

PUBLIC ENGAGEMENT PLAN

MISSING MIDDLE PROTOTYPE PLANS FOR INFILL HOUSING SITES PROJECT

CITY OF RIVERSIDE



July 30, 2025

Prepared by:



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1. INTRODUCTION

Purpose

This Plan serves as a guiding document for community outreach and engagement for the City of Riverside’s Missing Middle Prototype Plans for Infill Housing Sites Project (Project). This plan is based on RADAR and PlaceWork’s understanding of the City expectations for the public engagement process. This plan is important because it:

- Outlines the goals and objectives for public outreach efforts
- Establishes a flexible approach and action plan for engaging the community and stakeholders
- Aids City staff in managing the expectations of decision makers and the public regarding the amount of public engagement given the project budget, staff capacity, and other resources

This plan should be considered a living document and may be modified by the City over the course of the Project to ensure that the outreach goals and objectives are being met, with consideration given for the scope, schedule, and budget. Successful execution of this plan will enable the City to establish and maintain the trust, support, and confidence of the public and other stakeholders.

Project Outreach Team

Table 1, *Project Outreach Team*, identifies the key project team members who will help to execute the community engagement process for the Project.

Table 1. Project Outreach Team

Name	Role/Title	E-mail
City Contacts		
Mathew Taylor	Principal Planner	mtaylor@riversideca.gov
Daniel Palafox	Associate Planner	dpalafox@riversideca.gov
Maribeth Tinio	City Planner	mtinio@riversideca.gov
SCAG Contacts		
Jacob Noonan	SCAG Planning Supervisor	noonan@scag.ca.gov
Kaitlin McCafferty	SCAG Project Manager	mccafferty@scag.ca.gov
Consultant Team Members		
Rachel Allen	Principal	rachel@radarinc.net
Karina Contreras	Senior Associate	karina@radarinc.net
Alan Loomis	Principal	aloomis@placeworks.com
Chad So	Associate	cso@placeworks.com
Pranjali Deokule	Associate	pdeokule@placeworks.com
Maria Ceja	Associate	mceja@placeworks.com

Project Outreach Stakeholders

Project outreach stakeholders are organizations and individuals who may have an interest in the Project and the capacity to disseminate information related to Project education and engagement opportunities. Table 2, *Project Outreach Stakeholders* identifies various agencies, organizations, residents, businesses, and other stakeholders potential participation in the Project and the Technical Advisory Committee. The project team will proactively expand the stakeholder list throughout the project.

Table 2. Project Outreach Stakeholders

Boards, Commissions, Agencies, & Departments <ul style="list-style-type: none">• Fire Dept.• Community & Economic Development Dept.• Housing & Human Services Dept.• Marketing & Communications Dept.• Police Dept.• Public Utilities Dept.• Public Works Dept.• Waste Management & CR&R• Planning Commission• Riverside Youth Council• WRCOG• SCAG
Property Owners <ul style="list-style-type: none">• Commercial Brokers• Real Estate Professionals• Housing Developers
Community At Large <ul style="list-style-type: none">• Seniors• Non-Profits• Media• Neighborhoods

2. OUTREACH APPROACH

Outreach Goal

An adopted Missing Middle Prototype Plans for Housing Infill Project that is inclusive to the needs of Riverside’s existing and future residents.


Outreach Objectives

- Broad reaching and transparent community engagement that incorporates multiple channels for participation and fosters an ongoing dialogue.
- Engage the community in a way that is convenient and effective.
- Capitalize on existing events and communication channels with which the City and community are already familiar and comfortable using.
- Maintain an effective process so that community participation does not delay the Project process.
- Employ strategies to engage and obtain input from the full spectrum of local residents, with special consideration for residents of disadvantaged communities and historically disinvested communities.
- Raise the awareness of the Project and its relevance to the community.

Levels of Public Involvement

The International Association for Public Participation developed a spectrum describing the various levels of public involvement used across many types of civic efforts (see Table 3, *Spectrum for Public Participation*). This spectrum can be used as a reference guide by City staff when evaluating opportunities to engage the general public in programs identified in this Plan and throughout the Plan process.

Table 3. Spectrum for Public Participation

	INCREASING LEVEL OF PUBLIC IMPACT ON THE DECISION 				
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.	To obtain public feedback on analysis, alternatives, and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of a preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provided feedback on how public input influenced the decision.	We will work with you to ensure that your concerns are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS <i>(some tools can work across the spectrum)</i>	Fact sheets Websites Open houses Visualizations	Surveys Focus groups Interviews Public comment periods Public meetings	Public workshops (e.g., mobile, property owner) Deliberative polling	Steering committees Participatory budgeting	Ballots Delegated decisions Citizen juries

Source: International Association for Public Participation, 2018.

3. TOOLBOX

A successful outreach process relies on involving community members and stakeholders in varying degrees in all phases of the Project process. Guided by the outreach goal and objectives, the following set of tools and mechanisms are recommended. Table 6, at the end of this section, provides additional detail and context regarding how these will be deployed in connection with key milestones in the planning process and the overall project schedule.

Event Preparation and Logistics

RADAR, PlaceWorks, and the City will work closely to plan each outreach event. The City will be responsible for securing meeting/workshop locations, providing refreshments, and supplementing staffing as needed. The City will also be responsible for noticing and coordinating with the appropriate media channels. PlaceWorks will participate in all three (3) Technical Advisory Group meetings and six (6) Community-Wide Workshops indicated in this plan. City staff may engage in targeted outreach events in addition to the workshops and presentations to ensure that the goals for the process indicated above are achieved.

Technical Advisory Committee

The Technical Advisory Committee (TAC) is an ad hoc advisory group established by the City of Riverside to serve as one of the primary channels for engagement related to the Project. The purpose of the TAC is to provide input recommendations to city staff and the consultant team on key components of the design brief such as local housing needs, community concerns, and practical development considerations. The TAC will be comprised of design professionals, developers, contractors, housing advocates, neighborhood and community organizations, and representatives of underserved communities within Riverside.

Another crucial function of the TAC is to assist in expanding public awareness and participation in community workshops as part of the Project process. The TAC is scheduled to hold three (3) regular meetings (outlined in Table 4). RADAR and PlaceWorks will work with City to prepare necessary meeting materials for the TAC Meetings.

Toolbox Tools

- Technical Advisory Committee
- Community Workshops
- Project Collateral
- Media Engagement
- Electronic Engagement
- Outreach Summary Follow Through Memo

Key Milestones

- Project Design Brief
- 50% Design Concept
- Fully Approved Plan Set
- City Council Presentation

Table 4. Technical Advisory Committee Meetings

#	Phase/Key Milestone	Project Team Role	TAC Role	TAC Dates
1	Kick off/ Project Orientation	<ul style="list-style-type: none"> • Project/Team Introduction • Review TAC role, rules, & responsibilities • Share Initial Land Inventory and Site ID • Share Draft Design Brief • Preliminary Community Workshop Report Back 	<ul style="list-style-type: none"> • Provide input on site identification and local housing needs • Provide input on Draft Design Brief 	<ul style="list-style-type: none"> • Aug 2025
2	Final Design Brief	<ul style="list-style-type: none"> • Share Final Design Brief • Share Site Feasibility Analysis • Community Workshops 1-3 Report Back 	<ul style="list-style-type: none"> • Provide input on Final Design Brief 	<ul style="list-style-type: none"> • Sept 2025
3	50% Design Concept	<ul style="list-style-type: none"> • Share 50% Final Design Concept for Prototype Plans 	<ul style="list-style-type: none"> • Provide input on 50% Final Design Concept 	<ul style="list-style-type: none"> • Nov 2025

Community Workshops

Community-wide workshops can be used to share information and gather input from a broad range of community members, while also enabling the project team to more efficiently and personally connect with and engage a large number of individual residents and stakeholders. Workshops will typically consist of a presentation facilitated by the project team with the support of City staff, followed by an interactive exercise to solicit community input. Interactive exercises may include small group discussions, prioritization activities, voting, and open-ended comments. To reach a broad cross section of community stakeholders, a total of six (6) workshops will be conducted at two critical project milestones. Three (3) duplicative workshops will be conducted during preparation of the design brief. Another three (3) duplicative workshops will be conducted upon prototype plan approval.

All workshops will be strategically located and timed to provide access and convenience for DACs and historically disinvested communities with the highest potential for infill housing development. Alternatively, two (2) workshops maybe conducted virtually in lieu of two (2) in person workshops to reach broader engagement.

Community Workshops 1-3: Local Housing Needs

Three (3) workshops will be held in the early stages of the project to inform the Design Brief. The purpose of Community Workshops 1-3 is to introduce the project to the community, solicit feedback on local housing needs, and solicit feedback on the draft design brief concept plan. Activities may include a brief presentation, a visual preference survey, open ended comment cards, and roundtable discussions.

Community Workshops 4-6

Another Three (3) workshops will be held following approval of the final plans. The purpose of these workshops is to educate and promote the final prototype plans, report back on how community input was considered into the project, and provide technical assistance for small-scale or first time developers from disadvantaged communities to make use of prototype plans and navigate the approval and permitting process.

A Flexible Approach

PlaceWorks will remain flexible and ready to adapt to evolving conditions and staffing will be determined prior to each event. If it is not possible to host in-person community events, PlaceWorks will work with the City to identify alternative forms of engagement, such as an educational social media campaign, virtual workshops and pop-ups.

Table 5. Community Workshops

#	Key Phase/ Milestone	Topics/Activities	Workshop Dates
1-3	Preparation of Design Brief	<ul style="list-style-type: none"> Project Introduction, Present Site Analysis Educate the community on the City’s current context and conditions related to housing Missing Middle Visual Preference Survey Draft Design Brief Concept Plan 	<ul style="list-style-type: none"> July-Aug 2025
4-6	Approval of Final Plans	<ul style="list-style-type: none"> Education and promotion of final plans Report back how input received was incorporated into the plans per the Outreach Summary Follow Through Memo Share promotional materials Provide technical assistance for small-scale or first time developers from disadvantaged communities 	<ul style="list-style-type: none"> Summer 2026

Project Collateral

PlaceWorks will prepare a variety of collateral material suitable for distribution online (website and social media) and in person (civic buildings, public events, project meetings, and community organizations). In some cases, such as press releases or project newsletter content, the City may also choose to draft its own copy. Assignments will be determined as each milestone arises. PlaceWorks will prepare collateral materials with limited planning jargon and easy-to-understand language and graphics. The following will be created during the appropriate phase of the project:

- Project fact sheet/FAQs (letter size and postcard format)
- Social media content (up to 2)
- Flyers to promote public workshops (up to 2)
- Handouts or Brochures to promote prototypical plans
- Large format graphics for in-person workshops
- Outreach Summary Follow Through Memo
- Slide presentations

Application Materials

RADAR and PlaceWorks will work with the City of Riverside to prepare the necessary City application forms, checklists, technical guidance and related materials to develop projects using the prototype plans. Examples include Frequently Asked Questions about the prototype plans, guidance of where to start and the steps leading to building permit issuance, project submittal checklist for internal City departments including Building & Safety, Public Utilities – Electric and Water, and Public Works.

Media Engagement

It is assumed City staff will be responsible for actively engaging local media to increase awareness of the Project and to promote engagement in the outreach process. Examples of media engagement activities include offering access to City staff for interviews and seeking promotion of upcoming project meetings and milestones. PlaceWorks will provide project collateral as needed.

Electronic Engagement

Project Website

A project website is a critical tool that will educate the public on Project. It will also provide notifications and news about opportunities to engage and will serve as a repository of work products including the TAC Presentations and meeting minutes, public feedback/engagement outcomes, final prototypical plans, application materials and related resources. It is assumed the City will host a page within the City website dedicated to this project. PlaceWorks will provide project collateral and website content to support the project website as needed.

Social Media

Social media is a cost-effective way to communicate project information to the community, increase public input, and reach those who are unable or unlikely to attend meeting or become involved in City issues. PlaceWorks will work with City Staff to craft messages for the City's existing website, Facebook, Instagram, and Nextdoor platforms, as well as other platforms deemed useful to the Missing Middle Prototype Plans Project.

Outreach Summary Follow Through Memo

PlaceWorks will prepare a summary of feedback received from community outreach events such as community workshops and technical advisory committee meetings. The outreach summary will visually communicate key takeaways and feedback received from the community to inform the design process and provide rationale for the prototype plans. Furthermore, the outreach summary will be shared with the community to ensure the community is acknowledged for their input.

Translation

It is assumed that the City will identify public facing materials, meetings, and outreach events that require Spanish translation. PlaceWorks shall provide Spanish translation of any public facing documents as necessary. The City shall provide American Sign Language (ASL) and Spanish translation services as necessary.

Outreach Toolbox by Milestone

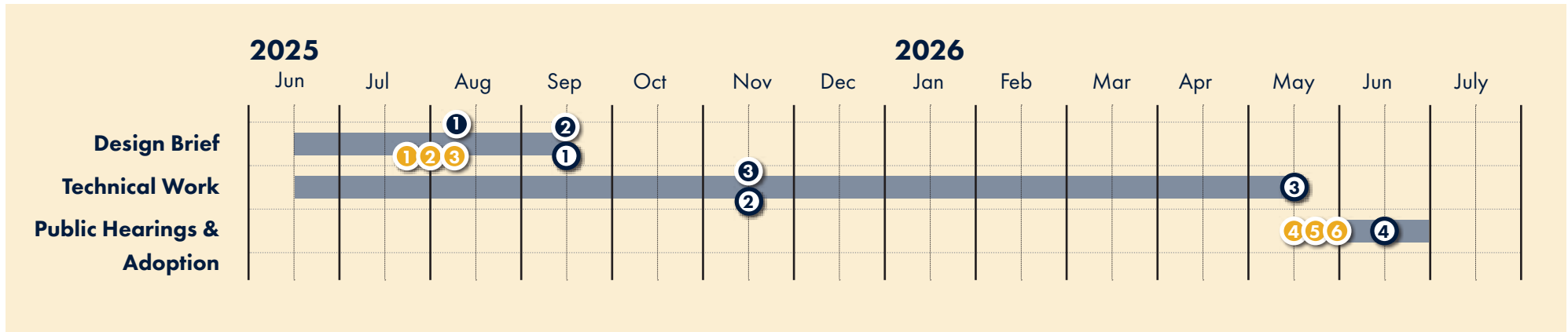
Table 6 provides an overview of outreach to support each project phase of the GPU process.

Table 6. Planned Outreach & Engagement Milestone

Project Phase/Key Milestone	Outreach
Preparing the Design Brief	<ul style="list-style-type: none"> • TAC Meeting #1: Kick off/ Project Orientation • TAC Meeting #2: Final Design Brief • Community Workshop #1 Virtual: Local Housing Needs • Community Workshop #2 In-person: Local Housing Needs • Community Workshop #3 In-person: Local Housing Needs • Electronic notifications: Webpage updates, social media posts, e-blasts
Technical Work / 50% Final Design Concept	<ul style="list-style-type: none"> • TAC Meeting #3: 50% Final Design Concept for Prototype Plans
Approval of Public Plan Set	<ul style="list-style-type: none"> • Community Workshop #1 In-person: Final Prototypical Plans Roll Out • Community Workshop #2 In-person: Final Prototypical Plans Roll Out • Community Workshop #3 In-person or Virtual: Final Prototypical Plans Roll Out • Electronic notifications: Webpage updates, social media posts, e-blasts

PROJECT OUTREACH SCHEDULE

Table 7. Project Outreach Schedule



○ Phase/Key Milestone

- 1: Final Design Brief
- 2: 50% Design Concept
- 3: Approved Public Plan Set
- 4: Public Hearings & Adoption

● TAC Meeting (3)

- TAC 1: Kick off/ Project Orientation
- TAC 2: Final Design Brief
- TAC 3: 50% Design Concept

● Community Workshop (6)

- Workshop 1-3: Preparing the Design Brief
 - 1. July 29, 2025 | Virtual Workshop | 10-12pm
 - 2. July 31, 2025 | Springbrook Clubhouse | 11 am-1 pm
 - 3. August 2, 2025 | Bourns Family Youth Innovation Center | 11 am -1 pm
- Workshops 4-6: Final Prototypical Plans Roll Out
 - Dates and Location TBD