Oakland General Plan Update (GPU)

Phase 2 Community Engagement Plan

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Table of Contents

Overview

Introduction

The City of Oakland General Plan Update (GPU) is a collaborative planning process to address citywide needs and to plan for a vibrant future for all Oakland residents. Through this process we will create more livable and connected neighborhoods where folks have access to the things they want and need, like grocery stores, arts & entertainment, retail, libraries, parks, and access to safe and reliable transportation.

Community engagement will be the cornerstone of the GPU process to ensure that the final Plan accurately and holistically represents the city and its diverse residents. The success of the Oakland GPU relies on the involvement of community members and other stakeholders to shape its vision, goals, priorities, and policies.

The Oakland GPU process is structured in two phases: Phase 1 (November 2021 – October 2023) and Phase 2 (September 2024 – July 2026). Phase 1 engaged more than 5,000 people in-person and more than 10,000 people digitally. The Context section below provides details on Phase 1 engagement and lessons learned, including successes, identified gaps, and suggested improvements.

Informed by and building off lessons learned in GPU Phase 1, this outreach plan focusing on Phase 2 of the GPU will cover the following topics, known as General Plan "Elements":

- Land Use and Transportation Element (LUTE)
- Open Space, Conservation, and Recreation (OSCAR) Element
- Capital Facilities and Infrastructure Element
- Noise Element

The overarching objectives of this Community Engagement Plan (CEP) are to ensure that the GPU process is inclusive and transparent and provides meaningful opportunities for Oakland communities to provide input into the General Plan Update and build lasting relationships with the City that continue and flourish through implementation. This CEP describes how the City will engage the public throughout the project process and highlights key milestones and decision points where community input is needed, while outlining multiple strategies to involve community members in each stage of the planning process.

This CEP includes the following elements:

1. Summary of Phase 1 engagement, including lessons learned to inform Phase 2;

2. Goals, principles, and performance metrics to guide the community engagement process;

3. Discussion of the engagement process and timeline, including priority and traditional audiences to target for outreach; and

4. An overview of engagement activities for Phase 2

GPU Phase 1 Context

Summary of GPU Phase 1 Engagement

From November 2021 – June 2023, the GPU team engaged more than 5,000 people in person and more than 10,000 people digitally. Outreach efforts were led by Deeply Rooted, Dyett and Bhatia, and the City of Oakland; and summaries of input gathered, as well as materials offered are featured on the project website. Below is a summary and lessons learned from GPU Phase 1 engagement efforts.

Deeply Rooted Outreach

In-Person Outreach. Pop-ups were the engagement activity that reached the most people, with 4,255 people engaged at 77 pop-up events.

Pop-Up events were disbursed throughout Oakland - with a particular focus on priority neighborhoods, such as Fruitvale, Chinatown, West Oakland, and East Oakland. Urban Strategies Council, a Deeply Rooted backbone organization, led a Youth Fellow Program which taught 20 Youth Fellows city planning concepts and tools to lead hands-on work, including speaking at community meetings/events, hosting pop-ups, social media outreach, and more. Additionally, Just Cities, another Deeply Rooted backbone organization, led an Equity Working Group which includes 16 community leaders. The Equity Working Group hosted 13 meetings on the Housing Element and associated Planning Code Amendments and 10 meetings on the Safety and Environmental Justice Elements. The Deeply Rooted partners were successful in using art and creative activities to engage people. Notable examples of this include a tree exercise, where people could respond to prompts related to topics from the Environmental Justice (EJ) and Safety Elements, spoken word writing and performance with the youth fellows, and displays of art at pop-up events, such as the Asian-Americans in Oakland Zine created for Oakland Asian Cultural Center's Asian Pacific New Year Celebration.

Online Outreach. Deeply Rooted's online outreach ranged in engagement activity from hosting a workshop, discussion groups, a website, and Instagram account. The following is a summary of the folks they reached through each engagement activity.

- Deeply Rooted website received a total of 4,248 visitors.
- Deeply Rooted Instagram page reached nearly 1,000 views.
- Workshops - Two Housing and Environmental Justice Element workshops were held in English, Cantonese, and Spanish, a total of 110 folks attended.

Deeply Rooted outreach focused on reaching low-income communities of color. A sampling of race/ethnicity demographics from GPU Phase 1 shows they were successful in reaching communities of color:

- Black, 30%
- Asian American, 20%
- Latinx, 16%
- White, 11%

- Multiracial, 4%
- Native American/Indigenous or Alaska Native, 3%
- Native Hawaiian/Pacific Islander, 2%
- Caribbean Islander, 2%
- Other, 2%
- No Race/Ethnicity Collected/ Selected, 9%

Dyett and Bhatia Outreach

Dyett and Bhatia collaborated with the City of Oakland to host mainly presentation and discussion type engagement activities. Engagement activities reached over 500 people and 75 organizations. Engagement activities were a mix of both in-person and virtual events and included the following:

- Online visioning survey, with 488 respondents
- 8 discussion groups which included the participation of 50 organizations.
- 3 Focus Groups on Safety, 13 organizations participated
- 2 Focus Groups on Environmental Justice, 10 organizations participated
- 12 interviews with environmental justice advocacy organizations
- 3 Focus Groups on Planning Code Amendments, 30 organizations participated
- 7 neighborhood workshops, both virtual and in-person, around 100 folks attended

Due to the nature of the presentation style events, Dyett and Bhatia did not consistently track participant demographics during GPU Phase 1.

City-Led Outreach

City of Oakland conducted engagement efforts to fill capacity and scope gaps. These activities were mostly virtual and included:

- 40+ presentations were given to Neighborhood Councils and community groups, reaching around 650 people
- Presentations / study sessions with Oakland Boards & Commissions

Due to the nature of the presentations, City of Oakland did not track participant demographics at GPU Phase 1 engagement events.

Lessons for GPU Phase 2

Overall, Phase 1 engagement activities were largely in the "*inform*" and "*consult*" levels of engagement.[1] GPU Phase 2 in-person engagement activities should help to shape policy, but also focus on relationship-building and fostering lasting partnerships between the City and community, moving towards a collaborating level of engagement. As defined by the Oakland's Department of Race and Equity Inclusive Public Engagement Planning Guide, *collaborating* is "creating partnerships with the public to work along with the City in identifying problems, generating solutions, getting reactions to recommendations and proposed directions." GPU Phase 2 engagement activities should be formatted in a way that enables folks to collaborate with the City and become a deeper and long-lasting part of shaping the City of Oakland.

Key takeaways from GPU Phase 1 were identified by City Staff, City Council, Deeply Rooted Collaborative Partners, Dyett and Bhatia, Equity Working Group, and community members and are organized below by Successes, Challenges and Gaps, and Suggested Improvements, as they relate to five themes: 1) Communications, 2) Language, 3) Audience, 4) Capacity Building, and 5) Relationships.

Successes

Successes from GPU Phase 1 engagement are included in the table below. These successes will be brought into GPU Phase 2.

Table 1: Successes from GPU Phase 1 Engagement

GPU Phase 1 Successes
Communications
Videos from Youth Fellows and KTOP videos worked well to captivate the community and educate them on the General Plan Update process
Ability of planning staff and Dyett & Bhatia to shift engagement strategies to respond to community feedback
Language
Just Cities was able to break down dense and highly technical information so that Equity Working Group members were able to digest and understand the material
Audience
Housing sites survey reached a lot of folks

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[1] See Appendix II, Public Engagement Matrix, in City of Oakland's Department of Race and Equity's Inclusive Public Engagement Planning Guide for descriptions of the different types of engagement.

	Deeply Rooted initial interviews on Housing and EJ priorities
	Deeply Rooted was successful at engaging refugees & people with multilingual needs
	Youth engagement through Urban Strategies Council's Youth Fellows Program was very positive. Folks enjoy seeing youth lead this work and it invigorated the community to be involved is the process
Capacity-Building	
	Working with City Council helped generate an understanding of community needs
	Art is a good pathway to engage folks who may be unable or are less likely to engage through traditional engagement activities (e.g. Tree exercise, Zine, and Pop-Up Canopy)
	Building upon existing plans
	In-person Environmental Justice Impact Toxic Tour led by Ms. Margaret Gordon was great
Relationships	
	Responses to comment letters were a great start to building trust
	Deeply Rooted partners felt that having separate contracts for community and technical consultant contracts was helpful in creating separate lines of accountability and building trust with community partners.
	Community members advocating for policies that were then implemented which helped build trust and community empowerment
	Incorporating community feedback into draft policies and then updating draft policies based on community feedback helped build trust

Challenges, Gaps and Suggested Improvements for GPU Phase 2

The table below identifies challenges and gaps in GPU Phase 1 and pairs them with suggested improvements for Phase 2. It should be noted that the timeline of GPU Phase 1 was driven by the pressure of meeting the State's Housing Element deadline, and while Phase 2 will have to adhere to grant deadlines, it will not be under the same State deadline pressures as GPU Phase 1.

Suggested improvements may not all be feasible, given staff resources and budget, however the City plans to explore them and implement them in Phase 2 wherever possible.

Table 2: Phase 1 Challenges and Gaps with Suggested Improvements for Phase 2

Phase 1 Challenges and Gaps	Suggested Improvements for Phase 2
Communications	
Community input that was gathered was not communicated well back to the public	• Send out notifications via email and post on social media channels when engagement summaries are published
Transparency should involve the decision and the why behind it	• Be as detailed as possible when responding to community feedback • Provide education on what the City legally can and cannot do
Desire for stronger communication between City and community	• Conclude engagement events with a direct GPU City contact for follow-up questions
Multiple project websites (City and Deeply Rooted) confusing folks on where to look for information	• Align DR's GPU website with City's GPU website (or eliminate the DR website) and create a plan to ensure any websites remain up to date
Credit back to the community for their ideas that were incorporated into the General Plan Elements was missing	• With permissions, quote community members directly in the General Plan Elements and include photos of engagement process to attribute credit • Add footnotes to cite credit to community members/organizations for ideas and policies that are featured in the elements • Community contributions to the elements could be memorialized in a video and/or summarized in a clear standalone document • Meeting summaries should be clear and detailed so that attribution for ideas can be given in the final plan • Ensure all partners who contributed are given attribution in the final plan documents
General public not aware what the GPU is and that this effort is happening	• Acknowledge less formal systems (e.g. underground arts scene) and connect them to formal city processes - educating them to understand the General Plan, how it is used in City's decision/policy making, and what it can and can't do per State law • Conduct broader and more effective advertising such as radio, billboards, paid

Phase 1 Challenges and Gaps	Suggested Improvements for Phase 2
	• social media advertising and ads/art on transit or bus stops • Increased project budget to address outreach gaps • Create General Plan Element taglines to break down the larger General Plan Update into smaller, digestible pieces for folks to engage
Language	
Survey questions can sometimes be triggering, can be a lot of emotional labor for folks with trauma	• Provide multiple avenues to share input throughout the process • Ensure that appropriately trained staff and partners conduct engagement that is likely to be emotionally triggering • Provide staff with training on trauma-informed dialogue/engagement • Offer self-care items and tools at events to promote community healing and overall well-being
Educational materials were too complicated, we must connect this plan to the day-to-day issues that are going on in the City	• Work with CBO partners and City Communications team to review educational materials and relate them to people's everyday lives • Ensure outreach materials are written and explained at a level the community can understand (suggested written and spoken language at 5th grade level).
Educational materials were sometimes poorly translated	• Identify staff that are native speakers of Chinese and Spanish and establish a QC policy for translated materials • Identify staff that are native speakers of Chinese and Spanish who can provide interpretation at events
Not all materials were translated during the process, some were translated after once there was a final product	• Develop plan for translation and interpretation for GPU material and events • Translators and interpreters should be trained on GPU topics and should be provided with materials well in advance and meet with staff to discuss any questions

Phase 1 Challenges and Gaps	Suggested Improvements for Phase 2
	• Expand budget and allocate additional funds to translation & interpretation services • Create and continuously add to a glossary of terminology to set a standard for translation and interpretation vocabularies to be used in materials and at meetings
Audience	
Initially, there was repeated outreach at same events in same neighborhoods (e.g., Akoma Market, Town Nights)	• Maintain flexibility to reallocate resources if elements of the engagement plan need to change to achieve engagement goals • Ensure we are reaching out to schools, churches, businesses, libraries, and shelters • Keep a public inventory of where outreach has occurred, such as a map on the Project website, and review this inventory frequently to identify potential geographic gaps
Weak outreach in District 4	• Connect with Council President Bas and District 4's Councilmember Ramachandran for recommendations on community organizations and community leaders to reach out to and methods that have worked for their office to reach the community
Capacity Building	
Lack of capacity building / deep community engagement around topic areas and General Plan Element content for both community members and Deeply Rooted community partners	• Have City staff (including relevant departments) provide proper training so that community members can successfully lead engagement efforts and explain key GPU concepts without City staff • Provide training on how the City works • Provide DR partners with a deep teach-in on the upcoming GPU technicalities and topics • Provide engagement materials with sufficient lead time • Set clear metrics on how we are determining and measuring successful engagement • Consider hosting monthly office hours for community members and Deeply Rooted partners to attend and ask questions

Phase 1 Challenges and Gaps	Suggested Improvements for Phase 2
At times folks felt like they were being talked at instead of being educated	• Explore offering interactive and gamified outreach methods that can be community-led to help foster learning and gather input through fun, creativity, and interaction. • Keep presentation time to a minimum and allow community members to speak
Too many Equity Working Group meetings led to meeting fatigue	Format the EWG so that every other meeting is the large group, then next meeting are small groups focused on specific topics; EWG members can dive deep into what they're most interested in vs. everyone having to dive deep into everything
Relationships	
Lack of opportunity for staff to build lasting relationships with CBO partners and the communities they serve	• Create connections at the neighborhood level • Have City staff engage directly with CBO partners and their communities • Embed a transformative planning process. Start by discussing and agreeing on what is transformational, sustainable and under the purview of the City. Establish and clarify what happens when something is not • Coordinate with other City departments who have established relationships with community-based organizations and build off these relationships • Include City staff, including appropriate departments, in DR partner meetings to help train, answer questions, solve problems and form ongoing relationships
No space for generative conflict or to mediate disagreements	• Establish group agreement for GPU Team members to follow when a conflict or disagreement arises and; • Establish a protocol for staff and GPU members to address conflict or disagreement • Identify funds for an on-call mediator
Collaboration between City, DR, and D&B must be stronger in terms of event planning, materials, messaging, and direction	• Provide a unified message and branding in all engagement activities and materials that clarifies that this is a single process/project

Phase 1 Challenges and Gaps	Suggested Improvements for Phase 2
	• Maintain frequent communication between City and all consultant teams • Develop all engagement events, activities and materials collaboratively or at least with feedback from one another • DR input should help make all engagement activities and educational materials more inclusive, not just for the communities they represent and the activities they produce • Stronger Deeply Rooted and Youth Fellows collaboration across organizations
No clear pathway of how the City and Deeply Rooted will work in partnership	• Work together to establish Team Agreements at the beginning of GPU Phase 2
No facilitator to help build trust and lasting relationships between City and community	• City is investigating options
Some participants (particularly unhoused residents) felt their feedback was not incorporated fully, contributing to feelings of distrust of the City	• Be as detailed as possible when responding to community feedback. If there are constraints on why feedback cannot be incorporated clearly explain what they are • Collaborate with Oakland's Human Services Department to build trust with folks who are experiencing homelessness, create safe spaces for conversation and idea sharing
Community consultants felt they were treated differently than technical consultants which led to loss of agency	• Treat each other with the same level of respect, agency, and consideration, while acknowledging that the Community and Technical Consultant Teams hold different roles in the process
Did not have a clear list of things that needed to be done to support the homeless	• *TBD - need to follow up with DR*

Goals and Principles

Goals

The community engagement process aims to achieve the following goals:

1. **Conduct a process that informs and transparently communicates the importance and impact of the GPU to the Oakland community** including its purpose and benefits, relationship to other local and regional planning efforts, how the plan is used in City's decision/policy making, its limitations under State law, as well as the opportunities to get involved and help shape policy beyond the update process.

2. **Engage the full spectrum of Oakland community** members, residents, business owners, landowners, civic organizations, and other stakeholders, while vigorously seeking inclusion of community voices that have often been less represented or less valued in community discussions.

3. **Expand the public's awareness of planning** strategies, policies, and best practices that have been used effectively in other cities to effectively achieve communities' priorities.

4. **Provide opportunities for thorough discussion of and meaningful input** regarding issues, visions, planning principles, development scenarios, policies, and programs as they are being formulated and incorporate community input into the Plan whenever feasible.

5. **Build on engagement strategies of Phase 1** to connect with even more people in Phase 2.

Principles

The following are some of the basic principles that inform management of community participation processes:

1. **Inclusivity**: Actively facilitate the involvement of the full spectrum of Oakland community members, especially racial and ethnic groups and people that have been traditionally excluded or are currently hard to reach.

2. **Transparency**: Provide clarity and transparency about the decision-making process and the role of the public in those processes.

3. **Informed Participation:** Build a common baseline of knowledge among Oakland stakeholders and policy makers about the General Plan Update process to promote informed decision-making.

4. **Varied Levels of Engagement**: Work jointly with Oakland stakeholders as the General Plan Update is developed to receive input on priorities, issues, concerns, opportunities, and possible solutions from the people who are affected by General Plan policy, and to discuss options, test out ideas, and find solutions.

5. **Accessible Participation:** Make public engagement activities broadly accessible in terms of format, location, time, language, ability, and culture. Materials should be broken down and translated to digestible and interactive components that all, regardless of identity, can engage with.

6. **Feedback to Participants:** Document public input and show how it is used, in the final outcomes and the rationale behind them, to develop GPU policies and advance racial and social equity in Oakland; and

7. **Evaluation:** The City, Consultant team, and community stakeholders evaluate public engagement to assess outcomes so that the City and the Consultant team can modify the Community Engagement Plan for future engagement efforts, if necessary.

Documenting and Analyzing Public Engagement

To ensure that engagement activities are distributed throughout Oakland, with focus still on priority communities, the GPU team will track and publish locations of engagement activities via a map on the project website.

All public engagement activities will include documentation of public input received and demographic information (provided voluntarily by participants). Engagement activity summaries will be published on the General Plan Update website.

Both qualitative and quantitative performance metrics will be used to determine if we are meeting the success criteria outlined for the public engagement process. See Table 2 below.

Table 3: Public Engagement Success Criteria and Performance Metrics

	Success Criteria	**Performance Metrics**
1	Engagement activities reflect the diversity of Oakland communities, reaching people across the city and across demographic groups. *(Relates to Goal 2)*	• Participant demographics: age, race, gender, ethnicity, language spoken at home, disability status • Participant zip codes
2	Feedback received during the public engagement process is documented on the website. *(Relates to Goal 4)*	• Project website is updated, at least bi-weekly, to ensure all project information and materials are relevant and up to date • Comments on Element drafts are documented, addressed, and published
3	Priority Audiences have been involved meaningfully in the process, in significant numbers. *(Relates to Goals 2 and 5)*	• Number/proportion of events focused on reaching a Priority Audience • Number/proportion of partnerships with groups that represent Priority Audiences • Number/proportion of events located in priority communities (EJ communities base)

		Target: 50% for each metric
4	Engagement activities meet Oaklanders where they're at *(Relates to Goals 2 and 5)*	• Number of engagement activities that are integrated into existing neighborhood events • Total number of community events
5	Participants demonstrate an understanding of the General Plan process and how their involvement shapes the final General Plan Elements *(Relates to Goals 2 and 5)*	• Community feedback received demonstrates a basic understanding of the GPU and is related to the topic at hand • Set performance targets for totals • Total number of people reached (digital, in-person, advertising) *Target: 10% more than Phase 1*
6	Community members and community-based organizations build trust with the City of Oakland *(Relates to Goal 5)*	• Consistent or growing participation rates of community-based organizations • Growing participation rates of Priority Audiences

Engagement Audiences

The City intends to incorporate the voices of all Oaklanders into the General Plan process. This includes reaching out to traditional audiences and "technical experts" on the topics related to the General Plan elements, as well as those who have been historically excluded from civic processes. To achieve the City and General Plan's goals for social and racial equity, this engagement process prioritizes resources to reach specific communities and populations that have been historically underserved and disinvested and who the City has not successfully reached in the past – these are our Priority Audiences.

The following tables list Priority Audiences and Traditional Audiences whom this process aims to engage. The tables additionally list Channels/Partners who have existing relationships with these audiences or have been successful at engaging these audiences in the past. These channels and partners should be leveraged in this process. The table also suggests methods that should be used to reach the targeted audiences.

Priority Audiences

Table 4: Priority Audiences

Audience	Channel/Partners	Priority Methods of Engagement
Schools (Children, Parents & Families)	OUSD, Youth Fellows, Urban Strategies Council, Charter Schools, private schools	Art, Games, Curriculum, Pop-Ups,

Audience	Channel/Partners	Priority Methods of Engagement
Parents, specifically	Parent Voices, Bay Area PLAN, Oakland REACH	Collaboration with OUSD, Surveys
Faith-Based Organizations	Allen Temple, Siddha Yoga Ashram, Mam speaking church groups, Acts Full Gospel, Faith in Action East Bay, Oakland Islamic Center	Deep Listening Sessions, GPU Office Hours, Existing Community Events,
Limited English Speaking	Unity Council, Lao Family Community Development Inc, OACC, Spanish Speaking Citizen's Foundation, El Timpano, APEN	Deep Listening Sessions, Art, Pop-Ups,
Immigrants	BAMBD-CDC, Unity Council, OACC, Lao Family, Causa Justa, Mujeres Unidas and Activas (MUA), Burma Refugee Family Network, Center for Empowering Refugees and Immigrants, Oakland Chinatown Coalition, EBALDC	Art, Pop-Ups, Deep Listening Sessions, GPAC
Indigenous People	Native American Health Center, Intertribal Friendship House, Sogorea Te Land Trust, Kanyon Konsulting LLC, Washoe Tribe of California, Confederated Villages of Lisjan Tribe, American Indian Child Resource Center, Indigenous Red Market, Esqualita School, Intertribal Community House	Art, Pop-Ups, Deep Listening Sessions, Existing Community Events, Surveys
Seniors	Mayor's Commission on Aging, OACC, East Bay Korean-American Senior Services Center, Oakland Senior Center, United Seniors of Oakland and Alameda County, Family Bridges	GPU Office Hours, Collaboration with Senior Centers, Existing City Events, GPAC
Youth	Oakland Youth Commission, OFCY Grantees, DVP Grantees, SBBT Grantees, Acta Non Verba, Brothers on the Rise, Children Now, East Bay Asian Youth Center, East Oakland Boxing Association, East Oakland Youth Development Center, Eastside Arts Alliance, Juma, Mycelium Youth Network, Oakland Youth Center, Playworks, Restorative Justice for Oakland Youth, Safe Passages, Scraper Bike Team, West Oakland Youth Center, Youth Employment Partnership, Youth Uprising, Hidden Genious Project, Listas, Alliance for Girls, Youth Impact Hub/United Roots,	Youth Fellows, Pop-Ups, Collaboration with OUSD, Libraries, Recreation Centers, Summer Camps, OCMA, Art, GPU Office Hours, Existing Community Events, Surveys, GPAC

Audience	Channel/Partners	Priority Methods of Engagement
	OUSD, Oakland Parks and Rec Programs (EOSC, Lincoln, FM Smith, etc.), AYPAL, Youth Together, Oakland Kids First	
People with Disabilities	MCPD, Disability Advocates (see DOSP list), ADA Services, Ability Now Bay Area, Center for Independent Living, Clausen House, Creative Growth, Disabled American Veterans	GPAC, Deep Listening Session, Existing Community Events, GPU Office Hours, Art, Neighborhood Walking Tours, Surveys
Small Business Owners (particularly Women and People of Color)	Black Cultural Zone, A New American Community Corporation, Popuphood, Project Equity, ICA Fund Good Jobs, California Hispanic Chamber of Commerce, Prospera, East Bay SCORE, Oakland Makers, Grameen America , EBPREC, BIDs, African American Chamber, Latino Chamber, Chinatown Chamber, Vietnamese Chamber, OCIC, VABA	Art, GPU Office Hours, Focus Groups, GPAC, Existing Community Events, Surveys
Formerly Incarcerated	CURYJ, Planting Justice, CRC, Asian Prisoner Support Committee, Young Women's Freedom Center, MISSSEY	Art, GPAC, Deep Listening Sessions, Existing Community Events, Surveys
Unhoused Neighbors	The Village, Black Arts Movement Business District, CDC (BAMBD-CDC), CityTeam Oakland, Covenant House, East Oakland Community Foundation, Hamilton Housing Solutions, Love and Justice in the Streets, Punks with Lunch, Poor Magazine, Youth Spirit Artworks, BOSS	Art, GPU Office Hours, GPAC, Deep Listening Sessions, Existing Community Events, Existing City Events, Neighborhood Walking Tours, Surveys
Black Residents	Black Cultural Zone, Black Arts Movement Business District CDC (BAMBD CDC) & Merchants Association (BAMBD MA), Eastside Arts Alliance, CURYJ, EBPREC, House/Full of Blackwomen, Black Organizing Project	GPU Office Hours, GPAC, Deep Listening Sessions, Pop-ups, Art, Existing Community Events, Existing City Events, Neighborhood Walking Tours, Surveys

Audience	Channel/Partners	Priority Methods of Engagement
Other Residents of Color and Marginalized Groups	Unity Council, Oakland Asian Cultural Center), Lao Family Community Development, Eastside Arts Alliance, CURYJ, APEN, CAIR, Arab Resource and Organizing Center (AROC), Transgender Gender-Varient Intersect Justice Project (TGIJP), Center for Social Inclusion, Race Forward Oakland, Shoong Family Chinese Cultural Center, MISSSEY (sex workers)	GPU Office Hours, GPAC, Deep Listening Sessions, Pop-ups, Art, Existing Community Events, Existing City Events, Neighborhood Walking Tour, Surveys
Artists	Malonga Arts Residents Association (MARA), Deep Waters Dance, Scraper Bike Team, CoachArt, Creative Growth, Culture Strike, Eastside Arts Alliance, Studio One Art Center, The Crucible, Oakland Museum of California,	GPU Office Hours, GPAC, Pop-Ups, Deep Listening Sessions, Art, Existing Community Events, Collaboration with OCMA, Neighborhood Walking Tours, Surveys
Deep East Oakland Residents	East Oakland Collective, East Oakland Boxing Association, East Oakland Community Foundation, East Oakland Youth Development Center, Hood Planning Group, Homies Empowerment	GPU Office Hours, GPAC, Pop-Ups, Deep Listening Sessions, Neighborhood Walking Tours, Existing Community Events, Surveys

Traditional Audiences

Table 5: Traditional Audiences

Audience	Channel/Partners	Method
Unaffiliated Residents	88.5 KQED, 94.1 KPFA, 94.9 WiLD, 96.5 KOIT, 97.3 Alice KLLC, 98.1 The Breeze, 99.7 NOW,101.3 Star, 102.9 KBLX. 103.7 80s+,105.3 Live, 106.1 KMEL, ABC (KGO7), CBS (KPIX5), FOX (KTVU2), NBC (KNTV), KQED, Univision, Oakland Public Library, Oakland Recreation Centers, Oakland Museum of California, Various City Departments	Surveys, Public Education Campaign, Free Little Library GPU Materials, City-wide Mailer, Collaboration with Libraries, Recreation Centers, and OMCA

Business	BIDs, Metropolitan Chamber of Commerce	Focus Groups, Surveys
Small & Unaffiliated Business Owners	City Small Business Center (maybe mailing list), Arts/Culture/Maker Groups, work w/EWDD's Business Development unit	Focus Groups, Surveys
Major Employers	Metro & Ethnic Chambers, Port/Port Union, Kaiser, Chlorox, Blue Shield, Children's Hospital, Samuel Merritt, Tech (Pandora, Square, etc.)	Focus Groups, Surveys
Major Institutions	Universities, UC Regents & UC Berkeley, Peralta Colleges/Laney College, hospitals	Focus Groups, Surveys
Philanthropy/Foundations	San Francisco Community Foundation, EBCF, CA Endowment, Akonadi	Focus Groups
Neighborhood Associations	Neighborhood Services, All Neighborhood Councils, Dimond Improvement Association, Downtown Oakland Community Benefit District, East Bay Asian Local Development Corporation, Koreatown/Northgate Community Benefit District (KONO), Lake Merritt/Uptown Community Benefit District, Longfellow Community Association, Market Street Corridor Neighborhood Association, Montclair Neighborhood Council, Rockridge Community Planning Council, Santa Fe Community Association and Neighbors, Sequoyah Hills Homeowners Association, Upper Rockridge Neighborhood Association,	Neighborhood Walking Tours, Presentations (by request), Surveys
Advocacy Organizations	East Bay Industrial Lands Working Group,	Focus Groups, Surveys, Existing Community Events
Transportation Advocacy Groups	Bike East Bay, East Bay Bicycle Coalition, Walk Oakland Bike Oakland, Scraper Bike Team, Cycles of Change, East Bay Bike Party	Focus Groups, Existing Community Events
Development & Real Estate Community	Nonprofit developers & community land trusts, EBPREC, OakCLT, NCLT, EBALDC, private developers, Oakland Builders Alliance, BTCA, BOMA EB,	Existing Community Events, Focus Groups, Surveys
Open Space, Conservation, and Recreation Advocacy Groups	Friends of Oakland Parks, Outdoor Afro, Sierra Club	Focus Groups, Existing Community Events, Surveys

Regional and Government Organizations	Alameda County (many different departments, including real estate), BART, Capitol Corridor, Caltrans, Link21, AC Transit, EBMUD, EBRPD, OUSD, Port of Oakland, California Coastal Commission, MTC/ABAG, BAAQMD, Oakland Housing Authority, UPPR, State and Federal Building Representatives	GPAC (TAS)
Community-Based Organizations & Nonprofits	Greenlining, PolicyLink, Oakland Thrives, SPUR ,	Focus Groups, Existing Community Events, Surveys

Engagement Activities

Informed by the suggested improvements in the Context section above the following are engagement activities that will be considered throughout GPU Phase 2. The following tables are intended to serve as a menu of options for engagement activities. The first table lists activities that are appropriate for all General Plan Elements, the second table lists activities that are Element specific. It is possible that not all engagement activities will be utilized in GPU Phase 2. Engagement activities will occur throughout GPU Phase 2 and selected as appropriate to the specific stage of the project and audiences the team needs to reach. A detailed timeline of which engagement activities are occurring in each stage of GPU Phase 2 is included at the end of this document in the Process and Timeline section.

The tables below offer specific engagement activities paired with it's level of engagement, potential partners to collaborate with, and potential audiences to reach. Levels of engagement are defined by the Public Engagement Matrix in Oakland's Department of Race and Equity Inclusive Public Engagement Planning Guide and include the following:

- **Inform.** Educate the public about the rationale for the project or decision; how it fits with City goals and policies; issues being considered, areas of choice or where public input is needed.
- **Consult**. Gather information and ask for advice from citizens to better inform the City's work on the project.
- **Collaborate.** Create a partnership with the public to work along with the City in developing and implementing the planning process or project.
- **Shared Decision-making.** Decision-makers delegate decision-making power to stakeholders or give them a formal role in making final decisions to be acted upon.

It is important to note that while the City is striving to move towards a model where power is more shared with the public than in the past, decisions about the General Plan ultimately rest with City Council. Recommendations made by City Staff to Planning Commission and City Council will be based on input from the community and will also be informed by Staff's professional standard of care and the City's responsibility to legal requirements.

The following table offers Engagement Activities that are appropriate for all GPU Phase 2 Elements.

Engagement Activities - All Elements

Engagement Activity	Level of Engagement	Potential Partners	Audience
Media • Newspaper • Radio* • Streaming Platform Ads* • Facebook Ads • Billboards* • Bus Stop Signage* • Citywide Postcard Mailer* • Project Website • Social Media • E-Newsletters	Inform	• KTOP • AC Transit • 88.5 KQED • 94.1 KPFA • 94.9 WiLD • 96.5 KOIT • 97.3 Alice KLLC • 98.1 The Breeze • 99.7 NOW • 101.3 Star • 102.9 KBLX • 103.7 80s+ • 105.3 Live • 106.1 KMEL • ABC (KGO7) • CBS (KPIX5) • FOX (KTVU2) • NBC (KNTV) • KQED • Univision	Citywide
Educational Videos	Inform	• KTOP • Various City Departments • Youth Fellows	Citywide
Game-Based Activities • Land Use Board Game • Loteria GPU Version	Inform/Consult	• Artists	Youth, Spanish Speakers,
Free Little General Plan Library and Comment Box*	Inform/Consult	• Oakland Public Library • Artists • Neighborhood Councils	Citywide, Preference given to Priority Neighborhoods
Walking tours with specific neighborhoods or populations* (e.g.,	Inform/Consult	• OakDOT • Bike East Bay • Walk Bike Oak	Citywide, Preference given to Priority Neighborhoods

disabled residents, senior residents)		• AC Safe Routes to Schools TransForm Oakland • Mayor's Commission on Aging • Mayor's Commission on Person's with Disabilities • Neighborhood Councils • CBOs	
Online Survey • Pin Mapping • Traditional Survey accessible with QR code	Consult	• CBOs	Citywide
Public Hearings	Consult	•	Citywide
Community Workshop	Consult	• CBOs	Citywide, location preference Priority Neighborhoods
Deep Listening Sessions	Consult	• CBOs	Priority Audiences
Focus Group Meetings	Consult	• D&B	Traditional Audiences
Neighborhood Council Meetings	Inform/Consult	• Councilmembers • Neighborhood Council Leaders	Citywide by request
Meet a Planner • AC Transit Lines • Parks and Public Facilities • Classrooms • Online Office Hours	Inform/Consult	•	Citywide, location preference Priority Neighborhoods
Art-Based Activities* •	Collaborate	• Artists • Oakland Public Library	Youth, Families, Citywide
Councilmember Town Halls	Inform/Consult	• Council Members	District Wide
Capacity Building • Trainings*	Collaborate	• Artists • D&B	Citywide

• Toolkits* • Citizens Planning Institute*		• CBOs •	
Youth Focused • Youth Fellows Program and Events • GPU Curriculum for OUSD	Collaborate	• OUSD Civic Design Studio • OUSD CTE Pathway • Youth Fellows	Youth
General Plan Advisory Committee–Community Advisory Subcommittee	Collaborate	•	Priority Audiences
General Plan Advisory Committee–Technical Advisory Subcommittee	Collaborate	• D&B	• City Departments • Regional and Government Organizations
General Plan Advisory Committee–Ex Officio	Inform	• D&B	• Boards & Commissions • Neighboring Jurisdictions • State & Federal Agencies
Pop-Ups at Existing Community and City-Sponsored Events such as: • FuturesFest • Chinatown Streetfest • Native American Health Center Indigenous Red Market • Weekly Panther Prowl Roller Skate Night • Night Markets	Inform/Consult	• CBOs • Various City Departments such as: • EWDD • OakDOT • HCD • Public Works • East Bay Industrial Lands Working Group	Priority & Traditional Audiences

* requires new or reallocated budget

Public Education Campaign through Paid Advertising

One of the challenges identified during Phase 1 of the General Plan Update is that the public was not aware of the update effort and the meaningfulness of the current moment in Oakland. Building on the conversations we had with community members, Deeply Rooted partners, and feedback from City Council, the team aims to create a much broader public education campaign for Phase 2 of the GPU. This campaign will aim to use local advertising on a variety of digital platforms, such as social media, television, and radio, as well as physical methods such as billboards and bus bench ads to build public awareness around the General Plan Update and encourage people to seek out opportunities to engage with the development of Oakland's General Plan.

Through initial conversations with media providers such as ABC KGO7, CBS KPIX5, KQED, Oaklandside, and others, as well as an initial assessment of the cost for social media advertising, the team has identified a minimum public education budget of $25,000, with an ideal ask of $60-75,000, to build an effective public education campaign for Phase 2 of the GPU. This would allow us to reach 100,000-150,000 Oaklanders, a significant increase over the 10,000 people reached digitally in GPU Phase 1.