for more residents to provide input through an informal setting / mechanism

### Level of Participation Desired:

- Collaborate and Empower

### Event Timing:

- Throughout the process the City and BHC will take on the following steps:
  - Identify ambassadors
  - ID training topics
  - Create outreach toolkit materials
  - Create results summary process / system
  - Distribute materials / ambassadors conduct engagement meetings
  - Ambassadors write up results
  - Update materials (and repeat engagement)

## D. Stakeholder & Community Group Interviews

### Purpose:

- Conduct one on one and/or small group interviews with stakeholders to identify issues, opportunities, concerns and ideas.
  - Consultants will complete 12 of these interviews
  - Steering Committee members, Project Ambassadors, and other volunteers and City Staff that have received facilitation training will do additional interviews
  - Interviews shall be held in a place where those being interviewed feel comfortable. This is an opportunity to find ways to go to community (interviewing people at church groups, neighborhood association meetings,

workplaces etc.) and talk to people who might not have the chance or desire to engage in larger group meetings/workshops.

#### Level of Participation Desired:

- Collaborate / Consult / Involve
- Opportunity to collaborate: One or more TAC members could sit in on the interviews to increase transparency and to ensure the consultant takeaways / interpretation aligns with community member takeaways

#### Event Timing:

- During / after the community profile report and then again during the charrette process

### E. Community Workshops

This project will include three community workshops, a business engagement workshop, and a multi-day/multi-event charrette that will occur either before or after workshop #2. James Rojas from Place IT writes that to create inclusive, meaningful, and productive workshops, the workshop design should do the following:

- Humanize the planning process
- Make workshops active, not passive
- Provide communication options (conversational / verbal, tactile, written, react to options, etc.)
- Collaborative

These workshops will strive to incorporate these characteristics while upholding the principles and values presented at the start of this document.

#### Purpose:

- Workshop #1: Establish opportunity plan for vibrancy - refine and dig into strengths and weaknesses of the Alisal. Identify community core values / principles that can influence prioritization criteria.
- Community Charrette:
  - Combination of stakeholder meetings, walking tours, and work group meetings focused on the Alisal Street corridor
  - A public community workshop focused on the businesses in the Alisal (especially on Alisal Street) to obtain input on the vision/solutions for the commercial aspects of the Alisal. Workshop participants should include a cross-section of regular Alisal shoppers, business owners, employees, and commercial property owners.
- Workshop #2: Deliberating options - Allow participants to interpret and respond to the results of the Community Profile, Mobility Memo, and the Marketplace/Economic Opportunity Site Analysis. Analysis findings will inform interactive activities where

participants react to and refine policy and design scenarios and suggest new program, policy, and design solutions.

- Workshop #3: Implementation focused – Participants will confirm core values and prioritization criteria and use those guidelines to prioritize implementation actions. This workshop will occur when the draft plan is close to complete
  - This workshop may also include a temporary installation of a proposed improvement to Alisal Street. If it does not occur during this event, the installation could occur during a community pop-up event.
- Business Engagement Workshop: This workshop will focus on the business needs around the Alisal, including facility and workforce development, entrepreneurship, infrastructure, etc.
- Draft Plan Workshop: During this workshop the community will have the chance to review the entire draft plan and make comments that will ensure captures their vision, strategies and feedback.

Level of Participation Desired:

- Empower/Collaborate/Involve
- project ambassadors and steering committee and/or workgroup members will also be invited to help design the and implement the workshops/ charrette (including co-facilitation)

Event Timing:

- Spring 2017 (after community profile report) for the first workshop
- Other workshops TBD

## F. Pop-Up Events/ Non-Traditional Workshops/ Temporary Installation

Purpose:

- Set up tables or booths at non-traditional meeting spaces such as community festivals (e.g., El Grito, Ciclovía, etc.), places where people gather (e.g., soccer fields, supermarkets, churches, schools, etc.), or even places where people work (e.g., cater a lunch meeting etc.) to create opportunities for people who do not want to or are unable attend the workshops.
- This could also include a mobile workshop / neighborhood audit (pedestrian or bicycle conditions, urban design, housing, parks, etc.) where residents note issues and opportunities for improvement

Level of Participation Desired:

- Involve, collaborate, or empower depending on who is leading and organizing the event

Event Timing:

- Alisal Vibrancy Plan booths already occurred in the fall of 2016 at El Grito and Ciclovía

- Ongoing throughout the project

## G. Website, Social Media and Community Surveys

Purpose:

- Provide background data and meeting information for the project
- Allow for online interaction with maps, plan drafts and other plan content
- Allow interested parties to receive project update emails through a sign-up form
- Create a project hashtag so community members can have conversations online about the project
- Community web/physical survey designed with input from Steering Committee and stakeholders
- Walk audits and inventories

Level of Participation Desired:

- Consult / Involve / Collaborate Event Timing:
- TBD

## H. City Council & Planning Commission Workshops/Hearings

Purpose:

- Provide project information and updates to the Planning Commission and City Council at key intervals during the project process

Level of Participation Desired:

- Empower – Alisal stakeholders can present and influence commissioner and elected officials' opinions and actions for policy change

Event Timing:

- One joint City County / Planning Commission study session in the middle of the project
- Periodic updates from Steering Committee/staff throughout the process
- Adoption hearing at the end

## I. Process Evaluation

Purpose:

- Use evaluation tools to build in a continuous feedback loop to ensure that the planning process is responsive in real time and the evaluation is based on the shared values.
- Transition the TAC into a Working Group on Community Engagement that monitors outreach process and can assist the City in reaching as broad and as deep an audience as possible

- Engagement evaluation updates could be shared with the City Council and/or the larger public
- Stakeholders have the opportunity throughout the process to provide feedback

#### Level of Participation Desired:

- Collaborate

#### Timing:

- Throughout the project
- "Demographic sign-in sheet" that may ask for age, business owner or employee, Alisal resident (y/n), race/ethnicity, primary language, renter/owner, and sex
- Anonymous engagement event evaluation forms after activities

## Communication Methods

The following methods will be used throughout the process to communicate with Alisal community members:

- Project and City websites – Information will be hosted on the project and City of Salinas websites and constantly updated
- Project database - Create sign-up that is available on website and can be added to at community events (this project will use the city's existing database and email system)
- Media posts – Develop a hashtag to track social media posts, Engage communications team to cross highlight new information, upcoming events, and document availability on website
- Fact sheets and fliers – Simple and graphically rich fact sheets and fliers will be prepared and available at the planning and building counter, at events, and digitally online to communicate basic facts and figures about the Alisal
- Spanish language Television and Radio – Interviews and information about events will be broadcasted on Radio Bilingüe, Univision, and other Spanish stations
- Networking by Steering Committee members and other volunteers – As well as facilitating conversations, a part of volunteer responsibilities will include spreading the word about events and updates through their networks