

State Street Advisory Committee – Operating Principals

approved November 15, 2021

For our committee as a whole:

- *Future-Oriented* — Be future-oriented, maybe 30 years ahead. This committee has the unique opportunity to use a prospective lens in guiding downtown Santa Barbara toward a thriving future.
- *Ambitious, but Practical* — Be willing to advocate for change and for big-picture, ambitious solutions, but also keep in mind the practicalities regarding potential sources of the funds and energy that will be necessary to make ambitious, long-term change possible.
- *Big Picture* - This committee's purview is a long-term master plan for downtown. We will not be able to dive deeply into the details of all topics. We will need to pick and choose the most important areas to focus on in our plan, and also be willing to leave the details of some issues to others (e.g., city staff, the City Council, other city committees and commissions).
- *Learning* — State Street is at the intersection of many varied and complex areas of regional life, and to be effective, our whole committee needs to get up to speed. We have many domain experts on and beyond our committee that can help us collectively ascend this steep learning curve.
- *Inclusive* — We are working on this project on behalf of all Santa Barbarans and many beyond our borders, and we want all demographics of people who might use downtown to see themselves represented in the output of our master planning process.
- *Healthy Conflict* — There will be a number of hot-button issues that will come before our committee, where our members may have strong opinions. Conflict can be a catalyst for creativity or for dysfunction, depending on how it's held. We want to practice and cultivate respectful engagement as we work through such issues.
- *Collaborative Spirit* – Our committee will model effective collaboration – seeking creative solutions, practicing mutual listening, providing honest and respectful feedback, and working as a cohesive unit. We know that none of us has the whole picture, and our success is dependent on the entire committee's input and engagement.
- *Partner well with City Staff and Council* — City staff and the City Council hold the purview for planning and for management of the city day-to-day. Whatever we do, we need to stay in healthy partnership with them.

- *Transparency* — We are serving on behalf of the residents of Santa Barbara and many beyond, for whom State Street is or could be a valuable resource. We want to make our deliberations and process and resources available to them, and to make sure they feel invited to engage in our process and share their perspectives.

For each committee member:

- *Open Your Perspective and Learn* - Open yourself to other perspectives and to new information. Try not to get stuck with what we think we already know, nor see ourselves as advocating for one particular perspective. Learn from others on our committee and beyond. Use your participation in this process as an opportunity to learn and broaden.
- *Respectful Engagement* - This master planning process is going to be a long one and it will have many twists and turns. Stay hopeful and positive as best as you can. Communicate directly and supportively when you think something can be done better. Engage respectfully with others, listen more than you talk, and express differences in a way that doesn't diminish others and their perspectives.
- *Mind Your Contribution* - If you find you are not sharing your input as much as others, use your voice. You were asked to serve on this committee for a reason, and you have a unique perspective to offer. If you find you are speaking more than other committee members, consider stepping back for a bit, focusing on listening and learning.
- *Be an Ambassador for our Committee and its Work* - Communicate to others in the community about what we are doing and discussing and be an ambassador for our collective work. Seek input from members of the public regarding questions on our agendas, and do proactive public outreach to invite others to input into our master planning process.