



Welcome Home: Creating a More Affordable Future

PROJECT PRINCIPLES and ADVISORY GROUP ROLE

Purpose of this Project

Welcome Home will develop a meaningful action plan to create housing options that help secure Pacific Grove's social, physical and economic well-being now and into the future. Specifically, it will:

1 Engage and Listen

- Ensure an inclusive process that reaches out to those whose voices might not otherwise be heard but who are affected by housing issues and decisions; position them as meaningful partners in the process and its outcomes.
- Help people understand why housing matters, and facilitate community dialog that actively listens to and respects different experiences, perspectives and priorities.
- Seek common ground while understanding that people will not always agree.

2 Analyze and Learn

- Better understand Pacific Grove's housing needs, current and projected, and how they relate to the community's vision for its future.
- Focus detailed analysis on issues of greatest concern and opportunities of greatest promise, taking into account community and stakeholder perspectives as well as state law requirements.
- Look to best practice examples from other communities and consider how they could be applied within the context of Pacific Grove.

3 Partner and Problem-solve

- Engage partners in the local area and region who can help advance affordable housing priorities to develop a shared plan of action.
- Identify key obstacles to achieving community housing goals (e.g., water constraints, financing, land availability, discrimination) and work with partners on strategies to address them.

4 Plan and Act (Create New Housing!)

- Ensure a transparent, well-managed process that documents needs, clarifies priorities, and sets forth a practical action plan to guide the city's housing work in the near- and mid-term.
- Implement priority actions, including steps that can be taken within the project's timeframe through Council action, while putting in place the structures and processes needed to achieve critical long-term outcomes—including, importantly, the creation of new affordable housing.
- Position the city for its upcoming Housing Element update, identifying effective strategies to meet its local share of regional housing needs and achieve state certification.

5 Reflect and Sustain

- Understand that we will not "solve" the community's housing issues: building and sustaining the community we want is an ongoing effort. This will be a meaningful step on a long road.
- Learn from what works and what doesn't work through the process; be open to course correction in response to new information, lessons learned and emerging opportunities.

Housing Advisory Group

As part of the overall engagement strategy, the City Manager has appointed an Advisory Group that will meet between now and early 2021 to:

- Provide strategic input and feedback on the project's analysis and findings; assist with evaluation of policy and program alternatives; and help shape recommended actions.
- Provide input on the community outreach and engagement strategy and tactics, helping to ensure an inclusive and meaningful process.
- Engage in respectful debate about potential tradeoffs between alternative strategies, ensuring that multiple perspectives are heard and weighed and potential consequences considered.
- Serve as liaisons as appropriate to groups they represent and ambassadors to the larger community.

Members will be asked to commit to participation in up to 5 advisory group meetings of up to 2 hours each over the course of the coming 9 months, and to reviewing materials in advance of each meeting.

Advisory group members have been selected to ensure representation of:

- City elected and appointed decision makers
- Local employers
- Housing developers and realtors
- Special housing needs groups
- Regional housing groups