



# Achievement in Community Engagement

## 2022 ACE Award Application

Application Deadline: By 5:00 p.m., Wednesday, March 30, 2022

**Eligibility:** Submissions must address excellence in engaging the community in land use planning efforts (“project”). Individuals, community organizations, and government entities are welcome to submit applications. The person(s) completing the application do not necessarily have to be directly involved in the project, but they must submit the application package as a co-applicant with a cover letter signed by the applicant and the project lead. Projects must have completed *at least* one phase of public outreach in the period January 2021-March 2022, which ideally has been assessed and evaluated.

**Deadline:** Applications are due to DLCD (attn: Sadie Carney) by 5:00 p.m., Wednesday, March 30, 2022. If you have questions, please contact Sadie Carney, 503-383-6648, [sadie.carney@dlcd.oregon.gov](mailto:sadie.carney@dlcd.oregon.gov); or Ingrid Caudel, 971-701-1133, [ingrid.caudel@dlcd.oregon.gov](mailto:ingrid.caudel@dlcd.oregon.gov).

**Award Notification:** Awardees will be notified by summer 2022.

### APPLICATION

Name of Project: Multicultural Outreach for Middle Housing Zoning Code Amendments

Project Initiation Date: March 2021 Project End Date: June 2022

Applicant Name: Karen Buehrig Phone: 503 742-4683

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Project Sponsor: Clackamas County

Project Sponsor email: karenb@clackamas.us

Project Sponsor Address: 150 Beaver Creek Road

City: Oregon City Zip: 97045

### Instructions

You must use this 2022 application and address all sections and related award criteria. Where a particular criterion is not relevant, be sure to say so and provide a brief explanation for the lack of relevance.

Be sure to refer to the CIAC Review Sheet

([https://www.oregon.gov/lcd/About/Documents/CIAC\\_ACE\\_Review\\_Sheet.docx](https://www.oregon.gov/lcd/About/Documents/CIAC_ACE_Review_Sheet.docx)) to help guide your answers.

Applications are limited to 10 typed pages (not including this cover page) and we encourage electronically submitted applications. Supporting materials may be included in your application package, but you are encouraged to furnish links to such materials wherever feasible (social media pages, press releases, etc.).

**Project Description.** Provide a brief summary of the project, addressing the following, as relevant (see the CIAC Review Sheet for a description of each item).

- *Rationale/intentional design*
- *Stakeholder analysis*
- *People centered*
- *Diversity and equity*
- *Communication*
- *Resources*

In early 2021, as Clackamas County began to develop its work plan to implement the requirements of HB 2001 (including updating the zoning development ordinance to allow for middle housing throughout the urban unincorporated area), we also were thinking about how we could engage with people who have not been typically involved in land use processes. Initially, we worked with a consulting team to develop an engagement plan, creating branding for the project and identifying key actions that would support engaging multicultural communities. During the HB 2001 amendment process, Clackamas County used these tools to support the widespread outreach throughout unincorporated areas, and included targeted efforts to inform and engage multicultural members of our community. We were able to hire consultants with the expertise and talent to support the coordination and complement the overall outreach plan.

Traditional engagement methods such as town hall meetings and neighborhood gatherings are successful with older generations and the “usual suspects” who are already involved in their community. These are important people to reach, and they have been and will be engaged through the county’s more traditional engagement efforts. However, it is vitally important to engage multicultural groups throughout the larger community by going where they are, in their language and in settings in which they are comfortable. As the county was responding to COVID -19 and its aftermath, it was clear that there was an even greater need for extensive and meaningful online outreach and engagement about missing middle housing strategies.

In July 2020, Clackamas County was awarded a grant from the Department of Land Conservation and Development (DLCD) to develop an initial public engagement plan to support the implementation of HB 2001. The initial award also funded multicultural outreach to build connections and explore how best to engage with communities not typically involved with land use planning. For Clackamas County, the consultants identified these as the Vietnamese, Chinese, Slavic, Latine, Native American, and Black communities. The project timeline available on the Clackamas County Middle Housing website (accessible through this [LINK](#)) shows how the initial engagement set the foundation for the more extensive public engagement that took place during the code amendment and adoption phases of the project.

The overall objectives for the equitable multicultural engagement project were to:

- Understand the community’s priorities and concerns about the implementation of HB2001 and resulting potential infill in their neighborhoods with the various middle housing types.
- Advance socioeconomic, racial, and transportation equity in Clackamas County through strategic collaboration with community partners and creation of a shared vision for implementation of HB2001 that is responsive to the different needs of different communities within the county.
- Lay the groundwork for updating applicable policies and regulations associated with implementation of HB 2001 to ensure they will be responsive to the needs of the county’s urban communities.
- Provide the necessary foundation for the code amendments to help ensure successful passage through the adoption process.

For the multi-cultural outreach we were fortunate to be able to work with a consultant and independent contractors who routinely work in the identified communities. They used their networks to establish and lead

focus groups of Clackamas County residents from these communities in the language spoken by the participants. The liaison for each community was able to communicate in the appropriate language and translate comments, questions and answers between focus group members and county staff, allowing for meaningful dialogue between staff and community members that would otherwise not have been possible.

Communicating with Clackamas County residents in languages other than English is not new; we hire translators to attend public meetings, produce written materials in other languages, etc. However, it was the work of identifying, contacting and gathering together community members by the community-based organization that was essential to us being able to connect with and hear from people who have historically not been involved in land use planning efforts. This grant-funded work has created a strong foundation for conducting engagement during subsequent development and adoption of HB 2001 zoning code language, as well as other land use planning projects.

In addition, through the multicultural outreach performed in the spring of 2021, we learned that follow-up is one of the essential components of multicultural outreach that the County often lacks funding and time to support. An essential part of meaningful outreach is keeping members of the community up-to-date on the progress of the project and reporting back to the community on how their efforts affected the resulting programs or land use regulations. While it is easy to ask for people's time to take a survey or attend a one-time meeting to share their thoughts, without follow-up the county appears to be unaccountable and stands to further lose the trust of multicultural communities.

A second grant from DLCD allowed Clackamas County staff to deepen connections and continue outreach with the multicultural communities and to implement engagement activities during development and adoption of the HB 2001 code amendments into the county's Zoning & Development Ordinance (ZDO).

Finally, with so much competition for time and attention, public engagement tools were developed to be visually dynamic, appealing, informative and easy to use, and not take too much time. For example, survey were kept short and focused, and questions were designed to be of the most benefit to both the respondent and the county. For example, by asking "how" a triplex would be compatible with the existing neighborhood rather than "if" a triplex would be compatible, and including visual examples, community members can learn about what the middle housing bill will mean for their neighborhood and county staff receive vital information about preferred design guidelines and areas appropriate for higher density.

Funding for this project was made available through grants provided by the DLCD.

**Project Outcomes.** *If ongoing, discuss desired long-term outcomes and any outcomes achieved to date. If completed, discuss final outcomes achieved and any unanticipated outcomes that may have arisen along the way. Address the following, as relevant.*

- *Partnership building*
- *Innovation*
- *Feedback on community input*

Before developing and implementing these code amendments, Clackamas County hired a consultant team to assist with the creation and implementation of an outreach plan. The overall goals of the outreach plan were to inform the public about the need for updates to housing-related land use regulations in unincorporated Clackamas County and to engage community members in the update process.

Outreach strategy and communications were developed to engage potentially impacted residents living in urban, unincorporated areas of Clackamas County. They were designed with special considerations for reaching historically underrepresented communities that have not been engaged during past County-managed land use planning projects.

As the middle housing ZDO amendments were being developed with funding from a second DLCD grant, the County focused on the actions listed below, which were key highlights of this outreach and engagement phase.

- Establishing a project identity and set of public-friendly communication and educational materials
- Receiving community feedback on middle housing elements from over 500 residents, across six languages
- Expanding the network of Clackamas County residents involved with land use issues to represent a more diverse spectrum of multicultural and language affinity groups
- Developing a set of recommendations for future engagement with both the broader community and with different culture and language-affinity groups
- Identifying housing land use priorities gathered from the public to inform decisions during the code development process

The county engaged in public outreach activities specifically related to middle housing in urban unincorporated Clackamas County. Widespread outreach traditional methods such CPO meetings, mailing lists, social media and an online open house were augmented and enhanced by specific, targeted efforts to inform and engage multicultural members of our community.

The multicultural outreach utilized a consultant with staff and independent contractors who routinely work in the identified communities. They used their networks to establish and lead focus groups of Clackamas County residents from these communities in the language spoken by the participants. The liaison for each community was able to communicate in the appropriate language and translate comments, questions and answers between focus group members and county staff, allowing for meaningful dialogue between staff and community members that would otherwise not have been possible.

Highlights of the public engagement efforts include:

- Two online surveys to assess opinions about specific aspects of middle housing. These surveys were available in five languages: English, Spanish, Vietnamese, Russian, and Chinese. Notice of the surveys was directly sent to people on the project's interested parties list, and was publicized through the news media, on social media and on the project webpage ([www.clackamas.us/planning/hb2001](http://www.clackamas.us/planning/hb2001)). The first survey received a total of 522 responses and the second received 342 responses. Responses for both surveys were received in all five languages.
- Discussion group meetings with multicultural communities including:
  - Focus groups conducted in five languages -- Chinese, Vietnamese, Russian, Spanish, and English. The discussions allowed participants to learn about HB 2001 in their primary language and consider the areas of implementation where the county has some flexibility.
  - A community feedback panel held in English allowed a diverse group of people from many different backgrounds to learn and have in-depth conversations about HB2001 and the potential impact to their neighborhoods.
- A virtual Q&A session, in which county staff gave a brief presentation about middle housing and invited the public to ask questions. Approximately 21,500 postcards advertising the online Q&A session were mailed to owners of every property located in the unincorporated urban single-family zoning districts subject to the new middle housing rules, as well as all the urban community planning organizations (CPOs) and everyone on the project's interested parties list. A total of 42 members of the public attended the online session, many of whom had multiple questions about the potential impacts of middle housing in their neighborhoods or on their own property.

- Staff presentations to several other groups including, a Community Leaders Meeting, the county's Committee for Community Involvement, the Gladstone/Oak Grove Kiwanis Club, and the Jennings Lodge Community Planning Organization.

**Assessment/Evaluation.** *Discuss any assessments/evaluations of the community engagement work that have occurred to date. Explain whether assessment/evaluations have resulted in project adaptations? If the project and work is ongoing, explain what assessments/evaluations, if any, are planned?*

This project had the unique opportunity to integrate multicultural community engagement into the public outreach program implemented during the ZDO amendment development and adoption process. A summary of the survey results of the first phase of engagement completed in June 2021 is accessible through the website at this [LINK](#). This survey was conducted to develop an understanding of the level of knowledge the community had regarding middle housing. It provided county staff with community-based input on elements of middle housing, and gave staff the opportunity to compare responses between the survey that was given in English and the surveys taken in other languages. The information learned from this survey set the foundation for the elements of the middle housing regulations where there was flexibility in how the County implemented the requirements.

In early 2022, as the code amendments were being developed, a second survey was pushed out to the community. An overview of the results of that survey was provided at a Community Leaders meeting in February and can be viewed in the presentation at this [LINK](#). Overall, the general response to the middle housing concept was:

- Benefit most frequently mentioned: Increasing the amount of affordable housing
- Other benefits
  - More options for home buyers
  - Possible source of additional income for landowners
  - Additional housing density
  - Middle housing is attractive and compact
  - Might attract local businesses to neighborhoods
- Concerns most frequently mentioned: Overcrowding; parking
  - Other concerns: Impacts to open space and damage to land; From many survey respondents, changing neighborhood character

**Lessons Learned.** *What was learned and what areas for improvement have been identified? Do any lessons learned have the potential to inform other, future phases, or new citizen engagement efforts?*

During the second phase of the project, the multicultural participants were specifically asked for feedback on the focus group process, barriers that their communities have to accessing the land use process and the best way to continue to engage their communities.

As you will see from the following comments, we received a lot of useful feedback that will help guide our outreach processes for future planning and land use issues. We are especially conscious of the fact that now that we have begun to build connections with these communities, it is important to nurture and strengthen those connections to keep them informed and, more importantly, to give them a chance to keep us informed about their needs and wants.

With respect to feedback about the focus group process, many focus group participants said the focus groups were informative and they learned a lot. Some were happy to be able to take what they learned back to share with their communities. A few comments from participants –

- *“I came back because I liked learning, and I work closely with the community, and they have interesting questions, and it’s nice to have knowledge and be able to answer those questions for them.” – Latine participant*
- *“Valuable. Interesting. Since my life and life of my kids will most likely be in this county. It’s great to know first-hand what goes on in our own backyard and what the future will look like in this county. These things are coming our way, so we would rather know than not know.” – Russian participant*

Many participants also said they were happy to have been invited to participate in the process and have their voices heard. They said they feel it is good for the county to hear from their communities, and they are not always included. Some said they felt like their voices and opinions were heard.

- *“I do feel most of my concerns were addressed, the feedback was taken. We pushed for the parking and sidewalks, and those were two main things that were heard and focused on. I feel my opinion was valued, it was a cool experience to be a part of.” – African American participant*
- *“I think it’s good for the county, city, developers to hear from the county. For years, I would go to meetings and ask for these kinds of opportunities. I also advocated for people being paid for their time, all things I recognize have been provided in this space. I want to lend my voice to things that are this impactful.” – African American Participant*
- *“It is valuable because we learn of opportunities available to all people. In projects like this, many times when we want to get involved, they are no longer available, or the project is already closed.” – Latine participant*
- *“I just moved to the county not too long ago and to be able to be reached and participate this focus group means the outreach is working because typically many government policy passed without me knowing.” – Chinese participant*

Other feedback included: good to be paid, important that survey results from other groups were shared, good that groups were offered in other languages, good that both focus groups and surveys were used to reach more people and provide more depth of understanding, and Clackamas County should do more multi-cultural engagement.

- *“I feel [in this focus group] you asked a question, and then I heard all the context and opinions, so my opinion changes on it. Whereas, if I just saw it online... Hearing some context would have changed my mind about what I actually think.”*

With respect to barriers to their community participating in other land use processes, participants in half of the focus groups said it was difficult to understand or visualize specific measurements and numerical information that was presented, such as property line setbacks, square footages, and proportions of lots covered by buildings. This made it hard for them to answer some questions and give their feedback.

- *“Most of them think that for them it makes no sense to talk about measurements, since you cannot imagine the sizes in feet just by listening to them. – ‘I think if we were the builders we could clearly understand’” – Latine group*
- *“I’m still trying to visualize the different options, I’m still not getting it, I don’t have a response.” – Tongan participant*
- *“I don’t have the concept to connect numbers with the space, I will let the experts...” – Laotian participant*

One participant said not getting an invitation to these types of processes is a barrier – they just need the invitation to participate.

- *"It's not difficult to participate, only that no one had invited us before."* Latine participant

Another said it is difficult to meet in person, and virtual meetings are helpful.

Finally, the participants shared information on the best way to continue to get feedback from their community.

From Russian Group:

- Social media
- Community connections (people)
- Local newspapers (older people still read these Russian publications), so to introduce some things in our local publications, and then solicit participation/survey, but people would have some preliminary knowledge of the bill and would be more likely interested to engage in the future.
- Local Russian radio stations. Talk about the bill in detail.

From Latine Group:

- Promote meetings in Spanish

From Vietnamese Group:

- Social media (Facebook Vietnamese Group)
- Vietnamese staff working with community such as IRCO
- Multnomah County, Department of Human Services
- Do outreach at school, church...
- Have more Vietnamese flyers given out at Vietnamese markets...

From Chinese Group:

- social media
- local church group

The participants were also asked for ideas on how to encourage their communities to participate in online surveys. Their ideas are below:

- Incentivize more community leaders to recruit participants
- Advertise in local ethnic stores
- Offer surveys and promote surveys in other languages
- Communities are not on county email lists (connect to county)
- Some communities are not on social media
  - *"Speaking for the Hispanic/Latino community, I can say one of the barriers is not a lot of them are not on social media, except maybe Facebook, but they probably don't follow a lot of pages where your ads come up."*
- Conduct outreach through community specific organizations
- Offer raffles, gifts, and incentives to take surveys

- *“Do a raffle. Have people take a survey, or listen to a presentation to enter a raffle (while people shop, they get a chance to win something). Other businesses do it. Reach out with information, gifts, incentives at events.” – Russian group*

Finally, community members were asked to provide advice to Clackamas County staff as they continue to increase involvement of Black, Indigenous and other BiPOC communities. Their advice is below.

- Build relationships

*“Keep creating relationships like this one. I’m in several groups and it’s becoming more common to hear someone from the city wants to join the group or sit in. Come and show up more often to regular things we’re doing, so when there’s a need that comes up from the community, I know somebody at the city (for example). Build a reputation with the community and you’ll know who to be in relationship with, ...once you know that you’ll know: ‘we want to reach a group of people, let’s see if we can reach out to this person to help us get the survey out’. Use your resources to reach out to people on the other side of the table. Those people probably need some resources and know the communities you need to reach. The people you want to meet, you will, when you involve yourself in different ways in your job. I’ve noticed PBS, ODOT were the first people I saw bringing [community members] in, teaching them like you did tonight, it takes time, think about building a relationship.” – African American participant*

- Include more renters

*“For example, a lot of people in this [Russian] group already have housing, so we can be biased, but people who are still in the process of purchasing or renting their home – they need to be a part of these discussions. Think broader.”*

- Keep inviting us

*“Do not stop doing what you are doing. The community that works long hours needs to be informed of projects, laws and opportunities like this. Only leaders like you, host, you have the resources to invite us. Participating is what we want.”*

- Publish results and follow up with participants!

*“It is helpful if the results of the opinions of the groups of color are published. And if this groups are given follow-up to continue inviting them to participate in projects of this type, they will feel more integrated into development plans and eventually the community lives more in harmony with their peers.”*

*“We are also interested in follow ups, many times they invite us only once. They tell us what is planned, but they never tell us how everything ended up, we are left in doubt, they do not send us results, much less put the opportunities available to us. We feel used!”*

- Conduct outreach through community-based organizations

*“If you reach out to a specific organization that works with different people, that’s how I learned about this panel is because of where I work, we have connections to different*



*communities that are Spanish speakers, if you go through organizations they trust, they are more likely to go online and fill it out, rather than finding it online.” – Latine participant*

*“Here in Portland, we have the Coalition of Communities of Color, APANO, etc. groups have their own pods, when we’re organizing that’s how we reach target communities by using coalitions. You have to do person to person outreach, reach out to those places where people are. My community can be found at NE health clinic. Personally, I manage the black community of Portland page, good place to send info to folks who manage pages for specific group. I got info for this meeting from Re-Program. Usually, programs reach out to different minority groups, programming is a good way to reach people.” – African American participant*