City Thread

Accelerated Mobility Playbook (AMP)

Petaluma, CA

Phase 1: Readiness Assessment

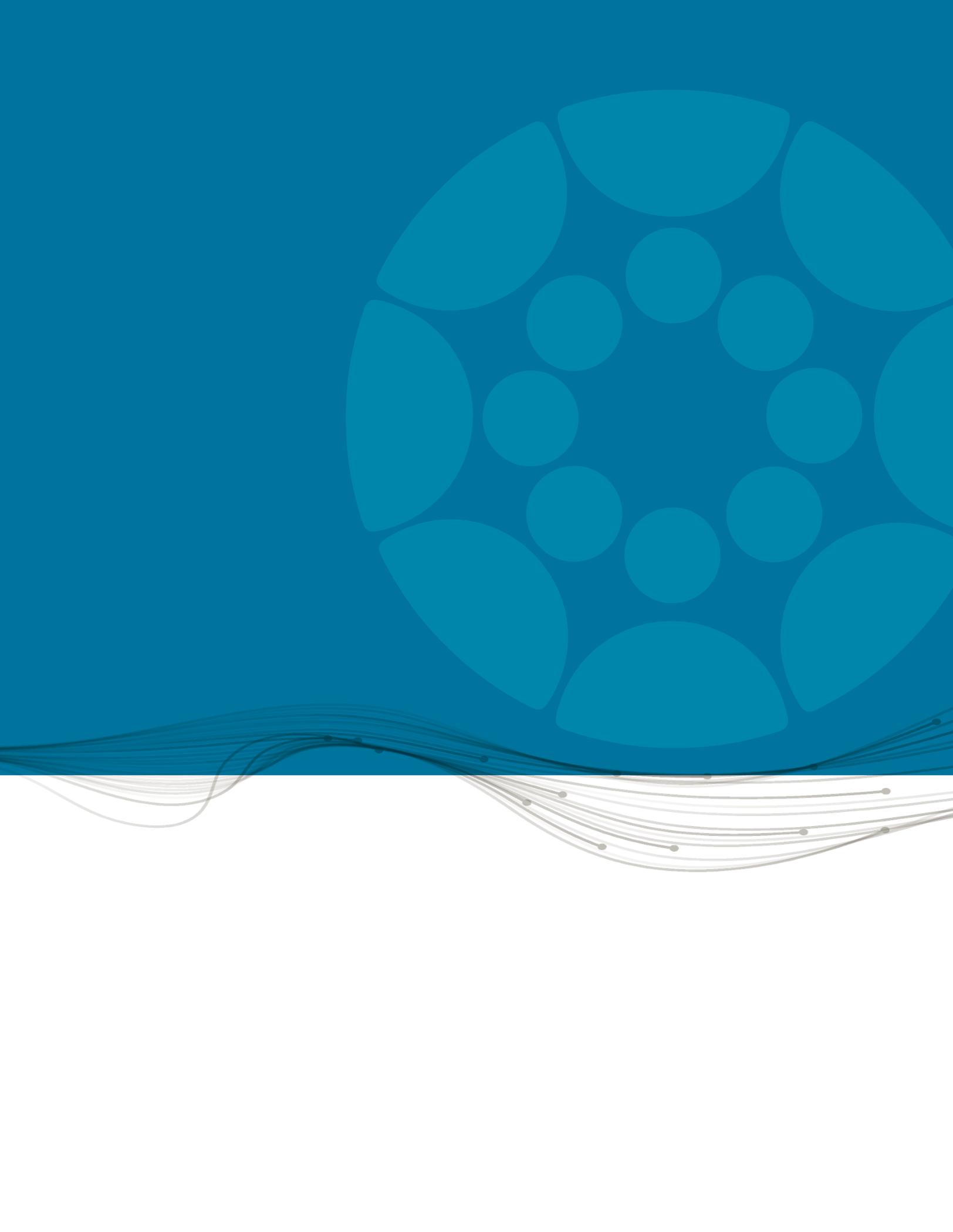May 23, 2023

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For the purposes of this report, we may use "**bicycle network**," "**bike network**," and "**mobility network**" interchangeably. While some cities and experts may differ in opinion, when we use any of the above phrases, we are referring to on-street infrastructure that is built to specifically accommodate bicycles, scooters, and other individual mobility devices.

AMP Overview

Transportation, mobility, and access improvements offer cost-effective solutions to the challenges cities face, but traditional methods of planning, project development, community engagement, and messaging often leave residents searching for better answers, and the resulting projects rarely achieve their desired intent.

Improvements to the built environment take too long to implement, infrastructure is disconnected, and incomplete and poor messaging around projects creates fear and distrust, empowering a vocal minority of opposition.

> The Accelerated Mobility Playbook (AMP) provides a roadmap for accelerating project delivery, completing network-focused implementation plans, and conducting authentic community engagement. It showcases existing popular support and enables leaders to get ahead of opposition and neutralize misinformation.

The AMP is divided into three distinct phases. The phases build on each other — rooted in the trust, collaboration, and mutual support among key stakeholders needed to accelerate project delivery.

Phase 1 of the AMP is both an audit of a city's current state of practice and an action plan for improved implementation and partnership. This phase is presented in two parts:

- A **Readiness Assessment** details the results of an audit conducted by City Thread to benchmark the current mobility environment. Understanding the current practice of project delivery, capacity of city staff and local partners, backing from elected leadership, intensity of community support, and philanthropic engagement allows City Thread to identify challenges that will affect accelerated implementation and the creation of effective partnerships.

- An **Action Plan** outlines opportunities to improve mobility network implementation methods, build lasting and effective partnerships with community stakeholders, and amplify existing public support for changes to the city's streets. The recommendations include suggested campaign objectives, budget guidance, and next steps for community action.

With the AMP action plan in hand, Phases 2 and 3 follow. It is in these phases that work begins to build a diverse coalition of community supporters, launch a supportive media campaign, develop a process for rapid project delivery, and accelerate the construction of complete mobility networks.

Executive Summary

Today, leaders in cities big and small face a daunting mix of challenges. In addition to the daily operations needed to keep a city running, public officials are tasked with pressing issues of population growth and decline, climate change, income inequality, economic vitality, and public safety. Petaluma leaders are proactively looking for ways to address these challenges.

Petaluma's investments in off-street shared use paths, slow neighborhood streets, and quick build projects provide a solid foundation for a city-wide mobility network that is connected, comfortable, and convenient. Improving a relatively small number of intersections and on-street routes, the City can significantly improve connectivity.

The future of Petaluma and mobility are inextricably linked. A pleasant climate, picturesque surroundings, and active neighborhoods provide an ideal environment where bicycling, walking, and public transit can flourish. In recent years, community-based programs to improve the health, prosperity, and sustainability of the city have increased support for providing people with more and better coordinated options for getting around.

City Thread interviewed 28 stakeholders, examined planning and communication documents, reviewed relevant public meeting agendas and minutes, and surveyed media channels and messaging strategies being used in the Petaluma area to prepare this report. The pages following this Summary provide more detailed findings and themes.

This Accelerated Mobility Playbook (AMP) provides a dynamic, accelerated approach to help Petaluma achieve a new goal:

> **Plan, design, and construct 25 miles of connected, active mobility corridors by 2026.**

The AMP works first to align the interests of community stakeholders and municipal departments, resource all those parties to maximize the potential of the private/public partnership, and move collectively towards rapid completion of the mobility network.

Petaluma's playbook is distilled into the following six strategies:

1 Building Momentum and Connectivity

The City of Petaluma can capitalize on growing popular support for infrastructure improvements that make it safer and easier for residents to use bikes, low-speed mobility devices, or walking in the city's neighborhoods. By aligning the development of the Active Transportation Plan update with community partners, momentum can be focused on a City-led campaign for on-street network improvements.

2 Organizing Supporters

A coalition model of organizing has been tested and used effectively to improve outcomes and sustain momentum for changes to city streets. The most effective coalitions engage with residents with diverse viewpoints, representing interests outside of mobility infrastructure. Safe Streets Petaluma has the opportunity to unite and mobilize the community in a way that encourages businesses, elected officials, and residents to view mobility as an urgent need.

3 Accelerating Civic Engagement

Building a safe, interconnected mobility network depends on gaining the support of people who drive everyday. Communication and outreach campaigns activate a new group of supporters in favor of mobility options. Audience research, public opinion surveys, and content branding help pinpoint public support for mobility solutions, present those results to decision makers, and share findings through local media outlets.

4 Cultivating Local Messengers

Effective messaging is only as effective as the messenger. A diverse coalition representing Petaluma residents is needed to communicate the vision for active transportation, its benefits, and its tradeoffs. Safe Streets Petaluma and its community and municipal partners need only to identify those spokespeople and amplify their voices to move forward, quickly.

5 Resourcing Strategic Partners

Through close collaboration with municipal leaders and transportation departments, localized outreach activities diversify the base of support in neighborhoods. Healthy collaboration replaces adversarial interaction and creates working relationships built on trust and accountability.

6 Building a Network, Quickly

Once existing community support and demonstrated political will is aligned, cities can rapidly accelerate the pace of network implementation. The resulting projects are transformative, connected, and complete, meeting the community's desire for transportation choices and improved safety.

This Action Plan concludes with a set of customized recommendations that Petaluma can use to improve mobility network implementation methods, build lasting and effective partnerships with community stakeholders, and amplify existing public support for changes to the city's streets. A detailed plan for the subsequent Phases 1.5, 2, and 3 can be found on

Urgency for Change

Leaders, in cities big and small, face a daunting mix of challenges. In addition to the daily operations needed to keep a city running, public officials are tasked with pressing issues of population growth and decline, climate change, income inequality, economic vitality, and public safety. Most communities lack the resources and strategies needed to adequately tackle these problems, threatening the quality of life for residents and preventing cities from realizing their full potential.

> **Solutions to these challenges require careful planning and sustained management.**

Resources are scarce, and often don't allow cities the flexibility to adapt solutions to their unique context and place. As a result, public agencies are overwhelmed by the scale of problems and can only offer bandaids as short-term solutions, deferring the conversation to another day, for a future administration to tackle.

Our challenges are connected.

When populations increase rapidly, cities struggle to provide essential services such as housing, transportation, and public infrastructure, leading to overcrowding, congestion, and decreased quality of life. Conversely, declining populations can lead to economic instability, a shrinking tax base, and a loss of talent and innovation. These population shifts can exacerbate existing social and economic inequalities, observed by widening gaps in income, educational attainment, and access to healthcare.

Limited availability of low-and middle-income housing options, and a historical preference for low-density, single family residential homes places upward pressure on property values. Finding affordable housing forces many residents to live further away from centralized employment and cultural districts. Long term residents find it increasingly difficult to remain in their neighborhoods, while young professionals and seniors are being priced out of cities.

Transportation networks become increasingly congested, leading to longer commute times, increased air pollution, and decreased safety. For municipal leaders, aging infrastructure, increasing project costs, and limited staff capacity make it difficult to keep pace with the growing demands placed on public infrastructure. Meanwhile, residents and business leaders face the reality of declining traffic safety, limited parking options, crowding and overuse of recreational areas, and insufficient connectivity to the places they frequent on a daily basis.

Cities must also grapple with the challenge of maintaining their cultural identity and uniqueness. Cookie-cutter solutions threaten traditional cultural practices, and can lead to the homogenization of a community's identity, and the displacement of people, neighborhoods, and civic pride.

Looming above it all, climate change poses a significant threat to urban areas due to the concentration of people, infrastructure, and resources. Rising sea levels, extreme weather events, and heat waves are some of the climate change impacts that cities must address to maintain their viability.

Providing more mobility options can help.

Cities that have developed and promoted complete, safe networks for biking, walking, and accessing public transit have made measurable progress in addressing the other challenges they face. While increases in biking and walking are far from the only solution, they are a cost-effective, time-tested, quickly implemented remedy that can be applied just about anywhere in the world.

A connected network of mobility infrastructure allows people to get where they need and want to go without adding more cars to the road. The development of a complete, connected net-work does much more than improve mobility; it helps cities sustainably build on their success and ease the challenges they face.

Petaluma faces a daunting mix of challenges. Solutions to these challenges require careful planning and sustained management.

• Petaluma was nearing bankruptcy before citizens passed Measure U and brought in much-needed funding. After years of neglect, the city's roads, bridges, and water and sewer systems are in urgent need of repair and modernization. Even with greater financial stability, it still takes time to build up staffing and capacity to address these multiple issues.

• Devastating wildfires have affected the region in recent years. While Petaluma did not experi-ence the significant destruction of neighboring communities, prevention and preparedness remains a looming issue.

• The City has adopted a Climate Action Plan requiring it to reach greenhouse gas carbon neutrality by 2030. To meet this goal requires aggressive action on multiple fronts, led by a unified vision of how to achieve it.

• Petaluma has seen a steep rise in housing costs, making it increasingly difficult for res-idents to find affordable and stable housing. These challenges require support for initiatives that revitalize neighborhoods while ensuring equitable access to housing and transportation.

• Trust in public governance has eroded where the City has failed to deliver projects that meet community expectations or fit neighborhood street usage. Residents and business owners need a vision to unite around, a process that incorporates their feedback, and results that represent their needs.

A Vision for Mobility

Adding to and increasing the use of low-cost mobility options is one of the roads community leaders must take to overcome the challenges cities face. Cities with safe mobility networks have made measurable progress at increasing the popularity of biking, walking, scooting, and skating for daily transportation.

The development of complete mobility networks does much more than improve transportation. Cities that provide mobility options are widely recognized as great places to live and work, balancing the economic and tourism potential of the city with the needs and desires of local residents just trying to get to school or the grocery store safely.

> Good infrastructure doesn't require bike riders, drivers, or pedestrians to navigate incomplete connections that force everyone into unsafe and confusing situations.

Instead, improved infrastructure helps us move forward together by relieving traffic congestion, increasing mobility and opportunity for residents, and making our city feel more alive and livable.

Our transportation problems are too big to be solved by any one solution. We know that thinking about transportation needs as a whole will make cities more livable—no matter how people choose to get around. When carefully planned and constructed, mobility infrastructure can help everyone get where they need to go with the greatest safety, reliability, and the least amount of hassle.

In cities with many transportation options, people make choices that give them the most control over their schedule. Having these options opens up opportunities for everyone—for job opportunities, commuting, recreation, and health.

Build a Network

A mobility network is a completely connected, comfortable system of sidewalks, trails, bike lanes, transit stops, and accessible public spaces that allow people to travel safely, comfortably, and reliably without using a car. Everyone, no matter if they bike, walk, scoot, drive, or use an assisted mobility device, can get where they are going with the greatest safety and the least difficulty because everyone's traffic flow needs are met through careful planning and smart construction.

The street network allows drivers to travel anywhere in their community without needing to think much about where they are going or how they will get there. Complete mobility networks offer the same flexibility to people who don't drive.

Connect People and Places

A mobility network can only be successful if it connects residents to popular destinations like schools, parks, trails, employment centers, libraries, grocery stores, community centers, and museums. In most cities, there are good pieces of a network: a shared use path or two, some appealing neighborhood streets, and maybe a protected bike lane on a major corridor. Too often, though, these projects stand alone and fail to help users fully reach their desired destinations.

By increasing the connectivity of the network, cities create more equitable access for increasingly diverse populations and offer more

choices on how residents move through their community.

Improve Comfort and Safety

The design quality of the network matters. For decades, traffic engineers assumed that people on bikes could almost always share the road with cars or that intersections are best left without marked crosswalks. However, a striped bike lane on a street with fast traffic isn't an appealing place to ride for most people, and putting a pedestrian crossing sign along a busy thoroughfare doesn't make it a place where parents want to cross with their children.

For a mobility network to attract the widest audience of users, its most fundamental attributes should be comfort, safety, and convenience. Thoughtful design and route selection give people of all ages and abilities the real option to leave their cars at home.

By increasing the popularity of biking, walking, scooting, and skating for daily transportation, Petaluma can increase opportunity for everyone.

• The Public Works and Utilities Department is committed to updating its Active Transportation Plan that will drive prioritization and selection of future mobility projects. This plan will highlight the need for improved safety, public engagement, and equity in its implementation.

• City staff understand that a connected network of mobility infrastructure will allow people to get where they need and want to go without adding more cars to the road. They have a demonstrated ability to follow a short-term implementation plan to deliver quality projects.

• Community partners are eager to work with the City of Petaluma on a public implementation strategy. A strong community of stakeholders including mobility advocates, schools, and businesses are ready to unite around a shared vision.

• Petaluma has a robust network of neighborhood and community groups - a prime audience for new ideas, aspirational messaging, and positive reinforcement in support of the planned update to the Active Transportation Plan.
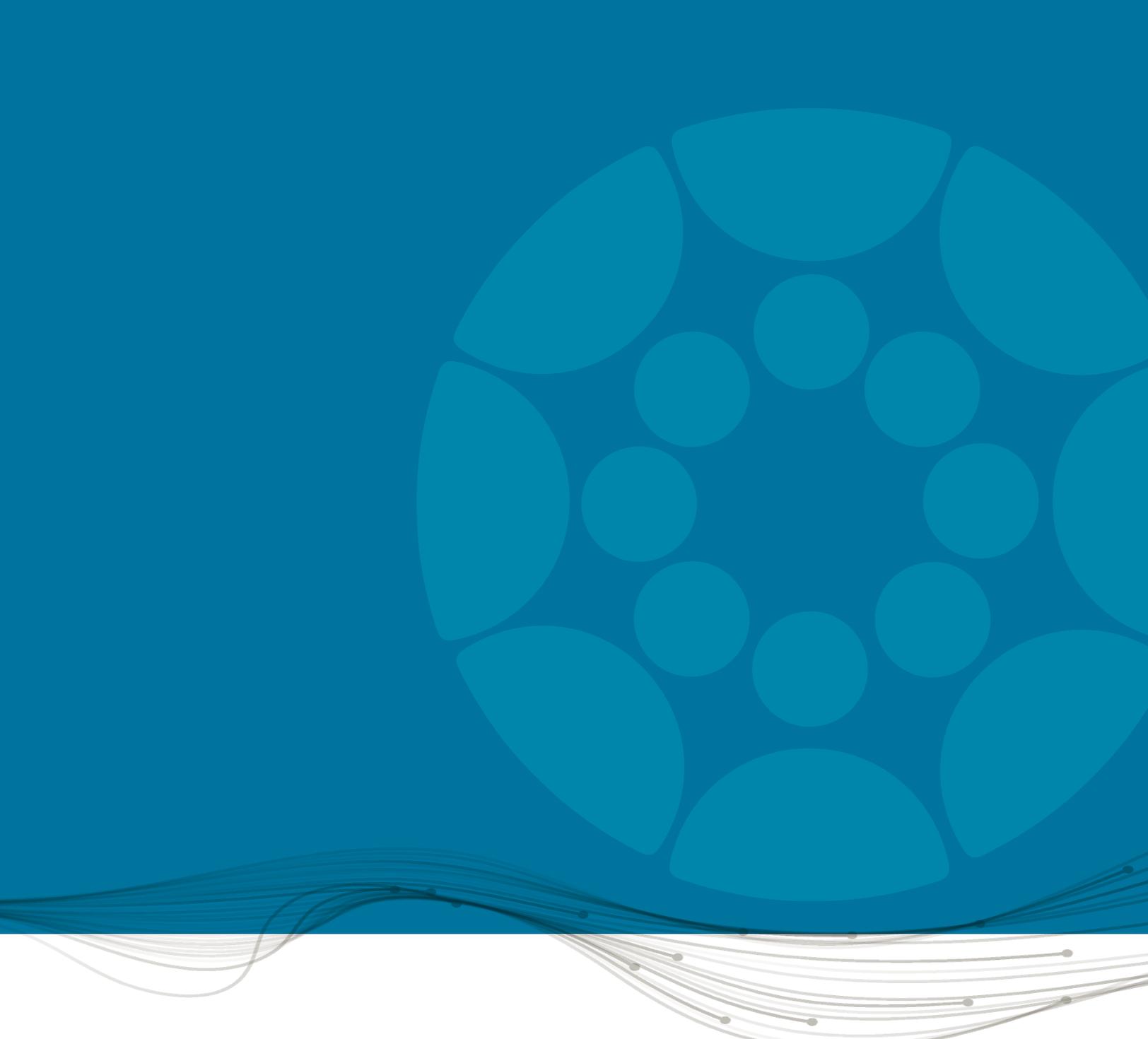
Readiness Assessment

The AMP begins with an audit of the existing mobility landscape in Petaluma. This audit includes an evaluation of ongoing mobility projects, existing partnerships, examples of community-based support, and the City's ability to deliver transformational projects.

City Thread relies on insight from individuals involved in the process, current plans, public records, and case studies of past projects to get a deep, personal sense of where mobility-based projects are succeeding, and where improvements could be made.

This analysis includes three primary areas of focus: mobility network implementation, partnership and coalition effectiveness, and messaging and media trends.

The Mobility Network Today

The future of Petaluma and mobility are inextricably linked. A pleasant climate, picturesque surroundings, and active neighborhoods provide an ideal environment where bicycling, walking, and public transit can flourish. In recent years, community-based programs to improve the health, prosperity, and sustainability of the city have increased support for providing people with more and better coordinated options for getting around.

The development of a complete and connected mobility network in Petaluma is essential to meet the City's goals: reducing transportation-related GHG emissions, ensuring equal access and opportunity to all residents, creating denser and more affordable housing, and improving individual and community health and well-being.

These goals are supported by officially adopted policies that guide decision-making and funding by City leaders: carbon neutrality by 2030; eliminating all traffic fatalities and severe injuries by 2030; and significantly increasing the percentage of people choosing to walk or bike for everyday trips instead of driving, perhaps as much as a 75% shift.

The City's current efforts to expand mobility infrastructure is guided primarily

by the 2008 Bike and Pedestrian Master Plan. This plan led to the installation of some of the city's first bike lanes and trails. Over the years, road diets, bicycle boulevards, and traffic calming measures have been installed throughout the city. Yet large gaps in the network remain and many existing routes do not meet modern design standards for a low stress, all ages and abilities experience. Many past projects were able to be implemented

without much community process, roadway modification, right-of-way acquisition, or parking removal. The completed facilities demonstrate important progress, but the network still remains sparse and disconnected. As a result, biking in Petaluma is inconsistent and not intuitive.

Petaluma conducts significant community outreach, and engages with advisory committee members, while developing a conceptual plan for new projects. But engagement and communication wane immediately before and during construction. This gap leads to frustration from community members who participated in early meetings, especially when the final projects do not include desired elements they identified. The result of this practice is confusion and mistrust among residents.

The City does not currently have a short-term implementation guide or funding strategy to prioritize the construction of a connected, low-stress mobility network.

A Plan for Future Mobility

There is tremendous work being done to enhance the safety of Petaluma's streets. The combined urgency of reckless driving and the need to quickly address climate change has created an energetic and collaborative movement to improve safety for all users, particularly vulnerable non-motorized users, across the city.

The 2008 Bicycle and Pedestrian Master Plan is woefully out of date, and doesn't offer any guidance on what projects to advance next. This current lack of prioritized projects, combined with an inconsistent public

engagement process, makes it difficult for community partners to engage meaningfully in support of the City's efforts.

Updating the plan – now titled the Active Transportation Plan – is the first step toward accelerating the City's current implementation methods and moving towards a more connected future. The City of Petaluma currently has the policy foundation, the political will, and the public support to achieve ambitious mobility goals.

The City of Petaluma can look to its previous success as a foundation for updating this plan. New data and learning from the past fifteen years will inform the plan's goal and objectives, particularly as it seeks to integrate all ages and abilities design, equitable prioritization of project selection, and streamlined public engagement systems.

The combined strategies of these efforts will address the city's mobility needs with the urgency it requires, and will outline three key implementation elements:

The following challenges affect the pace and acceptance of efforts to reconfigure the city's roadways:

• Leaders and community partners lack an updated plan to guide local bikeway connectivity, inform implementation plans, and direct resources.

• The City has limited staff capacity for the planning and management of a more robust implementation schedule. Staff are tasked with multiple job duties, some of which are urgent public safety issues, leaving little time or resources for an intense multi-year construction effort.

• The City will need to leverage financial resources from several sources to support a robust, accelerated implementation strategy. Without a more reliable, streamlined plan for funding, Petaluma may only achieve piecemeal implementation of its planned network.

• For projects currently in development, design standards fail to meet community expectations, sometimes letting the "perfect get in the way of the good." City staff express concern about designing safe facilities, maximizing visibility, and managing conflicts with vehicles, but are also facing pressure to move quickly.

• The prioritization of active transportation over cars is not the norm in most neighborhoods. When roadway lanes are reconfigured, on-street parking is removed, and intersections change, there is a natural tendency for backlash, both from people using bikes and cars.

• There is limited trust in the local government to effectively plan, engage and deliver projects that meet the needs of citizens. The City's lack of resources for planning and project development results in a minimal amount of community engagement and almost no communication, before, during, or after implementation.

Neighborhood Connections

Emphasizing a people-centered approach to transportation planning, the Active Transportation Plan seeks to transform neighborhoods into multimodal communities where people and places are connected by bicycle, vehicle, pedestrian, and transit networks.

Accelerating implementation will provide a tangible list of projects and mobility corridors that adhere to a new set of guiding principles: low-stress design, connectivity, access to destinations, and equity in decision-making. This plan will build on the precedent of the City's adopted Vision Zero and Climate Action policies.

Implementation Strategy

A defined implementation strategy will outline the steps needed to select, scope, design, implement, and maintain standalone mobility projects, those integrated with other capital projects, and annual maintenance activities led by the City.

This strategy will highlight the City's implementation goal for the next three to five years, becoming the playbook for internal project funding and selection, as well as a tool for communicating and building external public support.

Redefining Partnerships

The availability of capital funding to construct projects, a healthy mix of forward-looking policies, or the presence of charismatic leadership are not sufficient on their own to guarantee a city will work quickly and successfully to improve mobility. Action requires a shared vision or goal among a variety of stakeholders. A short-term implementation strategy can serve as this vision, but organizing efforts to move quickly will be difficult to sustain until it is created and agreed upon.

To be successful at any short-term implementation of the Active Transportation Plan, the City will need to lead, bring capital resources to the table, and ask community partners to support their efforts. The template for partnership already exists, but the role of community partners as allies rather than adversaries is a notable change.

Network Guidance

The following principles provide the framework for decision-making and measuring progress of complete mobility networks:

Low-Stress

Choosing to walk or bike should be a low-stress experience. The built infrastructure is the greatest influence on whether a person considers a route to be low-stress. Low-stress networks take many forms including protected bike lanes, shared use paths, bike boulevards, raised crosswalks, ADA ramps, wide sidewalks, street trees, and more. All low-stress networks are safe and comfortable for any user, of any age or ability.

Connected

Networks, by definition, must connect to each other, creating a continuous path of low-stress routes. By extending the existing low-stress corridors and then building the network outward, cities can avoid building discontinuous pieces here and there across its geography.

Useful

Mobility networks should provide people with access to daily destinations including jobs, healthcare, services, shopping, and schools. By providing access to meaningful destinations, bicycling, walking, or taking public transit can become a convenient and attractive option for travel.

Equitable

Infrastructure investment should be equitable across the city, with an emphasis on using these investments to increase the livability and access to jobs and services for historically underserved neighborhoods. Networks should be designed to be comfortable and appealing to a wide array of people, especially those that fall outside of the traditional bicyclist persona. This involves providing adequate operational space for people that move at slower speeds, users of other personal mobility devices - wheelchairs, scooters, skateboards, and more - and including traffic control elements that increase the safety, security, and usability of the mobility network.

Timely

Network improvements should be implemented in a timely manner to quickly transform the city's streets. This will necessitate focusing on cost-effective design treatments and choosing projects along corridors with fewer constraints to advance design and implementation. Central to this principle are an efficient, coordinated City process and partnerships that lead to sustainable methods of project delivery and measurable results.

Partnership & Coalition Effectiveness

Achieving network implementation goals are most effective when project delivery is supported by community-based organizations and leaders that are trusted by local residents.

Long before a project is proposed in a community, city staff and advocacy partners should be working to build long-term relationships with neighborhood leaders.

> Mobility projects that develop in isolation are largely misunderstood by the public and difficult for even supportive elected officials to explain.

A coalition model of organizing has been tested and used effectively in other cities to improve outcomes and sustain momentum for changes to city streets.

The most effective coalitions engage with residents from a variety of distinct, but related viewpoints, representing not only mobility infrastructure, but also youth, safety, disability access, public health, affordable housing, social and racial justice, economic development, climate, environmental sustainability, and other community concerns.

Petaluma boasts a strong network of residents and community-based organizations that understand the benefits of mobility and placemaking. Stakeholders of all types, including city council members, business owners, civic leaders, and local residents connect transportation to the city's challenges with housing affordability, climate-related natural disasters, and safety. A shared vision for mobility will unite and focus these stakeholders to action.

What Works Well...

• City Council members and the City Manager identify transportation as an important issue. They have adopted policies that require the transition to walking, biking, and transit. Residents, business owners, and non-profit leaders are motivated to tackle mobility issues in a more robust manner.

• The Department of Public Works and Utilities has passion for and personal commitment to improving the mobility network. Existing staff have the demonstrated experience and knowledge to carry out a plan once adopted.

• Using its established network of neighborhood streets, the City may only need to address a small number of critical intersections and road segments in order to provide large benefits to those on foot or on bike.

What Doesn't Work Well...

• Petaluma does not have a current, approved active transportation plan that defines the city's mobility goals, prioritizes projects, or establishes timelines and budgets for implementation.

• No single organization, entity, or leader holds a vision that is shared universally by other supporters. Without an updated plan, progress is limited to piecemeal projects that don't offer the outcomes community members seek.

• Local champions and non-profit organizations need more direction from the City to build confidence and support among their constituencies.
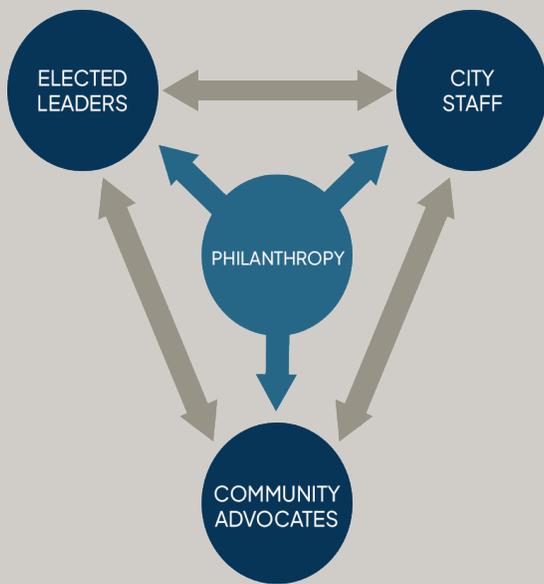
1 **Elected leaders** want vocal support from advocates and trust their staff will deliver projects with precision and care.

2 **City staff** need elected leaders to publicly support bold choices and advocates to bring diversity of support to each project.

3 **Advocates** want to be trusted advisors on project decisons and for elected leaders to follow through on campaign promises.

4 **Philanthropy** fills resource gaps for each partner, removing barriers to execution and incentivizing cooperation.

City Council is balancing the imperatives of climate change, the need for denser housing, and improving transportation options with the barriers of funding and effective messaging. Polling, messaging, and coalition building in support of a clear and compelling vision will provide the City Council with the support needed to deliver on community priorities.

The **Department of Public Works and Utilities** has the experience and knowledge needed to build a safe and comfortable mobility network, demonstrating an ability to complete demonstration projects and high quality infrastructure in several locations. The development of the Active Transportation Plan, with input from a broad and diverse coalition of community partners, will provide the City with critical direction and prioritization and boost its capacity to deliver influential projects.

Finally, **Safe Streets Petaluma** can play a meaningful role in developing and advancing the City's mobility goals, possibly in collaboration with aligned organizations such as Cool Petaluma and Daily Acts. Selecting the right messengers – and the right messengers for different audiences (business leaders, parents, long–term residents, and other community–based organizations) – will be key. Philanthropic support is essential for resourcing participating organizations and developing a robust communication and messaging campaign can accelerate the work.

Elected Leaders

City Council members are highly aware of how mobility intersects with issues like affordable housing, homelessness, safety, and climate. Recent wildfires and the city's adoption of a Climate Action Plan, collectively mean that transportation must be a priority.

City Council members are fairly aligned in support of bicycling infrastructure, but some may be more focused on behavior change than a messaging framework that speaks to all residents regardless of what mode they choose.

Communication between city staff and council members varies according to the project. While the city manager holds the greatest power to speed the implementation of mobility projects, the Council can be an important ally to a broad and diverse community coalition.

Challenges for elected leaders include:

• Elected leaders share consensus with the City Manager and staff in support of safe streets and mobility options for people in all parts of the city, but no adopted plan or message guides the work.

• Many residents don't know how to effectively engage City Council with opportunities to improve their neighborhoods and local streets.

• Elected and civic leaders lack data on public support that would allow them to confidently back more difficult projects in the face of opposition; maintaining the (insufficient) status quo is often easier than managing change.

City Staff

City staff are motivated to implement a more visionary plan but they have not collaborated with leadership to put forward a unifying goal around which to direct their work.

The updated Active Transportation Plan is a key first step to unite and focus city staff, elected leaders, and local stakeholders. Staff have the expertise to deliver an ambitious roster of projects, but staffing levels need a boost to build capacity.

The practice of creating new engagement processes for every project will need to be changed to meet ambitious goals. The inconsistency of the public engagement process makes it difficult for community partners to engage meaningfully.

Challenges for city staff include:

• The absence of an updated implementation strategy makes it difficult for city staff to move forward in a cohesive way.

• City departments do not have a clear and consistent process for public engagement, incorporating and/or responding to community input on proposed facilities, or for communicating about them during implementation.

• Individual pilot projects and a culture that prioritizes one-on-one communication project-distracts from and delays a swifter and more coherent implementation plan that benefits more people.

Mobility Organizations

Several local groups, including Safe Streets Petaluma, focus on improving the ease and safety of getting around by bike, but these organizations aren't unified in their goals or how they work together. As a result, their requests and efforts are disjointed and less effective than what is possible.

Sonoma County Bicycle Coalition has a long history in the area and brings valuable knowledge to the table. A less strident "bike" focus voice may enable more productive partnerships with local business, anchor institutions like the Santa Rosa Junior College, elected leaders, and city staff.

The Petaluma Bicycle and Pedestrian Advisory Committee brings a wealth of knowledge and energy to support city staff, and could help develop communications strategies for sharing city plans and goals to the broader community.

As a whole, this community's interests, passion, knowledge, and capacity would benefit from a more vigorous partnership with new stakeholders not focused exclusively on mobility.

Philanthropy

Philanthropic organizations have a limited public presence in Sonoma County. Research and interviews did not reveal local funders demonstrating support for mobility-based activities or programs in significant ways. Strategies for resourcing AMP program efforts would focus on foundations that fund regionally and at the state level, and on major donors as areas of greater opportunity.

Challenges for mobility organizations include:

• Safe Streets Petaluma is working to effect change in the city, but is still a new and volunteer-led organization with limited knowledge of where aligned groups are focusing. The more established Sonoma County Bicycle Coalition is seen as representing special "biking" interests that do not include all Petaluma residents.

• Local champions and non-profit organizations need more direction from the City to build confidence and support among their constituencies and effectively direct their efforts.

• Advocacy groups and community-based organizations could find greater success by uniting under a broader, more inclusive message.

Messaging & Media Trends

Building a safe, connected mobility network depends on gaining the support of people who choose to drive for every trip. Research suggests that interest in building mobility networks intensifies when it is connected to larger transportation improvements, strengthening its backing among the most critical audience: drivers.

> By changing how projects are framed and who benefits, proponents of this work can increase support and build momentum for future projects.

Communications and marketing strategies are effective tools for amplifying existing support for mobility networks and building momentum for and bolstering elected officials and senior city staff during the implementation of mobility network projects.

Current State

The City of Petaluma celebrates diverse, equitable, and sustainable civic engagement. Communication encourages everyone to live healthy lives in neighborhoods that adapt to the rapidly changing social and environmental issues the city faces.

Stakeholders throughout the city, like Cool Petaluma and Rebuilding Together, successfully engage constituents on ways to collaborate and connect. City leadership, council members, and staff have experience in supporting bold, ambitious campaigns to completion. Efforts in response to climate-related emergencies and affordable housing have had effective communication campaigns, tapping into diverse coalitions.

Safe Streets Petaluma's crowd-funding

campaign connected mobility and place-based infrastructure to a broader vision for building Petaluma's future. This type of marketing and communications is not consistent across other active transportation efforts. Local residents and stakeholders do not receive comprehensive information on how neighborhood investment and downtown activation would benefit from more ways to get around the city.

At the City, mobility projects lack a communication plan and identified messengers. City departments are currently operating without an active transportation implementation strategy, which results in scattershot and inconsistent messaging to residents and stakeholders. Establishing a communications plan for mobility and active transportation is foundational to sharing information, developing public feedback, determining construction timelines, and identifying the benefits to the community.

The real challenges of environment and affordability must be addressed with physical infrastructure, not abstract conversations. Without an official plan, community partners and transportation advocates don't have an organized vision they can use to build broad support. Without guiding principles, stakeholders struggle to have meaningful and productive conversations with residents to define what needs to be included in the future of their neighborhood streets.

The community organizations and partnerships working in Petaluma result in a crowded media environment. There are many messengers and messages; consequently, all have low audience engagement and awareness. This is an

untapped and robust network of information sharing across neighborhood groups and coalitions that could be influenced with strategic, focused messaging aligning the needs of business, education, and livability stakeholders.

Unclear lines of communication between elected officials, residents, business leaders, and community organizations causes confusion among city staff, slowing project development and delaying progress. Today, mobility messaging and public outreach is project specific and comes from a few dedicated Public Works staff. Not only is this inefficient and time consuming, it leaves questions about the city's overall vision for a complete network for all road users.

The existing communication networks, media channels, and messaging strategies used in Petaluma leave a lot of room for the insertion of new ideas, aspirational messaging, and positive reinforcement that can influence the infrastructure work plans developed by the City of Petaluma. A combination of new voices and established stakeholders has created an environment of informal and formal communications that can be engaged with strategic, focused messaging that would align the needs of livability, education, and climate stakeholders.

Shift the Conversation

Safe Streets Petaluma, and its community partners, have the opportunity to unite and mobilize the community in a way that encourages business owners, elected officials, and residents to view mobility as an urgent need rather than a simple amenity when it comes to policy, funding, and implementation. With a strategic vision and alignment among advocates and community development partners, a focused, inclusive,

and compelling communications and messaging campaign can be a highly effective tool for bolstering public support and accelerating project development.

In 2018, social marketing firm Neimand Collaborative, and their data analytics partner, Artemis Strategy Group, commissioned research across eight U.S. metropolitan areas to better understand mobility and the ways

Challenges for communication include:

• Active transportation and bicycling groups occupy a space independent of climate action, affordable housing, and other community-based organizations. The urgency to address these other challenges presents mobility as a low-level priority.

• Without leadership from the City of Petaluma, many community partners and mobility advocates don't have a message around which to build broad support.

• Extended project timelines for bike and pedestrian network planning, design, and implementation fail to establish realistic expectations, and may be viewed as a mismanagement of government resources.

• A lack of education and information about new infrastructure and changed roadways has left communities wondering for whom the facilities were built and how they should be used.

• Communications from projects fail to engage a broader audience – primarily people that drive – or demonstrate the benefits of proposed roadway changes to residents that may never get on a bike.

in which bike infrastructure can help people achieve their transportation goals. Although different in size, demographics, geography, and transportation resources, people agree that most cities are not easy to get around and desire better transportation options.

The research found that a 69% majority of voters support investments in better bike infrastructure. Even more impressive, this support increases to 81% when bike infrastructure is combined with other transportation improvements such as road maintenance, additional on-street parking, integration with public transportation, or improved sidewalks. Three-quarters believe that this comprehensive approach to transportation infrastructure would make their community more livable.

Effective messaging is only as effective as the messenger. A diverse coalition representing Petaluma residents, elected leaders, and community partners is needed to authentically communicate the vision for mobility and the associated benefits and tradeoffs. This message framework diverts from active transportation's current marketing strategy that is tied to negative perceptions of bike lanes and people on bikes.

Audience research is important to ensure the campaign is not just talking at community members, but connecting with them emotionally – inviting them to join through a call to action. After defining the audience and their top areas of concern, a broad and diverse coalition will be able to customize messaging to suit those objectives. In some markets, digital ads make more sense than others, as does specific messaging about safer streets for kids or less congested roads for drivers. This campaign would be deployed across a dynamic and diverse media roadmap that aligns with the city and coalition's activity.

With a diverse coalition in place, and messaging that resonates with residents, a marketing campaign can successfully activate residents to support reorganized streets. The campaign's call to action engages traditionally apathetic or less engaged residents directing their support to local leaders and decision-makers. This campaign would run in parallel with Phases 2 and 3 of the playbook.

The City and community partners can out-communicate opposition when they deliver on the promise of building a safe, connected, and convenient mobility network.

• Transition the use of "active transportation" to "mobility networks" in order to frame infrastructure as a solution for all modes of transportation.

• Remember how few people use bikes as their primary mode of transportation and respect their choices. Don't oppose cars; you need drivers to support mobility infrastructure.

• Don't be a "special interest" for bike lanes and biking; show your interest in mobility solutions for everyone without judgment. Instead, talk about how mobility infrastructure improves the lives of all — whether they bike or not.

• Acknowledge the stress, confusion, and inconvenience of the current mobility environment and note that protected bike lanes and accessible sidewalks are part of the solution.

• Position safe, comfortable, connected streets as a part of sustainability, smart growth, and climate action goals, alongside ways to preserve the unique character and identity of Petaluma's neighborhoods.
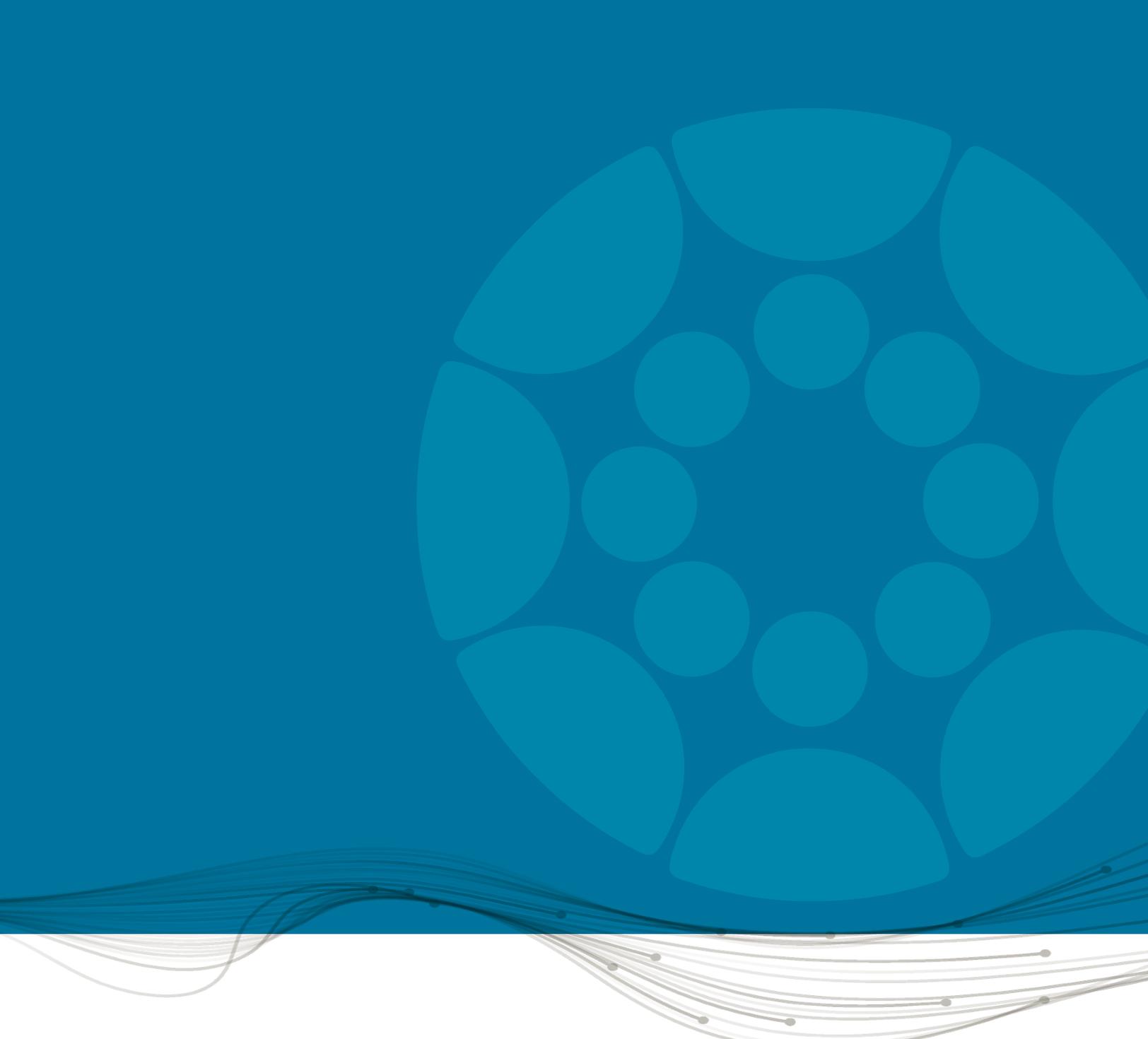
Action Plan

Petaluma's Action Plan provides the strategies and tactics necessary to accelerate mobility network implementation.

The Action Plan concludes with a set of customized recommendations Petaluma can use to improve mobility network implementation methods, build lasting and effective partnerships with community stakeholders, and amplify existing public support for changes to the city's streets. The recommendations include suggested campaign objectives, budget recommendations, and next steps for community action leading into the second and third phases of the Accelerated Mobility Playbook.

An Accelerated Goal

The availability of capital funding to construct projects, a healthy mix of forward-looking policies and long-term plans, or the presence of charismatic leadership are not sufficient on their own to guarantee a city will work quickly and successfully to improve mobility.

The success of any city-wide initiative depends upon partnership and coordination among various community stakeholders. Elected officials announce and drive initiatives based on their public commitments. City staff use their technical expertise, public engagement activities, and capital funding to carry out these initiatives. Community groups educate and support city staff and elected officials on behalf of constituent needs.

Effective partnership relies upon a shared vision among community stakeholders. Setting a long-term network implementation goal helps clarify what each partner is working to accomplish and aligns the diverse work of individuals and organizations into a singular focus. To be effective, this vision must be bold yet achievable. It should inspire partners to action and, when accomplished, sustain momentum toward future success.

The goal of this Accelerated Mobility Playbook is action oriented: turning lines on a map into real projects.

The desired outcomes of the AMP program would be:

• The City of Petaluma will identify **25 new miles of mobility projects** in its upcoming Active Transportation Plan, identifying a 3–year implementation strategy;

• At least **80% of the new project miles are high quality**, offering separation between motor vehicles and active transportation users of the network. The implementation of shared-use paths, protected bike lanes, and traffic-calmed neighborhood streets should be a primary focus of design and implementation;

•The City of Petaluma will allocate, at a minimum, **$10M – $15M to support capital investment** in these new network miles, and establish a $500k annual allocation for maintenance activities;

• **Equitable investment** will be dedicated to the livability and accessibility of Petaluma's working class neighborhoods. A people-centered approach to transportation planning moves residents from automobile-dependency to a community connected by bicycle, pedestrian, and transit networks;

• A **robust community engagement strategy** will reach more deeply into underrepresented constituencies to more fully reflect community needs in the planning and implementation of each new project. Community partners will help neighborhoods develop sustainable methods of communication that keep the City accountable for delivering results.

Generating Momentum

Once a shared goal is established, the Accelerated Mobility Playbook works to quickly build cooperation between community partners, moving them to collective action towards their goal. The playbook is designed to overcome typical challenges that prevent cities from developing complete, safe mobility networks:

- Resistance to changes in the design and function of public roads, particularly changes that are perceived as a threat to car use;

- Concern that creating safer spaces for bicycling will reduce convenient parking options and hurt businesses that depend on easy access;

- Perceptions that bicycling is a niche activity with minimal potential to improve mobility and reduce traffic congestion;

- A negative image of people who bike as quirky, condescending elitists and not mainstream;

- Limited funding options for transportation infrastructure, especially in the context of all other infrastructure needs within a community, including storm water drainage, parks, municipal buildings, schools, and roadway maintenance; and

- Newspaper and social media comments that misrepresent public opinion by giving a small minority of citizens a prominent platform to express their personal opposition to bike infrastructure.

The AMP provides a dynamic, accelerated approach to overcoming these challenges. It works first to align the interests of community groups with municipal departments, resource all those parties to maximize the potential of the private/public partnership, and move collectively towards rapid completion of the mobility network.

Getting Started

This action plan assumes that the updated Active Transportation Plan will be substantially completed by Q2 2024. In the interim, City Thread recommends a set of limited, but important actions that will serve as the foundation for building community support, demonstrate forward momentum, and allow partners to work together in anticipation of accelerating the completed plan.

A short-term partnership between the City of Petaluma and Safe Streets Petaluma can be used to build momentum and support for future efforts. This momentum can occur simultaneously to the plan development process. This call to action includes:

- Upgrade 5 miles of existing bicycling corridors or intersections to enhance safety and separation; implementation can be done quickly and is cost-effective.

- Use these projects as geographically-targeted demonstration events to build neighborhood-based community support, encourage public participation in the broader planning process, and test outreach and communication methods.

- Engage other community partners and activate these neighborhood improvements.

With the AMP action plan in hand, Phases 2 and 3 follow to build a diverse coalition of community supporters, launch a supportive media campaign, develop a process for rapid project delivery, and accelerate the construction of complete mobility networks.

The AMP deploys tactics in four strategic areas:

Partnership Development

To manage this multi-year action plan and build robust systems that enable sustained momentum, the AMP recommends opportunities to increase staffing capacity and support across all levels of local leadership. Participation in study tours and site visits provides opportunities to align partners on AMP program goals, see and experience the benefits of a connected network, learn from peers, and build relationships that will be instrumental to achieving the goals identified.

Public Communications

Audience research, public opinion surveys, content branding, paid marketing strategies, and earned media support help pinpoint public perceptions of mobility solutions, present those results to decision makers, and share findings through local media outlets. Public opinion research guides a messaging strategy that presents the benefits of multimodal choices for local residents and bolsters support for the acceleration of mobility network improvements.

Community Outreach

Thoughtful engagement of residents, non-profits, businesses, and other leaders in the community builds support for active infrastructure projects. Through close collaboration and cooperation with municipal leaders and transportation departments, local outreach activities diversify the base of support in neighborhoods where projects are being planned and increase the visibility of non-bicycle advocates.

Implementation Support

While the AMP recommends municipal partners be responsible for funding capital infrastructure expenses associated with network implementation, it also recognizes the need for technical expertise for crucial design, project management, communications, organizational, and strategy assistance in order to increase capacity for all the coalition partners.

PHASE 1.5
Generating Momentum

Phase 1.5 of the Accelerated Mobility Playbook focuses on establishing working relationships and systems of communications between all community stakeholders, building excitement and community support for mobility planning, and demonstrating public commitment to accelerated project delivery while the update to the Mobility Plan is being developed.

Q3 2023: LAUNCH NEIGHBORHOOD IMPROVEMENTS

Acceleration, and the associated restructuring of project delivery and community engagement, cannot proceed until the Active Transportation Plan is updated. In the interim, the City, Safe Streets Petaluma, and other community stakeholders will partner to deliver short-term improvements to existing infrastructure assets. This effort will serve as a shared, short-term partnership by which community partners will create and test systems of support for the City.

Q4 2023: STRENGTHEN THE COALITION

As the year comes to a close, community partners turn their attention to widespread support for the plan development process. Work plans for community outreach, construction management, audience research, and communication planning will begin development during this time.

Timeline 2023
Budget: $200K–$320K

JUL
Launch Neighborhood Improvements

AUG
Engage Technical Consultants

SEP
Construction Begins

OCT
Conduct Neighborhood Activations

NOV
Launch Mobility Plan Support

DEC
Support Mobility Plan Development

The budget ranges presented for this phase include programmatic expenses needed to accomplish the tasks outlined in the above. These budgets do not reflect the municipal capital resources needed to construct infrastructure.

PHASE 2
Playbook Initiation

Phase 2 of the Accelerated Mobility Playbook focuses on establishing working relationships and systems of communications between all community stakeholders, strengthening the working relationships between city officials and community partners, and launching a public messaging campaign supporting accelerated project delivery. The activities of each quarter build towards a short-term strategy, culminating in a milestone event or accomplished task.

Q1 2024: DEVELOP COMMUNICATIONS PLAN

Resident focus groups and public opinion surveys inform a marketing and communications campaign that will support the coalition's effort once network implementation begins. The strategy for timing, placement, and messaging of this campaign is matched against the implementation schedule developed by the City.

Q2 2024: STRENGTHEN THE COALITION

An individual or organization should be hired to lead and manage a branded coalition of supporting community organizations that will be the public face of community engagement and communications efforts. A delegation of key partners will travel away from Petaluma to take part in a study tour. The study tour helps partners align on the AMP goal and frame a conversation on their unique roles and strategies needed to rapidly transform Petaluma's streets.

Q3 2024: KICKSTART NETWORK IMPLEMENTATION

The City of Petaluma, and its coalition of community partners publicly launches the first wave of community engagement campaigns alongside project implementation. The strategy for timing, placement, and messaging of this campaign is matched against the implementation schedule developed by the City.

Q4 2024: ADJUST THE IMPLEMENTATION PLAN

Outreach and media intensity is reduced, moving the focus to making adjustments to media placement, developing additional collateral, and increasing the frequency and intensity of the messaging campaign. A renewal of audience research will inform any changes in public opinion necessary to adjust messaging.

Timeline 2024
Budget: $560k–$880K

JAN
Conduct Focus Groups

FEB
Conduct Public Opinion Survey

MAR
Develop Creative Brief

APR
Finalize Mobility Plan & Project List

MAY
Hire Coalition Manager

JUN
Host Leadership Study Tour

JUL
Launch Coalition Mini-Grant Program

AUG
Launch Engagement Campaign

SEP
Begin Mobility Network Construction

OCT
Conduct Neighborhood Activations

NOV
Review and Refine Media Strategy

DEC
Review and Refine 2025 Implementation

The budget ranges presented for this phase include programmatic expenses needed to accomplish the tasks outlined in the above. These budgets do not reflect the municipal capital resources needed to construct infrastructure.

PHASE 3.1
Playbook Initiation

Phase 3.1 of the Accelerated Mobility Playbook focuses on expanding and diversifying support for implementing the Active Transportation Plan, activating community supporters alongside accelerated project delivery by the City of Petaluma, and celebrating project completion. Community engagement is organized in quarterly "sprints" that run parallel to construction efforts. Each sprint contains a similar set of activities, but are modified based on performance and need.

Q1 2025: MOBILIZE THE COALITION

Leading up to the start of construction season, coalition leader(s) will finalize work plans and outreach sprints, and launch the renewed paid media campaign. City crews will begin construction.

Q2 2025: LAUNCH OUTREACH SPRINTS

Working alongside city staff, coalition members will strategically align neighborhood activation and outreach activities to coincide with ongoing construction of the mobility network. A renewal of audience research will inform any changes in public opinion necessary to adjust messaging.

Q3 2025: SUPPORT NETWORK IMPLEMENTATION

With accelerated construction of the network underway, city staff may identify technical or community-based problems requiring the assistance of the coalition of community organizations. Outreach and support strategies will be flexible and adaptive to the real-time needs of city partners.

Q4 2025: ADJUST THE IMPLEMENTATION PLAN

Outreach and media intensity is reduced, moving the focus to making adjustments to media placement, developing additional collateral, and increasing the frequency and intensity of the messaging campaign. Refinements to the brief will be tied to effectiveness of calls to action and growth of community support leading into the next year. A renewal of audience research will inform any changes in public opinion necessary to adjust messaging.

Timeline 2025
Budget: $880K–$1.4M

JAN
Engage Technical Consultants

FEB
Launch Paid Media Campaign

MAR
Network Construction Begins

APR
Coalition Outreach Sprint #1

MAY
Conduct Neighborhood Activations

JUN
Conduct Public Opinion Survey

JUL
Coalition Outreach Sprint #2

AUG
Launch Coalition Mini-Grant Program

SEP
Conduct Targeted Outreach

OCT
Coalition Outreach Sprint #3

NOV
Review and Refine Media Strategy

DEC
Review and Refine 2026 Implementation

The budget ranges presented for this phase include programmatic expenses needed to accomplish the tasks outlined in the above. These budgets do not reflect the municipal capital resources needed to construct infrastructure.

PHASE 3.2
Playbook Initiation

Phase 3.2 of the Accelerated Mobility Playbook continues the work of the previous phase: expanding and diversifying support for implementing the Active Transportation Plan, activating community supporters alongside accelerated project delivery by the City of Petaluma, and celebrating project completion. Community engagement is organized in quarterly "sprints" that run parallel to construction efforts. Each sprint contains a similar set of activities, but are modified based on performance and need.

Q1 2026: MOBILIZE THE COALITION

Leading up to the start of construction season, coalition leaders will finalize work plans and outreach sprints, and launch the renewed paid media campaign. City crews will begin construction.

Q2 2026: LAUNCH OUTREACH SPRINTS

Working alongside city staff, coalition members will strategically align neighborhood activation and outreach activities to coincide with ongoing construction of the mobility network. A renewal of audience research will inform any changes in public opinion necessary to adjust messaging.

Q3 2026: SUPPORT NETWORK IMPLEMENTATION

With accelerated construction of the network underway, city staff may identify technical or community-based problems requiring the assistance of the coalition of community organizations. Outreach and support strategies will be flexible and adaptive to the real-time needs of city partners.

Q4 2026: COALITION CELEBRATION

As construction efforts wind down, outreach and media intensity is radically reduced, allowing the coalition and its partners to reflect on the end of this multi-year campaign and celebrate the shared success of its outcomes.

Timeline 2026
Budget: $880K–$1.2M

JAN
Engage Technical Consultants

FEB
Launch Renewed Media Campaign

MAR
Network Construction Begins

APR
Coalition Outreach Sprint #4

MAY
Conduct Neighborhood Activations

JUN
Conduct Public Opinion Survey

JUL
Coalition Outreach Sprint #5

AUG
Launch Coalition Mini-Grant Program

SEP
Conduct Targeted Outreach

OCT
Coalition Outreach Sprint #6

NOV
Host Community Celebration Event

DEC

The budget ranges presented for this phase include programmatic expenses needed to accomplish the tasks outlined in the above. These budgets do not reflect the municipal capital resources needed to construct infrastructure.

Appendix

Menu of Work Plan Tactics

Interview List

Menu of Work Plan Tactics

Cities that commit to AMP Phase 2 and Phase 3 are undertaking a meaningful investment in time, expertise, political capital, and financial resources to rapidly accelerate the implementation of their mobility plans. To be successful, all stakeholders (city staff, elected officials, community organizations, and philanthropic partners) must work in partnership with each other and with the broader community. The following menu describes proven tactics for strengthening the coalition, aligning community partners, launching a messaging campaign, and kickstarting network implementation.

PARTNERSHIP DEVELOPMENT

To manage this multi-year action plan, and build replicable systems that sustain momentum, the AMP recommends opportunities to increase staffing capacity and support across all levels of local leadership. Participation in study tours and site visits provides opportunities to align partners on AMP program goals, see and experience the benefits of a connected network, learn from peers, and build relationships that will be instrumental to achieving the goals identified.

Coalition Management
Phase 2 & Phase 3

An individual or organization will be contracted to lead and manage the coalition's path towards achieving its shared goal. This coalition manager will collaborate with local partners to align community-driven initiatives with the network implementation goals established by the City, issue opportunities for community-based organizations to propose and receive capacity-building funding, facilitate communications among local community partners, and activate coalition members to support network implementation.

Coalition Engagement
Phase 2 & Phase 3

Active participation in the coalition requires members to find value for their organization and themselves in this work. Therefore, dedicated funding that supports the activation of coalition members is paramount to sustaining involvement for the duration of the AMP program. Coalition members should have access to funding for capacity building and general operations in addition to any and all equipment, materials, supplies, and professional services needed to deliver outcomes consistent with the City's network implementation.

Study Tours
Phase 2

Study Tours allow a small delegation of key coalition partners to take part in an immersive learning experience. Set against the backdrop of leading cycling cities, both domestically and abroad, these trips help coalition partners to align on the AMP goal and frame a conversation on the required strategies needed to rapidly transform their community's streets. Drawing on the inspiration of global leaders, a study tour will help participants develop their own unique vision for a thriving city and define their role in making that vision a reality.

Professional Development
Phase 3

Local coalition leaders and community partners will be offered professional development and knowledge sharing opportunities that enhance their ability to participate in and affect the AMP program. These opportunities should be assessed on an as-needed basis and include attending conferences, peer gatherings, technical workshops, or similar events.

PUBLIC COMMUNICATIONS

Audience research, content creation, paid media buys, and earned media strategies help pinpoint public support for mobility solutions, present those results to decision makers, and share findings through local media outlets. Public opinion research guides a public information strategy that presents the benefits of multimodal choices for local residents and bolsters support for the acceleration of planned mobility network improvements.

Audience Research – Focus Groups
Phase 2 & Phase 3

Focus groups identify the depth of community support for safer mobility options, test the resonance of messaging strategies, inform paid media efforts, and ascertain influence with key audiences. Successful focus groups will help build a base of knowledge to better understand how specific populations in the focus areas view bicycling and what types of messaging and marketing will be most effective in growing support for mobility infrastructure.

Audience Research – Public Opinion Surveys
Phase 2 & Phase 3

Representative surveys of registered voters evaluate the depth and focus of community support for increased and safer mobility options. Surveys are conducted by an established survey team with research experience in the targeted city. In addition to quantifying levels of support, this research can also be used to test message language, inform public information and marketing efforts, and determine effectiveness with key audiences for the duration of the program.

Paid Media – Creative Development and Production
Phase 2 & Phase 3

A recognized creative branding or advertising firm will utilize messaging insights developed from audience research, additional stakeholder interviews, and a review of ongoing creative campaigns to develop a creative brief. This brief will outline a recommended messaging strategy, creative concept, and media placement strategy for use locally. The approved creative brief is used to create compelling and creative marketing collateral that resonates with local residents and works within the designated format of selected media channels. These initiatives, at a minimum, will include video, digital, mail, and canvassing collateral.

Paid Media – Media Placement and Monitoring
Phase 3

Creative content will be distributed through established media channels in order to reach a wide swath of key audiences in the community. Media placement, frequency, intensity, and calls to action will be coordinated with municipal project delivery efforts.

Earned Media
Phase 2 & Phase 3

Earned media is a specific strategy with the goal of pitching proactive stories on mobility in the target city, placing key allies and spokespeople into coverage, and maintaining relationships and channels of communication with strategic media sources . Typically, this activity is planned and managed by a local, established consultant with deep relationships and experience working with professionals in local print, tv, radio and digital media.

COMMUNITY OUTREACH

Thoughtful engagement of residents, non-profits, businesses, and other leaders in the community builds support for active infrastructure projects. Through close collaboration and cooperation with municipal leaders and transportation departments, localized outreach activities diversify the base of support in neighborhoods where projects are being planned and increase the visibility of community advocates.

Neighborhood Activations
Phase 2 & Phase 3

Deployed before, during, and after physical construction, targeted events will help residents locate and use improved routes for travel. Localized information will be deployed to build awareness and use, strengthen community-wide awareness, and message that mobility networks make the street safer and more efficient for all users. Strategies may include door-to-door canvassing, demonstration projects, neighborhood leader training, digital wayfinding tools, and supporting the creation of a wayfinding signage system for the bike network.

Targeted Outreach
Phase 2 & Phase 3

Focused efforts will be used to develop relationships with grassroots organizations and community-oriented leaders to broaden the base of support and connect the coalition's shared goal to pressing issues like affordability, equity of access, pathways to employment, school safety, recreational access, and healthcare. Local outreach efforts may include initiatives that work to improve access to mobility devices, shared micro-mobility memberships/stations, safety equipment, knowledge and selection of better routes, safety education, establishing ambassadors and affinity groups, and access to affordable repairs.

Neighborhood Ambassadors
Phase 2 & Phase 3

Local residents and neighborhood leaders will be hired to introduce residents to emerging mobility options through tabling or leading demonstrations at events, offering classes, hosting group rides or similar activities. Ambassadors work alongside the coalition's broader outreach initiatives and in cooperation with other community partners to magnify the City's infrastructure network development.

IMPLEMENTATION SUPPORT

While the AMP recommends that municipal partners be responsible for funding capital infrastructure expenses associated with network implementation, it also recognizes that technical expertise for crucial design, project management, communications, organizational, and strategy assistance is sometimes needed to increase capacity for all the coalition partners.

Process Design
Phase 2

Consulting firms with significant experience and knowledge will assist with the reorganization of municipal engagement, planning, and implementation processes to accelerate network implementation. This team will work collaboratively with municipal partners to outline the timeframe, milestones, and resource needs required to boost the City's ability to ramp-up its effort and sustain an accelerated pace of development.

Community Engagement
Phase 2 & Phase 3

Consulting firms or local non-profit organizations will be contracted to organize and execute all aspects of community engagement. The effort will include, but is not limited to, outreach to communities in the project area, coordinating community meetings, resident recruitment, door-to-door canvassing, and digital sharing of project information.

Planning and Engineering
Phase 2 & Phase 3

Consulting firms with significant experience and knowledge will be contracted to support the planning, design, and implementation needs of municipal partners. The consultants will provide task order-based services for various planning and design related activities that allow the City to increase the speed of implementation.

Staff Augmentation
Phase 2 & Phase 3

While not a common recommendation within the AMP program, additional FTE support is sometimes needed to complement and augment the ongoing operations of municipal departments tasked with accelerated project delivery. Planners, engineers, and community engagement staff may be required to increase the pace of project schedules and construction. The funding entity may grant funds directly to municipal agencies, or contract with private consulting firms.

Interview List

City Thread would like to acknowledge and thank the following indiviudals for their time and expertise that facilitated the development of this report. Their participation in focus groups, meeting, and individual interviews were critical components of the recommendations presented here.

First	Last	Title	Organization
Kevin	McDonnell	Mayor, Council Member	City of Petaluma
Veronica	Olsen	Member, Organizing Committee	AIA SDAT
Christina	Panza	SRTS Coordinator	Bicycle Coalition of Sonoma County
Emily	Shartin	Advocacy & Comms Coordinator	Bicycle Coalition of Sonoma County
Eris	Weaver	Executive Director	Bicycle Coalition of Sonoma County
Jestin	Brooks	Leader.	Bike Petaluma
Gina	Benedetti-Petnic	Assistant Director, DPW	City of Petaluma
Christopher	Bolt	Director, DPW	City of Petaluma
Ken	Eichstaedt	Chief Traffic Engineer	City of Petaluma
Peggy	Flynn	City Manager	City of Petaluma
Rhianna	Frank	Climate Action manager	City of Petaluma
Bjorn	Griepenburg	Active Transportation Project Mgr	City of Petaluma
Jared	Hall	Transit Manager	City of Petaluma
Jeff	Stutsman	City Engineer	City of Petaluma
Ben	Peters	Transportation ad hoc member	Climate Action Commission
John	Crowley	Co-Founder	Cool Petaluma
Deb	Fox	Co-Founder	Cool Petaluma
Ri	Bussey	Program Coordinator	Daily Acts
Andy	Eber	Senior Associate	Partnership Resources Group
Kelly	Bond	Chair	Petaluma Bike Ped Advisory Committee
Marja	Tar	Member	Petaluma Bike Ped Advisory Committee
Janice	Cader-Thompson	Member	Petaluma City Council
John	Schribbs	Member	Petaluma City Council
Elece	Hempel	Executive Director	Petaluma People Services Center
Pete	Gang	Member	Safe Streets Petaluma
Bruce	Hagen	Member	Safe Streets Petaluma
Chris	Barney	Director of Planning	Sonoma County Transpo Authority
Carolyn	Brand		Petaluma Resident

ABOUT

City Thread

City Thread is a national, non-profit 501(c)(3) organization working to connect people and communities. The City Thread team combines 50 years of experience in urban planning, marketing, communications, public participation, fundraising, grant making, community engagement, strategic planning, and campaign management.

We collaborate with diverse teams of elected offcials, city staff, community leaders, funders, and residents to identify problems, brainstorm solutions, and develop a shared vision to accelerate mobility and place-based projects. Our custom strategies prioritize local coalition-building to develop organizations and launch campaigns that achieve success for everyone.

Beginning in 2019, five U.S. cities pioneered use of the Accelerated Mobility Playbook to significantly advance the construction of their bicycle networks.

Collectively, Austin, TX; Denver, CO; New Orleans, LA; Pittsburgh, PA; and Providence, RI constructed 335 miles of new, safe, and connected bikeways - moving projects from concept to completion in only 24 months. They are now on pace to fully build their planned networks 25 years earlier than expected.