



# Meeting Notice

## Citizen Involvement Advisory Committee

*Goal 1, Citizen Involvement: Develop a citizen involvement program that ensures the opportunity for citizens to be involved in all phases of the planning process.*

### [Join Zoom Meeting](#)

Toll Free: 1 669 444 9171

ID: 882 5699 9000

Passcode: 291363

### **Meeting:**

**Friday, June 30, 2023**

**9:00am – noon**

### 9:00am – Virtual Meeting

Item 1	Welcome and Agenda Review	9:00am
Item 2	Public Comment	9:05am
Item 3	CIAC 2023-25 Workplan Review and Prioritization	9:10am
Item 6	Farm and Forest – Workgroup and Rulemaking, Communications and Community Engagement Plan	9:40am
Item 7	Housing – Rulemaking Advisory Committee and Rulemaking Initiation	10:10am
	Break	10:40am
Item 8	Achievement in Community Engagement (ACE) Awards – Application Review	10:45am
Item 9	Next Steps/Recap	11:55am
	Adjourn	Noon

All times are estimates. Items may be taken in an order different than shown on this agenda. For more information contact: Ingrid Caudel, 971-701-1133, [ingrid.caudel@dlcd.oregon.gov](mailto:ingrid.caudel@dlcd.oregon.gov)

Oregon's Citizen Involvement Advisory Committee is comprised of ten volunteers, one from each of Oregon's six Congressional Districts and four at-large positions. CIAC is a permanent committee established by ORS 197 and is only an advisory body; it has no explicit or implied authority over any local government or state agency. It does not set policy nor review local land use plans or decisions.



### **Current Committee Members**

Jena Hughes, (District 1)  
Sofia Alvarez-Castro, (District 3)  
Michael De Blasi, (District 5)  
Zechariah Heck, (At Large)  
Fran Warren, (At Large)

Chantal Ivenso, (District 2)  
Jennifer Eisele, (District 4), Vice Chair  
Jimmy Jones, (District 6)  
Artemio Paz Jr., (At Large)  
Leah Rausch, (At Large), Chair

The meeting location is accessible to persons with disabilities. To request an interpreter for the hearing impaired or for other accommodations for persons with disabilities, please make requests at least 48 hours before the meeting to Ingrid Caudel at 503-934-0000, [ingrid.caudel@dlcd.oregon.gov](mailto:ingrid.caudel@dlcd.oregon.gov), or by TTY: Oregon Relay Services 800-735-2900.

### **Public Comment:**

This part of the agenda is for comments on topics not scheduled elsewhere on the agenda. The chair may set time limits (usually three minutes) for individual speakers. The maximum time for all public comments under this agenda item will be limited to 3 minutes. Please provide the committee with electronic copies of your testimony, when available. The committee is unable to take action, at this meeting, on items brought to their attention on this forum.

# Oregon's Citizen Involvement Advisory Committee

## 2023 – 2025 Work Plan

March 24, 2023

### Context:

To guide the work of Department of Land Conservation and Development (DLCD) staff and the Citizen Involvement Advisory Committee (CIAC), DLCD staff prepared a work plan for CIAC consideration and Land Conservation and Development Commission (LCDC) approval.

This work plan is divided into four sections:

- 1) **Work plan development**
- 2) **Core work** – These workplan items are ongoing. They include CIAC's advisory role to the commission and local jurisdictions, as well as CIAC's feedback and participation in DLCD policy development activities. This category also includes the Achievement in Community Engagement (ACE) Awards, which are annual.
- 3) **Special projects** – One-time projects that align with and advance CIAC priorities. This category includes work plan items that will extend beyond the biennial workplan.
- 4) **Staff work** – This category includes items that are related to committee work, but that rely primarily on DLCD staff members for completion.

Each work plan item is assigned a DLCD staff lead.

The final section of this work plan includes a timeline and workflow for work plan items.

Questions on work plan items may be directed to Sadie Carney,  
[sadie.carney@dlcd.oregon.gov](mailto:sadie.carney@dlcd.oregon.gov), 503-383-6648

## WORK PLAN DEVELOPMENT

### Work Plan Development and CIAC Priorities (January – March 2023)

At the joint meeting of the LCDC and CIAC in January 2023, commissioners and committee members discussed priorities for the year and biennium. Commissioners and CIAC members agreed the work plan should include a focus on guidance documents related to meaningful engagement for local governments. DLCD recognizes that community engagement efforts are better shifting from a transactional, project-focused approach to longer-term, relationship-based and capacity-building investments. Commissioners recognized that eliminating traditional barriers to participation and committing to building relationships with all facets of a community engenders community trust, community support, and more equitable land use planning outcomes.

In consultation with CIAC leadership and LCDC liaisons Commissioners Sandoval and Warren, DLCD staff refined the biennial workplan elements discussed in January for presentation to and adoption by LCDC at their April 2023 meeting.

**Staff Manager:** Sadie Carney

## **CORE WORK**

### **1. DLCD Policy Development – Community Engagement Review**

A requirement of the commission's Public Participation Guidelines, the CIAC is invited to comment on the DLCD Draft Policy Agenda each biennium, via written comments to DLCD's Policy Office and LCDC as part of its advisory role. The same guidelines require DLCD staff to consult with the CIAC on the communications and community engagement plan for individual rulemaking efforts. They also allow for, but do not require, CIAC participation on advisory committees or workgroups that support rulemaking efforts.

**Staff lead:** Alexis Biddle

### **2. ACE Awards**

The Achievement in Community Engagement (ACE) Awards are given by the CIAC for excellence in community engagement. Individuals, community organizations, and government entities are welcome to submit applications. Projects must have completed *at least* one phase of public outreach at the time of application.

DLCD staff will announce the award application period on the CIAC's behalf in April, 2023. CIAC members will consider applications received in a new, online application process. Changes to the ACE Award application and description are focused on creating a strong relationship between the CIAC's [Putting the People in Planning](#) guidance document, and DLCD's Diversity, Equity, Inclusion best practices

Staff and CIAC members will evaluate applications and make awards in Fall 2023.

**Staff leads** Sadie Carney, Ingrid Caudel

### **3. Review of Public Participation Guidelines**

The CIAC bylaws require the committee to annually review and provide a report to the commission on the [Public Participation Guidelines](#), which provide guidance to the commission and department on community engagement in policy development. CIAC members will review the document for sufficiency and suggest any necessary changes. DLCD staff will provide a report in writing for commission review and direction.

**Staff leads** Sadie Carney, Ingrid Caudel

## **SPECIAL PROJECTS**

### **4. ACE Awards Revision**

At the request of CIAC members, staff are moving the ACE application to an online process. The intention is to make the application process easier, and to make comparison of one application to another easier during evaluation. Staff will complete these revisions in March 2023, with the ACE Award call for nominations going live in April 2023.

**Staff lead:** Sadie Carney

### **5. Best Practices for Engaging Community Based Organizations at a Local Level**

The CIAC recommends engaging a consultant to assist in the development of a guidance document for local governments that outlines best practices for supporting and engaging community-based organizations (CBOs) in land use planning work. The guidance will be intended to support local governments as they create and develop ongoing relationships, rather than viewing land use planning through a discrete “project-by-project” lens. The agency's rulemaking and program development emphasis for 2023-24 will be in the area of housing. There will be significant opportunities to build these practices into the work of the agency's new Housing Division.

Best practices will include:

- A recognition of the racist history of planning in Oregon,
  - The benefits of community capacity building,
  - Tips on building local government awareness of community-based organizations,
  - How to determine which community-based organizations are the most appropriate partners,
  - How to engage community-based organizations in conversation,
  - Building long-term relationships with community-based organizations,
  - How to recognize and meet translation and accommodation needs,
  - Compensation models, and
  - Assessment and evaluation ideas
- The resulting guidance will provide a framework that, in combination with *Putting the People in Planning*, can be used to elevate diverse community voices and build community capacity through the land use planning process.

**Staff leads** Sadie Carney, Ethan Stuckmayer, Mari Valencia-Aguilar

### **6. Defining the role of Committees for Citizen Involvement (CCIs) at a local level**

In response to questions and some confusion from local governments and community members, the CIAC would like to develop and publish a guidance document that outlines the roles and responsibilities of the Committees for Citizen Involvement (CCI) that are specified in Goal 1. In this guidance, the CIAC would like to outline a series of best practices for Planning Commissions that are acting in lieu of an independent CCI.

**Staff lead:** Sadie Carney

## **7. Creating a feedback process for participants in DLCD policy development**

At the request of CIAC members who have invested their time and talent in DLCD's policy development efforts, staff recognize the need to create an evaluation and assessment process for those who offer guidance to the department in this regard. CIAC members recommend staff create a process or tool that DLCD staff can employ after community-informed policy development activities, to document and evaluate the successes and challenges experienced by participants. This process should be a routine process step in DLCD project management and evaluation when a community engagement plan is created. These assessments will help improve our community engagement practices. Properly developed, this process and associated tools could have broad applicability and utility for local governments as well as the department.

**Staff lead** Sadie Carney, Casaria Taylor

## **8. Commission work session and presentation – Jan 2024**

The CIAC proposes hosting a panel conversation in their joint meeting with the Land Conservation and Development commission once every two years. The panel presentation would center on new and emerging best practices, convening a group of thought leaders in the field of equitable planning and community engagement.

**Staff leads:** Sadie Carney

## **STAFF WORK**

## **9. Update CIAC web page to include biographies, pictures and map**

Staff will request biographies and headshots from current CIAC members for inclusion on the website. After updating the format of the CIAC web page, staff will populate the updated page with bios, headshots, and CIAC seat representation, similar to those found on the Commission webpage.

**Staff lead:** Ingrid Caudel

# CIAC Membership

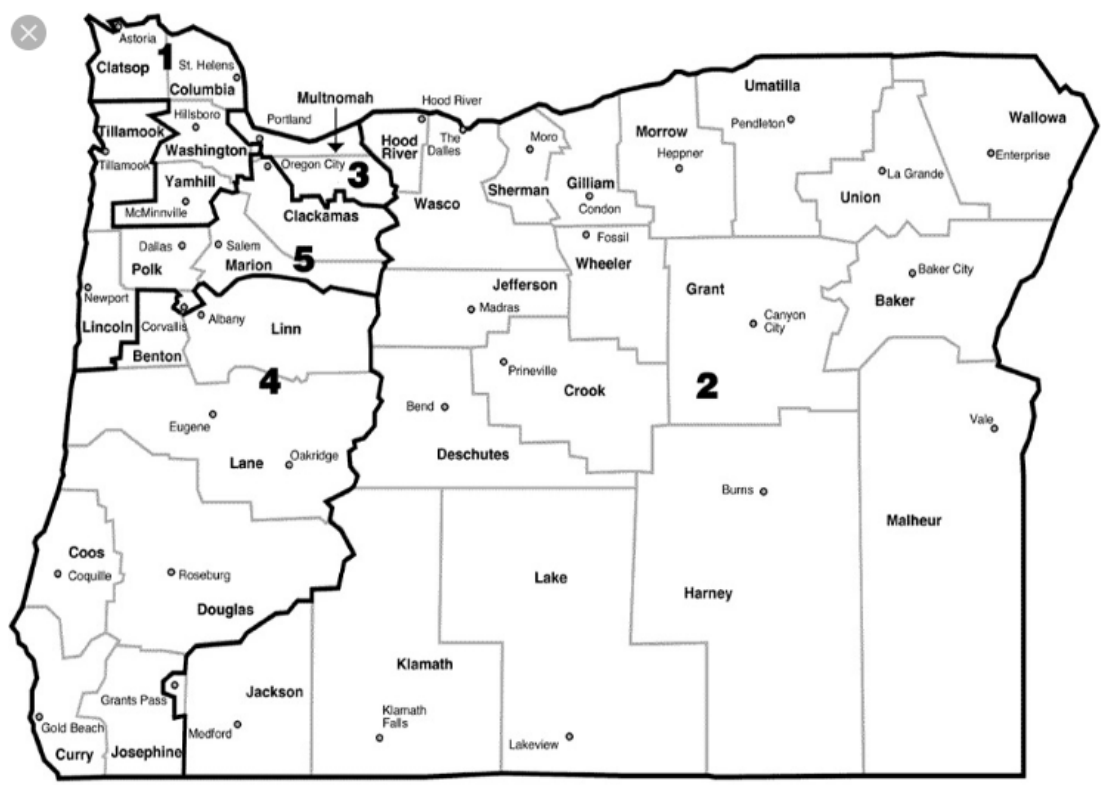
According to Article IV Section 1 of the bylaws

“The Committee shall have up to ten (10) members, each of whom shall be appointed by a majority vote of the Commission.”

“In selecting committee members, the Commission shall attempt to provide a Committee that is broadly representative of geographies, socio-economic characteristics and racial diversity of communities throughout Oregon. Each of Oregon’s congressional districts shall be represented by at least one member of the Committee.”

“No more than a total of three members may be city, county or state elected officials or land use planners employed by a city or county governmental body at the time of appointment.”

Member	District	Appointed	Term Expires
Jena Hughes	District 1	May 2021	April 2025
Chantal Ivenso	District 2	May 2021	April 2025
Sofia Alvarez-Castro	District 3	May 2022	April 2026
Jennifer Eisele	District 4	May 2021	April 2025
Michael de Blasi	District 5	May 2022	April 2026
Jimmy Jones	District 6	January 2023	January 2027
Artemio Paz Jr	At-Large	May 2021	April 2025
Zechariah Heck	At-Large	January 2019	January 2023
Leah Rausch	At-Large	January 2019	January 2023
Fran Warren	At-Large	May 2021	April 2025



# Communications and Community Engagement Plan – Farm and Forest Conservation Program Improvements Project

## Section 1: Project Description

Beginning of project: July 2023

Estimated Completion Date: Phase 1 Scoping, January 2024. Subsequent phases TBD.

Title for Internal Use: “2023-2025 Farm and Forest Conservation Program Improvements”

Lead Staff : Hilary Foote, Farm and Forest Land Use Specialist

Manager/Reviewer: Gordon Howard, CSD Manager

Internal Project Summary: The 2023-2025 Farm and Forest Conservation Program Improvements Project is envisioned as a multi-year effort for the evaluation and improvement of the state’s zoning-based farm and forest land conservation program. The first phase of the project will result in a report by Staff to LCDC of identified issues with the program and recommendations for future action. Staff will convene a Technical Working Group in Q3 and Q4 of 2023 to refine areas of needed improvement and recommendations. Work produced in the initial scoping phase will be documented in a Scoping Report which will be posted for public comment and will be presented to LCDC in January 2024 for discussion and direction. It is intended that the Scoping Report will inform further structure and work of the 2023-2025 Farm and Forest Conservation Program Improvement Plan.

Project Scope/Project Description: Oregon’s zoning-based farm and forest land conservation programs have been in place for over 50 years. During that time the program has been expanded, modified and re-designed to improve the performance of the program in achieving the objectives of statewide planning Goals 3 and 4 and to adapt to changes in public priorities. These adaptations have been precipitated by the state legislature, by LCDC through rule adoption clarifying and interpreting statutory provisions, and by the courts’ interpretations which establish caselaw standards. These programs are living, dynamic regulatory structures.

Every year DLCD reports the acreage removed from the protective farm and forest zoning program as one of its key performance metrics. This, however, does not capture the extent of actual conversion as land is developed for non-resource uses. Every odd year DLCD also provides a report to the legislature documenting the number of dwellings, non-resource uses and partitions that have been approved on resource lands for the biennium as another insight into how well the program is achieving the objectives of statewide planning Goals 3 and 4. As has been highlighted in public testimony at recent LCDC meetings regarding the Biennial Farm and Forest Land Use Report, neither the agency’s KPMs nor the Biennial Report adequately serve to provide insight into the functioning of the regulatory structure of the programs or address technical issues with the program. This project is designed to evaluate the performance of the program at a more granular level.



Over the past 10 years, a number of issues have been identified by stakeholders, the courts and DLCD Staff as areas needing attention within the state's zoning-based farm and forest land conservation programs. These issues include:

- Straight-forward technical updates to rule language and references,
- Codification of a variety of caselaw standards,
- Clarification of parameters and definitional interpretations for certain controversial uses,
- Clarification of certain subjective aspects of agricultural and forest land definitions,
- Revisions to DLCD's soils challenge program, and
- Methodologies for evaluating the effectiveness and impact of the program in different areas of the state.

This initial project is envisioned as the initiation of an ongoing program for the evaluation and improvement of the farm and forest land conservation program. Over the next 2 years, three phases are envisioned for this project:

- Phase 1 intends to engage a technical working group (TWG) in identifying and prioritizing deficiencies in the program as noted above and recommending solution to identified deficiencies. The first phase will result in a report to LCDC of identified issues and recommendations for future action. The first phase seeks to capture in a single place the concerns and issues as well as potential pathways to address these issues. **This phase of the project does not seek to implement any changes or solutions.** Staff will seek direction from LCDC on implementation of recommended action items.
- Phase 2 will likely involve a less-complex rulemaking that is anticipated to be recommended by the TWG to make technical corrections to rule and codify established caselaw standards with the intent of improving consistency of implementation across the state.
- It is anticipated that a Phase 3 may involve future, more complicated efforts as recommended by the TWG and encouraged by LCDC. This could involve items like more complex rulemakings, legislative concepts, the creation of guidance documents or research projects.

Impacted/Affected geographic area: Rural lands zoned for resource use in the state of Oregon.

Project Assumptions:

1. It is desirable to correct errors in rule language and section citations and to codify caselaw standards to improve standardization of implementation across the state.
2. There are a number of issues with the farm and forest program that could be improved to better achieve the policy goals of statewide planning Goals 3 and 4.
3. It would be beneficial to document known issues with the program and explore potential means of addressing them.
4. Much of the subject matter is technical and will involve discussion of legal construction and caselaw and regulatory datasets.

Desired Outcomes: The initial phase is intended to produce recommendations resulting in a scope of work for a multi-year Farm and Forest Conservation Program Improvement Plan. Following consultation with a Technical Work Group, DLCD staff will produce a report documenting, in a single place, known issues

and concerns with the Goal 3 and 4 programs as well as potential methods for addressing these issues and concerns. The resulting report will be posted for general public comment and will be presented to LCDC in January 2024 for discussion and direction on potential implementation of the recommended solutions/action items.

Rulemaking (y/n): Rulemaking is likely to be identified as a desired outcome of this process.

Subject to Public Meetings Law?: The initial technical working group meetings are not subject to public meetings law. However, the meeting schedule, agendas and materials will be posted online and meetings will be viewable by the general public.

Presentations to Commission (#): Two: July 2023 to inform LCDC of the scoping activity, and January 2024 to present LCDC with the results of the scoping exercise and request further direction.

Cross Agency Coordination: Oregon Department of Agriculture has been involved in initial planning conversations for this project. It is likely Oregon Department of Forestry (John Tocarzyck and/or Gary Lettman) will be involved in future phases depending on the results of the scoping exercise.

[Tribal Coordination and Consultation](#) (dates of communication, link to files) Under development.

Community-Based / Community-Serving Organizations (List of organizations) Under development.

Strategic Plan Work Element(s): This work has been identified in both the current Strategic Plan (Goal 1) as well as the Draft Strategic Plan (Element 5).

DLCD DEI Plan consulted? Yes. Under development.

## Section 2: People Involved

Lead Staff Person(s): Hilary Foote, Farm and Forest Specialist

Policy Office Staff assigned: TBD

Commission liaison(s): Barbara Boyer

CIAC participant: TBD

Staff responsible for communications: Sadie Carney (content review)/Angela Williamson (technical support)/Hilary Foote (content)

Staff responsible for community engagement: Hilary Foote, Farm and Forest Specialist

Administrative staff: Angela Williamson

Consultant/Facilitator: n/a

Draft Workgroup: \*Initial invitations have not yet been extended pending direction from the Director.  
Final workgroup composition will depend on interest and availability.\*

<i>Group</i>	<i>Contact</i>
Oregon Department of Agriculture	James W Johnson
Board of Ag/farmer/Oregon Black Land Trust	Shantae Johnson
farmer/Advocate	Jacque Jones-Van Duyck, Kevin Richards, or Christian Richmond
farmer/Advocate	Mike McCarthy, Rod Park, or Gary Harris
Oregon Cattleman's Association	Tammy Denny
Oregon Agricultural Trust	Mark Hudson
1,000 Friends of Oregon	Blair Bateson
County Commissioner	Mark Bennet
County Planning Director	Tamra Mabbott or Scott Edelman
County Planning Director	Jennifer Hughes or Kelly Howser
County Planner	Maitreyee Singh or Austin Barnes
County Planner	Shawna Adams or Ian Sisson
Association of Oregon Counties	Branden Pursinger
LCDC	Barbara Boyer
CIAC	TBD

## Section 3: Geographic/Demographic Impacts

A separate webpage will be developed for the TWG scoping effort:

- The meeting schedule and agendas will be posted in August 2023
- The webpage will contain meeting links and recordings
- The Draft TWG Summary Report will be posted here with a Public Comment button or form
- Contact information for the Farm and Forest specialist managing the effort will also be posted here.

Perform Audience Identification Exercise:

The potential audience for this effort is very broad including owners and lessees of land zoned for farm and forest use, owners and renters of neighboring properties, farm and forest business owners and suppliers of farm and forest industries, county commissioners and planning staff, county public works departments, farmland and forestland protection advocates, natural resource advocates, farm and forest and land use scholars, land trust organizations, land use lawyers, property rights advocates, developers, natural resource agency staff with interest in land use.

Where does the project have impacts/outcomes?

The project is intended to document issues with the Goal 3 and 4 Program and identify potential actions as solutions to those issues. The first phase of the project will not have any direct impacts. If LCDC chooses to direct the Department to initiate identified actions, those actions are likely to impact to some degree agricultural land and forest lands across the state.

How will you reach those areas/communities?

For this phase of the project, which is a scoping phase, communication will be through the GovDelivery Farm and Forest Improvements channel which has roughly 1,000 subscribers, through a dedicated website, and through LCDC.

What communities/stakeholders are most interested/impacted in project outcomes?

This phase of the project is a scoping phase and no direct impacts are anticipated.

## Section 4: Meetings

Number of meetings: Four Technical Work Group meetings in Q3 and Q4 2023.

- August TWG Meeting: Review intended project outcome and schedule. Review key points of the regulatory framework. Introduction to the issues matrix.
  - Homework: Review Matrix.

- September TWG Meeting: Review and explain each item in the issues matrix.
- October TWG Meeting: Review proposed additional items and prioritization. What is suitable for rulemaking? What can be addressed in other ways? What additional data is needed?
- November TWG Meeting: Review compiled suggestions for action items w group. What is near-term, what is more complex?
- Comments from the TWG on the Draft Technical Working Group Summary Report will be accepted as document comments and track changes. Final edits will be by Staff.

Onsite meeting locations (Memorial Conference Room? Basement Hearing Room? None?)

Online meetings tool(s)

- TWG meetings will be Zoom webinars to allow public viewing of the sessions but limit participation to TWG members.
- Meetings will be recorded and available online on the project website.

Meeting packets publishing

- Certain meeting materials will be published at the start of the effort including:
  - The project goal and timeline/schedule
  - All meeting agendas and 'homework' requests
  - The draft issues matrix
- Prior to each meeting an updated matrix document will be posted to the webpage and circulated to TWG members.

## Section 5: Offsite Meeting Logistics

No offsite meetings are planned for the initial phase.

## Section 6: Communications & Community Engagement Tools

What are the community engagement objectives for this plan/project?

What priority populations /underserved communities are engaged in this work?

[Citizen Involvement Advisory Committee](#) consultation TBD

[Local Officials Advisory Committee](#) consultation TBD

DLCD Webpage [provide URL] TBD

Web editor [name] TBD

External/additional website or presence [y/n] [provide URL] N/A

Person responsible for external web [name or consultant] N/A

GovDelivery admin [name] Sadie Carney

Press/media release [dates or key project points] N/A

Social media outlets [list] N/A

Person(s) responsible for social media posting [name] N/A

Social media - promoted posts [y/n] N/A

Community Based/Community Serving Organizations engagement [list]

Community Listening Sessions [y/n] [dates] N/A

Focus groups [y/n] [dates, describe] N/A

Stakeholder Interviews [y/n] [names, organizations] N/A

Fact Sheet, Brochure, Flyer [I: drive path] N/A

Online survey [URL] N/A

Online survey translated [URL] N/A

Infographics [y/n] N/A

Editorial Board [y/n] N/A

Speakers' Bureau [y/n] [names, organizations] N/A

Translations/ interpretation [languages] N/A

ADA accommodations [y/n] [name of ADA staff contact] N/A

Other (please, describe): N/A

## Section 7: Major Deliverables/Milestones

Rules adoption [anticipated – materials will be developed in Q4 2023]

- Link to [2023 Rulemaking Timeline](#)
- Link to [Rulemaking Workflow](#)

Final Report: December 2023

Draft or Interim Report: November 2023

Final/Adopted Plan: To be developed based on work prepared during the scoping phase.

Major presentations: LCDC July 2023 and January 2024.

Staff or consultant responsible for report preparation: Hilary Foote, Farm and Forest Specialist

External review parties: The draft report will be reviewed by TWG participants and posted online in December 2023 for general public comment which will be collected and summarized for the January 2024

LCDC meeting. Updates on the report will be posted through the Gov Delivery Farm and Forest Improvements channel. LCDC will also take public comment on the January 2024 agenda item.

Internal review participants: Management Team, Rural Team, Policy Team.

## Section 8: Project Schedule & Dependencies

See Project Timeline Document

## Section 9: Team Coordination

See Project Management Document

## Section 10: Assessment and Evaluation

Monitoring, Evaluation, and Documenting Your Communications and Community Engagement Plan

Assessments/Evaluations (e.g. tracking meeting attendance, tracking website traffic, tracking GovDelivery engagement, survey engagement, evaluation form for participants, project team debrief after events, etc.)

Future assessments or evaluations

## Section 10: Lessons Learned

Structure in I: drive

Parent folder

Folder\_Project Name

- Project management documents

  - Master Project document

  - Project Launch Checklist

  - Project Management Plan

  - Communications and Community Engagement Plan

- Budget

- Emails

- Presentations

## Meetings

Meeting Minutes

Record of Attendance/recordings

Please help us keep our documents and records discoverable and organized! Use [DLCD's file naming convention](#)!



# 2023-2025 Farm and Forest Improvements Proposal

## Issues Matrix:

Over the past 10 years, Department of Land Conservation and Development (DLCD) staff have identified a number of issues needing attention within the state's farm and forest zoning-based land conservation programs. These include:

- Straight-forward technical updates to rule,
- Codification of a variety of caselaw standards,
- Clarification of parameters and definitional interpretations for certain controversial uses,
- Clarification of certain subjective aspects of agricultural and forest land definitions,
- Revisions to DLCD's soils program.

[Linked here](#) is a list of these issues that includes a detailed description of the need or problem behind each of these items that is intended to be used as a tool to focus future conversations.

## Project Scoping with a Technical Working Group (TWG):

As a next step, staff envisions collaborating with a Technical Working Group on refinements to the issues matrix. DLCD staff propose convening small a Technical Working Group (TWG) facilitated by the Farm and Forest Specialist that will review the list of items and:

1. Review and prioritize the issues list.
2. Identify missing items.
3. Identify items to be addressed in near-term rulemaking and identify approaches to pursue for a longer-term work plan.

Members of the Technical Working Group have a strong understanding and working knowledge of the history and structure of the state's farm and forest zoning-based land conservation programs and are able to follow and meaningfully contribute to conversations involving the legal framework. Staff has identified the following individuals to invite to participate on the TWG. A smaller group of 10 is preferred in order to efficiently accomplish the desired objectives noted above:

<i>Group</i>	<i>Contact</i>
Oregon Department of Agriculture	James W Johnson
Board of Ag/farmer/Oregon Black Land Trust	Shantae Johnson
Farmer/Advocate	Kevin Richards, Christian Richmond, Jacque Jones-Van Duyck
Farmer/Advocate	Mike McCarthy, Rod Park, Gary Harris
Oregon Cattleman's Association	Tammy Dennee
Oregon Agricultural Trust	Mark Hudson
1,000 Friends of Oregon	Blair Bateson
County Commissioner	Mark Bennet
County Planning Director	Kelly Howser, Tamra Mabbott, Scott Edelman
County Planning Director	Jennifer Hughes

County Planner	Maitreyee Singh, Austin Barnes
County Planner	Shawna Adams, Ian Sisson
Association of Oregon Counties	Branden Pursinger
LCDC Liaison	Barbara Boyer

### Scoping Product:

Staff will produce a report summarizing the TWG process, key discussion items, and Staff's recommendations for future action by the Department and actions that could be undertaken by others. The report will include a revised issues matrix and is anticipated to include a recommendation for a less-complex, near-term rulemaking.

### Schedule:

Staff proposes convening the Technical Work Group August-November 2023 with a goal of providing a summary of the work and the work group's recommendations to LCDC in January of 2024. Staff anticipates that one of the recommendations will be to initiate rulemaking and so has designed a schedule that includes a January of 2024 LCDC agenda item to request to initiate rulemaking. A high-level draft rulemaking schedule is copied below and is designed around staff workload and to avoid scheduling work group and advisory committee meetings over the winter holiday season and the busiest session times. A more detailed schedule as well as a draft RAC list are also available from Staff.

It is anticipated that the Technical Work Group will also identify initiatives other than near term rulemaking to be taken up over a longer timeframe.

A more detailed schedule is available at: [FF 23.25Project Timeline.xlsx](#)

			COMMISSION	Proposal
2023	April	TWG Phase		key partner outreach
	May			Finalize: Communications & Engagement Plan, Project Management Plan, Project Launch Documents, TWG Operational Guidelines. Director approval of project.
	June			TWG invitations
	July		LCDC	One agenda item: 1) HF 15 minute presentation & 15 min questions/feedback on project work plan and goals. Next presentation will be in January.
	August			TWG meeting 1
	September			TWG meeting 2
	October			TWG meeting 3
	November			TWG meeting 4
	December			TWG Recommendations Report & Public comment

2024	January	Rulemaking Phase	FF Report	LCDC	Three agenda items: 1. HF present summary of work with the TWG, 2. HF to initiate a request for rulemaking as recommended by TWG to begin in March, [3. Conforming rulemaking from 2023 legislative session].
	February				
	March				tent. RAC meeting 1
	April				
	May				tent. RAC meeting 2
	June				
	July				tent. RAC meeting 3
	August				F&F Report
	September				TWG meeting 5 re FF Report and other items
	October				F&F Report
	November			LCDC	Two agenda items: 1) Public rulemaking hearing, 2) 2022-2023 Farm and Forest Report
	December				

2025	January	LCDC	One agenda item: 1) rules adoption hearing.
	February		
	March		New rules effective date
	April		

#1

COMPLETE

Collector: Web Link 1 (Web Link)  
Started: Thursday, April 27, 2023 12:01:21 PM  
Last Modified: Thursday, April 27, 2023 3:32:44 PM  
Time Spent: 03:31:22  
IP Address: 76.191.76.189

Page 2: ACE Award Application

Q1

Name of Project:  
  
Tribal Transportation Plan Update

Q2

Jurisdiction or Local Government:  
  
Confederated Tribes of the Umatilla Indian Reservation

Q3

Applicant name:  
  
John David Tovey III "J.D."

Q4

Contact email:  
  
jdtovey@ctuir.org

Q5

Contact phone number:  
  
1-541-429-7520

Q6

Name of organization or agency:  
  
Tribal Planning Office

Page 3: Project Team and Partners

**Q7**

Other (please specify):

Who led the community engagement effort for this project?

Tribal Planning Office

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**Q8**

Project start date: Generalizations acceptable: e.g. "Spring 2021" or "2019"

Spring 2022

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**Q9**

Target project completion date:

Completed. Plan resolution adopted 4/24/2023

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**Q10**

What organizations participated in the project team and/or as project partners? If community-based or community-serving organizations were involved in community engagement efforts, please identify the community or communities they represent in your response.

Yellowhawk Tribal Health Clinic, Nixyaawii High School, Oregon Department of Transportation, Umatilla County

---

**Q11**

Yes, the following tribes were engaged::

Were any of Oregon's nine federally recognized or other tribes invited to engage in this work?

Confederated Tribes of the Umatilla Indian Reservation

---

**Q12**

Yes, we used a compensation model that::

Was a compensation model used for participation? If so, briefly describe.

Giveaways, raffles.

---

**Q13**

Yes, this project received grant funding from::

Was this project supported through grant funding?

DLCD and ODOT Transportation Growth Management Grant

---

Page 4: Project Description

**Q14**

Please describe the area affected by this project.

This Plan affects the transportation network throughout the Confederated Tribes of the Umatilla Indian Reservation, off reservation trust lands, and the interaction with our partner jurisdictions such as Umatilla County, ODOT and the Bureau of Indian Affairs.

---

**Q15**

**56**

Where is your project in the planning cycle?

---

**Q16**

What is the desired outcome of this planning process? What will this land use planning effort accomplish?

The intention of the Updated TSP is to transition from our 2001 TSP that was predominantly focused on vehicular traffic to a more holistic transportation network that not only moves people and goods, but also has a positive impact on development patterns, land use, transit development, human activity and human health with a thoughtful multi-modal system.

---

## Page 5: Community Engagement

**Q17**

What are the community engagement objectives for this plan or project?

The objective was to get a broad range of stakeholder input from users of the transportation system within the reservation. This includes leaders, community members, bike users, pedestrians, freight truck drivers, transit drivers, to name a few.

---

**Q18**

How did decision-makers use or consider this information in the decision-making process? (if applicable)

Much of the project recommendation list came from the community engagement process. These projects were then presented throughout the stakeholder events, the hearings before the Tribal Land Protection Planning Commission, and the Board of Trustees. The detailed community feedback information is archived in the plan's appendices for future reference by decision makers, and future planners.

---

**Q19**

What tools did you use for communication and community engagement? Refer to Putting the People in Planning for descriptions of the tools below.

Project website,  
Email updates,  
Advisory Committee or Group,  
Focus Groups,  
Traditional Open Houses,  
Online Open Houses,  
Online survey,  
Other,  
Infographics,  
TV, Radio or Newspaper Interviews,  
Newspaper ads,  
In person presentations,  
Community Listening Session,  
Stakeholder Interviews,  
Social Media

**Q20**

If you answered "other" to the previous question, please describe what additional communication and community engagement tools were or are used.

Paper survey for individuals without adequate access to internet.

Page 6: Active Outreach and Engagement

**Q21**

Did you consult a local or agency Diversity, Equity and Inclusion Plan or committee in developing a community engagement plan?

Other (please specify):

As a tribal community all our work is equity work.

**Q22**

What process did you use to identify priority populations/underserved communities affected by this work?

Attending key community events such as Youth Council, Tribal Elders Luncheons, Tribal General Council, coordination multiple tribal committee and commissions.

**Q23**

What intentional efforts did you make to include priority populations/underserved communities?

Some specific outreach to transit drivers and freight truck drivers at the local truck stop. Sometimes just seeing individuals riding their bike or walking along busy roads to get their perspective on multi-modal infrastructure.

---

Page 7: Monitoring, Evaluation and Documenting Your Community Engagement Program

**Q24**

What assessments/evaluations have you conducted of the community engagement work to date?

Tracking website traffic,  
Tracking social media impressions,  
Project team debrief after events,  
Updating or changing plans based on evaluation,  
Multiple opportunities for communities, individuals, or organization to express concerns about engagement  
,  
Open log of public comments available to the public,  
Synthesis of public comments and feedback

---

**Q25**

If the project is ongoing, describe assessments or evaluations planned as the project moves forward.

The plan requires annual plan review and 5 year updates which includes engagement process.

---

Page 8: Lessons Learned

**Q26**

What did you learn through the assessment and evaluation of the community engagement process?

All segments of the community wants to fundamentally move away from strictly vehicular modes to a more holistic set of travel mode options including pedestrian, bike, and even equestrian travel options.

---

**Q27**

Do any lessons learned have the potential to inform other, future phases, or new community engagement efforts? If so, please explain.

Yes, even after the plan was adopted additional community input has been submitted and will be retained for consideration during periodic reviews. Other projects such as the current Capital Improvement Plan update and near-future sub-area plan is following a similar public engagement strategy process to ensure broad involvement.

---



**Q28**

How does the community engagement for this project align with overall community engagement efforts for this organization?

It greatly exceeded all prior planning activities we have undertook in the last few years. Most have been good, but this project has by far exceed prior efforts and is now a standard for excellence.

---

#2

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, May 08, 2023 8:46:10 AM  
**Last Modified:** Monday, May 08, 2023 9:23:52 AM  
**Time Spent:** 00:37:41  
**IP Address:** 97.115.119.168

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Page 2: ACE Award Application

**Q1**

Name of Project:

Portland Harbor Community Advisory Group/ Braided River Campaign

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**Q2**

Jurisdiction or Local Government:

Supports Education and Community Engagement around Superfund

---

**Q3**

Applicant name:

Sarah Taylor

---

**Q4**

Contact email:

sarahsojourner@mac.com

---

**Q5**

Contact phone number:

503-805-4680

---

**Q6**

Name of organization or agency:

Portland Harbor Community Advsiory Group

---

Page 3: Project Team and Partners

**Q7** **Community based organization**

Who led the community engagement effort for this project?

---

**Q8**

Project start date: Generalizations acceptable: e.g. "Spring 2021" or "2019"

An on-going engagement project. This year we focused on the history of the area and a gallery at Lloyd Center and many tours of the area.

---

**Q9**

Target project completion date:

When the Superfund Clean-up is complete

---

**Q10**

What organizations participated in the project team and/or as project partners? If community-based or community-serving organizations were involved in community engagement efforts, please identify the community or communities they represent in your response.

Neighborhood Associations

City of Portland, EPA, DEQ, Youth Groups, Business Groups, Tribes

---

**Q11**

Were any of Oregon's nine federally recognized or other tribes invited to engage in this work?

Yes, the following tribes were engaged::

We host monthly meetings and they are always represented. We have also had speakers.

---

**Q12**

Was a compensation model used for participation? If so, briefly describe.

Yes, we used a compensation model that::

Different levels of participation have different levels of compensation and may come from different sources.

---

**Q13**

Was this project supported through grant funding?

Yes, this project received grant funding from::

City of Portland, EPA ( Triangle Associates). METRO ( place-making grant and River Center Grant) Port of Portland Donation

---

**Q14**

Please describe the area affected by this project.

We focus on the North Reach Communities. Although we recognize that it impacts a greater swath of communities, we focus on the superfund sites, CEI Hub, Forest Park and the displaced communities along the river. We give tours and have a history gallery at Lloyd Center,

---

**Q15**

62

Where is your project in the planning cycle?

---

**Q16**

What is the desired outcome of this planning process? What will this land use planning effort accomplish?

A community based North Reach River Plan in Portland that includes participation and knowledge of the superfund clean-up and re-developemnt. There will be access to the river, safe passage of fish through the North Reach. The area will b4 developed with safety and health at the forefront.

---

Page 5: Community Engagement

**Q17**

What are the community engagement objectives for this plan or project?

1. We have a new River Center at Green Anchors in North Portland. We will use this as a research center, shared office and meeting space and outreach area.
  2. We have a gallery at Lloyd Center that also serves as a place for outreach and education.
  3. We give tours in Linnton in partnership with the community center.
  4. We host monthly educational meetings.
  5. We do school tours and classes
- 

**Q18**

How did decision-makers use or consider this information in the decision-making process? (if applicable)

We are always collecting information from local residents, maps, and data. We are in an on-going process of data informed decisions.

---

**Q19**

What tools did you use for communication and community engagement? Refer to Putting the People in Planning for descriptions of the tools below.

Project website,  
Email updates,  
Newsletter or newsletter articles,  
Translation Services,  
Advisory Committee or Group,  
Focus Groups,  
Traditional Open Houses,  
Fact Sheets, Brochures or Flyers,  
Fact Sheets, Brochures or Flyers (translated),  
Infographics,  
TV, Radio or Newspaper Interviews,  
In person presentations,  
Speakers' Bureau,  
Community Listening Session,  
Stakeholder Interviews,  
Neighborhood Association meetings,  
Social Media

**Q20**

If you answered "other" to the previous question, please describe what additional communication and community engagement tools were or are used.

This summer we are hosting, an 8-week River School for Adults.

---

Page 6: Active Outreach and Engagement

**Q21**

Yes, we consulted a DEI plan

Did you consult a local or agency Diversity, Equity and Inclusion Plan or committee in developing a community engagement plan?

**Q22**

What process did you use to identify priority populations/underserved communities affected by this work?

EPA EJ Web Site  
County Health Data  
Superfund - EPA and DEQ data  
Interviews and Focus Groups

**Q23**

What intentional efforts did you make to include priority populations/underserved communities?

Our leadership is a BIPOC leader in North Portland.

---

Page 7: Monitoring, Evaluation and Documenting Your Community Engagement Program

**Q24**

What assessments/evaluations have you conducted of the community engagement work to date?

**Tracking public meeting attendance,**

**Tracking website traffic,**

**Tracking newsletter or email engagement,**

**Project team debrief after events,**

**Updating or changing plans based on evaluation,**

**Evaluation form for participants in engagement activities**

**,**

**Multiple opportunities for communities, individuals, or organization to express concerns about engagement**

---

**Q25**

If the project is ongoing, describe assessments or evaluations planned as the project moves forward.

The issues of the North Reach are ongoing. It is in a constant cycle of evaluation and planning. The PHCAG is the main avenue for community engagement over many years.

---

Page 8: Lessons Learned

**Q26**

What did you learn through the assessment and evaluation of the community engagement process?

It is difficult to get the government agencies to always be upfront with the community but we have made progress and have built trust. We feel hopeful.

---

**Q27**

Do any lessons learned have the potential to inform other, future phases, or new community engagement efforts? If so, please explain.

Highlighting the history of the area and giving lots of tours has been successful. Opening brick and mortar sites is helping. Reaching out to neighborhood associations. We are aware that North Portland is a place often left out of community engagement efforts.

---

**Q28**

How does the community engagement for this project align with overall community engagement efforts for this organization?

We are a community engagement organization. We strive to get the city and other agencies to include the community in their work. We often create the forum for community engagement.

---

#3

COMPLETE

Collector: Web Link 1 (Web Link)  
Started: Monday, May 08, 2023 8:15:31 AM  
Last Modified: Tuesday, May 09, 2023 3:40:19 PM  
Time Spent: Over a day  
IP Address: 50.126.93.142

Page 2: ACE Award Application

Q1

Name of Project:  
  
Housing Needs Analysis

Q2

Jurisdiction or Local Government:  
  
City of Enterprise, Oregon

Q3

Applicant name:  
  
Lacey McQuead

Q4

Contact email:  
  
lmcquead@enterpriseoregon.org

Q5

Contact phone number:  
  
541-426-4196 x 3

Q6

Name of organization or agency:  
  
City of Enterprise

Page 3: Project Team and Partners



**Q7**

**City government**

Who led the community engagement effort for this project?

---

**Q8**

Project start date: Generalizations acceptable: e.g. "Spring 2021" or "2019"

Fall 2021

---

**Q9**

Target project completion date:

May 31st, 2023

---

**Q10**

What organizations participated in the project team and/or as project partners? If community-based or community-serving organizations were involved in community engagement efforts, please identify the community or communities they represent in your response.

Enterprise Planning Commission, Grant Advisory Committee (Planning Commission and 2 members of the public), Staff for the City of Enterprise, and the 3J Consulting team.

---

**Q11**

**No**

Were any of Oregon's nine federally recognized or other tribes invited to engage in this work?

---

**Q12**

**No**

Was a compensation model used for participation? If so, briefly describe.

---

**Q13**

Yes, this project received grant funding from::  
Technical Assistance Grant, DLCD

Was this project supported through grant funding?

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Page 4: Project Description

**Q14**

Please describe the area affected by this project.

The City of Enterprise. The City completed the Housing Needs Analysis for the purpose of implementing new policies to help with the housing shortage our community is facing.

---

**Q15****100**

Where is your project in the planning cycle?

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**Q16**

What is the desired outcome of this planning process? What will this land use planning effort accomplish?

This Housing Needs Analysis was approved and adopted, as an ancillary document to the City of Enterprise Comprehensive Land Use Plan, during the City Council meeting on May 8th. We will now use the policies that were approved (within the document) to better create and define solutions to the current housing crises. The Planning Commission and City Council will focus on one policy at a time, making the necessary modifications to the current Land Use Code, and working to implement new strategies to help promote more housing in Enterprise.

---

Page 5: Community Engagement

**Q17**

What are the community engagement objectives for this plan or project?

We began this project with the idea of holding two town-hall meetings for public input. The first town-hall meeting took place on October 19th, 2022 and focused on participation from community members to discuss housing needs. The second town-hall meeting took place on February 22nd, 2023, where we invited members of the public to discuss a series of housing production strategies to determine which are most appropriate for the City of Enterprise. The goal was to encourage the development of adequate housing affordable to all households in Enterprise. The City, with assistance from the consulting team, completed 8 stakeholder interviews from September through November 2022, where developers, real estate agents, housing advocates, and consumers and consumer representatives for priority populations, were asked to identify barriers and opportunities to facilitate the development of more affordable housing options.

---

**Q18**

How did decision-makers use or consider this information in the decision-making process? (if applicable)

The Advisory Committee held great weight to the responses received by the public, as well as the responses received by the stakeholders. The consultants used that information and input to better decide what policies worked best for the City of Enterprise.

---

**Q19**

What tools did you use for communication and community engagement? Refer to Putting the People in Planning for descriptions of the tools below.

**Project website,**

**Traditional Open Houses,**

**Fact Sheets, Brochures or Flyers,**

**Stakeholder Interviews,**

**Social Media**

---

**Q20**

**Respondent skipped this question**

If you answered "other" to the previous question, please describe what additional communication and community engagement tools were or are used.

---

Page 6: Active Outreach and Engagement

<b>Q21</b>	<b>No,</b>
Did you consult a local or agency Diversity, Equity and Inclusion Plan or committee in developing a community engagement plan?	Other (please specify): Consumer representatives for priority populations.

---

**Q22**

What process did you use to identify priority populations/underserved communities affected by this work?

We focused mainly on low-income and priority populations, based on the recommendation provided by the consulting team.

---

**Q23**

What intentional efforts did you make to include priority populations/underserved communities?

We include the Center for Wellness, the Chamber of Commerce, the Enterprise School District, Northeast Oregon Housing Authority, Community Connections, Wallowa Resources, Ruby Peak Realty, and a local developer, in the stakeholder interviews.

---

Page 7: Monitoring, Evaluation and Documenting Your Community Engagement Program

<b>Q24</b>	<b>Project team debrief after events,</b>
What assessments/evaluations have you conducted of the community engagement work to date?	<b>Updating or changing plans based on evaluation</b>

---

<b>Q25</b>	<b>Respondent skipped this question</b>
If the project is ongoing, describe assessments or evaluations planned as the project moves forward.	

---

Page 8: Lessons Learned

**Q26**

What did you learn through the assessment and evaluation of the community engagement process?

I learned that actions the City of Enterprise chooses to take are very important to a large amount of citizens in Enterprise. I was impressed with the amount of citizens who attended.

---

**Q27**

Do any lessons learned have the potential to inform other, future phases, or new community engagement efforts? If so, please explain.

Absolutely. I think it is important to hear what the community wants. I believe that because we took the extra time to hold multiple meetings, not just town-halls but other public meeting forums, the community felt their input was important.

---

**Q28**

How does the community engagement for this project align with overall community engagement efforts for this organization?

This set a new standard for the way the City will move forward with policy changes. We have already implemented new ways of notifying the public of changes that might be coming, and I think it has proved quite beneficial for the relationship between the city and commission and council.

---

#4

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, May 03, 2023 9:06:09 AM  
**Last Modified:** Thursday, May 25, 2023 9:33:26 AM  
**Time Spent:** Over a week  
**IP Address:** 205.220.212.140

---

Page 2: ACE Award Application

Q1

Name of Project:  
  
Deschutes County 2040

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Q2

Jurisdiction or Local Government:  
  
Deschutes County

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Q3

Applicant name:  
  
Nicole Mardell, AICP, Senior Planner - Long Range

---

Q4

Contact email:  
  
nicole.mardell@deschutes.org

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Q5

Contact phone number:  
  
5413173157

---

Q6

Name of organization or agency:  
  
Deschutes County

---

Page 3: Project Team and Partners

**Q7**

Other (please specify):

Who led the community engagement effort for this project?

50% consultant/ 50% county staff

---

**Q8**

Project start date: Generalizations acceptable: e.g. "Spring 2021" or "2019"

May 2022

---

**Q9**

Target project completion date:

February 2024

---

**Q10**

What organizations participated in the project team and/or as project partners? If community-based or community-serving organizations were involved in community engagement efforts, please identify the community or communities they represent in your response.

- Backcountry Hunters and Anglers Association - Hunting Community
- Central Oregon Builders Association and Central Oregon Realtors Association - Realtor, Developer community
- Central Oregon Land Watch - Environmental community
- Central Oregon Veteran's Ranch - Veterans
- Deschutes County Farm Bureau - Farming/Ranching community
- Deschutes County Juvenile Services - Houseless/homeless community
- Deschutes County Language Access - Latinx/spanish speaking community
- Deschutes Land Trust - Environmental community
- Deschutes Public Library Administrative Team - Youth, low income populations, Spanish speaking community
- Deschutes River Conservancy - Environmental community
- Deschutes Soil and Water Conservation District - farmer/rancher community
- Economic Development of Central Oregon - business community
- Environmental Center - Environmental community
- High Desert Education Service District - Youth, families, low income populations
- High Desert Food and Farm Alliance - farmer/rancher community
- NeighborImpact - low income populations, people of color, youth
- Old Bend Neighborhood Association
- Orchard District Neighborhood Association
- Oregon Hunters Association - Deschutes Chapter - Hunting community
- Oregon Natural Desert Association - Environmental community
- Project Wildfire - Rural residents, natural hazard experts
- Sunriver Area Homeowner's Association
- Upper Deschutes Watershed Council Board - Environmental group
- Preserve East Bend - Neighborhood group, low income populations, farming/ranching populations
- Bend Rotary

---

**Q11**

Were any of Oregon's nine federally recognized or other tribes invited to engage in this work?

Yes, the following tribes were engaged::

Confederated Tribes of Warm Springs

**Q12**

Was a compensation model used for participation? If so, briefly describe.

Yes, we used a compensation model that::

Yes, gift cards were provided at outreach events through raffle. This was a new pilot program for Deschutes County. County policy limits stipends or reimbursement for participation. Staff enacted a new department policy to allow distribution of 10-\$10 gift cards through a raffle process at County Fair pop up event. Separately, provided food, beverages, and prizes at engagement events to spur interest, particularly among youth and families.

**Q13**

Was this project supported through grant funding?

Yes, this project received grant funding from::

\$5,000 grant for digital engagement tools received through DLCD technical assistance fund

#### Page 4: Project Description

**Q14**

Please describe the area affected by this project.

Deschutes County is 3,054 square miles in size, with a 2022 population of 207,561. The County contains four incorporated cities: Bend, La Pine, Redmond, and Sisters which accounts for approximately 2% of the County's land area but approximately 70% of the population.

The Deschutes County 2040 project is an update to the County's Comprehensive Plan and sought two major outcomes to community engagement: (1) inform residents on the parameters of rural land use, planning, and key issues facing the County and (2) involved residents in crafting policies and goals that will address these issues and provide guidance for future growth and development in the rural County.

Throughout the process, staff sought to reach rural residents in the far reaches of Deschutes County where they were. On farms and ranches, in grocery store parking lots, in community halls, parks district offices, fire halls, libraries, in their homes, and online. Staff toured the County between October 2022 and May 2023, holding small scale "meetings-in-a-box" and larger scale open houses.

It became apparent during the process that city residents were seeking to be involved in this process for a more regional approach to planning. As such, staff also began holding meetings with city residents to gather their feedback.

**Q15**

43

Where is your project in the planning cycle?

## Q16

What is the desired outcome of this planning process? What will this land use planning effort accomplish?

The Deschutes County 2040 project seeks to collect community feedback and provide up-to-date and proactive goals and policies to guide growth and development in Deschutes County for the next 20 years. As part of these, staff also seeks to build relationships with community members, engage subject matter experts to inform our existing conditions and future trends, and amend planning documents to be accessible, aesthetically pleasing, and user-friendly.

---

## Page 5: Community Engagement

## Q17

What are the community engagement objectives for this plan or project?

Staff and the consultant team drafting a community engagement plan for this project, found here:

<https://weblink.deschutes.org/CDD/DocView.aspx?id=1152201&dbid=0&repo=LCDD&cr=1>

### Engagement Goals

- The Deschutes County Comprehensive Plan Update project will reach across the county and engage a broad spectrum of community members, including those who have not been a part of past comprehensive plan projects. This will include multiple, targeted methods to hear the perspectives of:
    - o All parts of Deschutes County (geographic coverage)
    - o Residents that the Community Development Department doesn't typically hear from (demographic diversity, less-vocal communities, younger residents under 25)
    - o Residents and stakeholders who are disproportionately impacted by planning decisions (people of color, low-income residents, veterans, those with disabilities, linguistically isolated communities)
    - o Recent and long-time residents (length of residency)
  - Individual activities will be designed to not only collect input from large numbers of participants, but also allow for disaggregation of results to explore differences in opinion.
  - We aim to hear directly from the individuals of Deschutes County; we will also reach out to community organizations and advocates representing the perspectives described above.
  - We will facilitate meetings to maximize the diversity of voices heard and avoid having the conversation dominated by individual perspectives.
  - We will explore meeting venue options that are familiar and comfortable for community members, including the potential for outdoor meeting spaces.
  - At key points in the process, we will pause to reflect on the results to-date as well as engagement with social and web content. We will conduct a detailed Engagement Audit during the project to evaluate how well the County's goals are being met and make changes to tools and outreach methods as needed.
  - We will continue the commitment of Deschutes County to remove barriers to participating in community discussions. This will include access to the physical, technological, cultural, and language spaces that are a part of the process.
  - We will make it clear to community members how feedback will be used and the limitations at this level of planning and jurisdiction.
-



**Q18**

How did decision-makers use or consider this information in the decision-making process? (if applicable)

The Deschutes County Planning Commission is overseeing the project and serving as the project advisory body. The PC reviewed the community engagement plan and provided input to staff on additional techniques to reach community members at the initiation of this project.

During the first round of engagement (Oct-January 2022) staff was collecting feedback on key issues, opportunities and challenges the County would face over the next 20 years. That information was consolidated into three separate reports:

-Meeting-in-a-box Summary Rd 1: <https://weblink.deschutes.org/CDD/DocView.aspx?id=1152018&dbid=0&repo=LCFDD&cr=1>

-Open House Summary Rd 1: <https://weblink.deschutes.org/CDD/DocView.aspx?id=1152021&dbid=0&repo=LCFDD>

-Deschutes 2040 Engagement Audit 1: <https://weblink.deschutes.org/CDD/DocView.aspx?id=1152017&dbid=0&repo=LCFDD>

This information was presented to the Planning Commission during their initial review of draft goals and policies for the updated plan. Commissioners could read detailed community perspectives on key issues, which, in many cases, informed their decisions for comments/edits to the policies proposed by staff.

This information was also provided to the Board of County Commissioners during a project check-in on March 6, 2023. Staff and the Commissioners discussed community perspectives at length during this meeting.

---

**Q19**

What tools did you use for communication and community engagement? Refer to Putting the People in Planning for descriptions of the tools below.

Project website,  
Email updates,  
Newsletter or newsletter articles,  
Translation Services,  
Advisory Committee or Group,  
Traditional Open Houses,  
Online Open Houses,  
Fact Sheets, Brochures or Flyers,  
Online survey,  
Online survey (translated),  
Other,  
FAQs,  
Infographics,  
TV, Radio or Newspaper Interviews,  
Editorial Board,  
In person presentations,  
Stakeholder Interviews,  
Neighborhood Association meetings,  
Social Media

**Q20**

If you answered "other" to the previous question, please describe what additional communication and community engagement tools were or are used.

Staff and the consultant team created a "meeting-in-a-box" that was used extensively throughout the process. This included a brief presentation, worksheets, demographics surveys, and prizes. Staff used this kit for meetings in the field throughout the County

---

Page 6: Active Outreach and Engagement

**Q21**

No

Did you consult a local or agency Diversity, Equity and Inclusion Plan or committee in developing a community engagement plan?

---

**Q22**

What process did you use to identify priority populations/underserved communities affected by this work?

Consultant conducted analysis of priority populations using census data to identify priority populations. Additionally, discussions with PC informed additional underserved communities to be reached during process.

---

**Q23**

What intentional efforts did you make to include priority populations/underserved communities?

We coordinated closely with Deschutes County Language Access to distribute materials to our latinx/spanish speaking populations via a known contact. We translated our website and online open house, including FAQs and project information.

We reached out directly to service providers, in particular for low income, homeless, and veterans communities, to involve those providers in our plan. They felt most comfortable in this role as they have already received quite a bit of information from these communities, and have established relationships.

We sought diverse geographic representation by holding meetings in many areas throughout the County, reaching residents who may not have internet or reliable cell service through mailings, flyers, word-of-mouth, and articles in community group newsletters.

We sought to build relationships with groups representing people of color, although learned very quickly that these groups are often overwhelmed by requests to participate in government processes. We instead sought to gather feedback more casually and continue to nurture those relationships.

We sought to engage youth by providing prizes at events, including pop up events at the County fair and grocery stores.

---

**Q24**

What assessments/evaluations have you conducted of the community engagement work to date?

**Tracking public meeting attendance,**

**Tracking website traffic,**

**Tracking social media impressions,**

**Tracking newsletter or email engagement,**

**Project team debrief after events,**

**Updating or changing plans based on evaluation,**

**Multiple opportunities for communities, individuals, or organization to express concerns about engagement**

**,**

**Open log of public comments available to the public,**

**Synthesis of public comments and feedback,**

**Other (please specify):**

Please see fall engagement summaries and initial engagement audit on project website. Second set of engagement summaries will be available on the website [www.deschutes.org/2040](http://www.deschutes.org/2040) June 1.

---

**Q25**

If the project is ongoing, describe assessments or evaluations planned as the project moves forward.

A second evaluation is being finalized for the spring 2023 round of engagement. The third engagement audit will be conducted prior to plan adoption.

---

Page 8: Lessons Learned

**Q26**

What did you learn through the assessment and evaluation of the community engagement process?

By far the most effective tool to reach rural residents is by holding smaller, in person meetings-in-a-box at locations convenient to them, whether it be a parks and rec district office or a neighbor's barn. We received the most participation through this method and reached the most priority populations through this method.

The new project website tool (Esri) and online engagement tool (Consider.it) produced more interest from community members compared to our standard county webpages and online surveys. The feedback received regarding the online engagement tool was particularly positive, as residents felt it was more of an interactive, civic discourse, rather than sending comments "into the ether".

Our tracking of demographics was continuously challenging, as many rural residents were resistant to providing demographic information, due to general discomfort releasing that information. This made it difficult to track project metrics related to goals.

We continue to hear from primarily white residents. County planning will need to continuously build and nurture relationships with community groups who are the conduit to many of our spanish speaking populations and people of color.

**Q27**

Do any lessons learned have the potential to inform other, future phases, or new community engagement efforts? If so, please explain.

County staff was implementing many new tools as part of this engagement process (use of gift cards, providing prizes, using more staff time to travel throughout the County, a new website using Esri, a new online forum using Consider.it). We have been very pleased with the success of these new resources and plan to incorporate these into other planning processes moving forward.

Not yet mentioned was a social media campaign created by County planning staff. The Communications department at the County is very small and did not have capacity for creation of specialty graphics. Two staff members coordinated on strategy and interesting graphics to spur engagement via all social channels. See example [https://www.instagram.com/deschutes\\_county/?hl=en](https://www.instagram.com/deschutes_county/?hl=en)

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**Q28**

How does the community engagement for this project align with overall community engagement efforts for this organization?

Community engagement has always been a priority for Deschutes County. In recent years, it has become apparent that new methods are needed to reach County residents who might not engage with local government. The use of innovative and interesting engagement activities is in line with the efforts throughout the organization, in particular the great work the County Health Department has done to engage rural residents on health related issues.

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#6

COMPLETE

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Page 2: ACE Award Application

**Q1**

Name of Project:

Kiwanda Corridor Project

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**Q2**

Jurisdiction or Local Government:

Tillamook County

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**Q3**

Applicant name:

Rachel Hagerty

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**Q4**

Contact email:

rhagerty@co.tillamook.or.us

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**Q5**

Contact phone number:

503.842.3404

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**Q6**

Name of organization or agency:

Tillamook County

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Page 3: Project Team and Partners

**Q7**

**Consultant**

Who led the community engagement effort for this project?

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**Q8**

Project start date: Generalizations acceptable: e.g. "Spring 2021" or "2019"

June 2021

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**Q9**

Target project completion date:

June 2024 (current phase)

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**Q10**

What organizations participated in the project team and/or as project partners? If community-based or community-serving organizations were involved in community engagement efforts, please identify the community or communities they represent in your response.

The Project Management Team for the Kiwanda Corridor Project included Tillamook County and the Tillamook Coast Visitors Association. The role of the Project Management Team was to serve as the Project Manager, overseeing the daily tasks and providing strategic direction. An advisory Steering Committee was established to provide oversight and feedback on the project elements. The Steering Committee included seven members representing Tillamook County (Commissioners Office, Community Development, Parks and Public Works), local non-profit organizations (Nestucca Valley Community Alliance), and tourism and business interests (South Tillamook County Destination, Tillamook Coast Visitors Association).

Throughout the project, the Project Team consulted with and sought input from 18 community organizations, committees, associations, and nearby neighborhoods:

1. County Advisory Committees: Pacific City/Woods Parking Advisory Committee; Tillamook County Citizen Advisory Committee; Tillamook County Parks Advisory Committee
  2. Nearby neighborhoods and neighborhood associations: Circle Drive neighborhood; Citizens on Sunset; Kiwanda Shores HOA; Four Sisters HOA; Nestucca Ridge HOA; Shorepine Village HOA
  3. Local non-profit organizations: Dorymen's Association; Kiawanda Community Center
  4. Local businesses: Green Acres Beach & Trail Rides; Nestucca Ridge Development; Pelican Brewing
  5. Service providers: Nestucca Fire District; Nestucca Valley Sanitary Service; Pacific City Joint Water-Sanitary Authority; Tillamook Lightwave; Tillamook People's Utility District
- 

**Q11**

**No**

Were any of Oregon's nine federally recognized or other tribes invited to engage in this work?

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**Q12**

**No**

Was a compensation model used for participation? If so, briefly describe.

---

**Q13****No**

Was this project supported through grant funding?

## Page 4: Project Description

**Q14**

Please describe the area affected by this project.

Cape Kiwanda and Haystack Rock, located on Pacific City's coastline, are some of the most frequently visited sites on the Oregon Coast. The Pacific City/Woods area has an estimated population of just over one thousand (1,000) year-round residents. During peak tourist seasons, Pacific City experiences a surge in visitors, creating adverse effects within the community. Parking is in high demand as many visitors attempt to access the beach, dunes, and commercial establishments. As a result, the overall livability of the Cape Kiwanda corridor is threatened; congestion and safety issues increase as people park illegally in parking lots and on road shoulders; people circle neighborhoods trying to find parking; backups onto Brooten Road impact downtown businesses; and emergency services experience longer response times. The beauty and natural resource values within the surrounding community have been degraded by the increased tourist activity that has spilled over into neighborhoods and onto private property.

To alleviate parking, congestion, and safety concerns, Tillamook County initiated the Kiwanda Corridor Project in 2021 as a once-in-a-generation opportunity that required extraordinary vision, creativity, and leadership for success. The overall project priority is to improve local livability issues, improve visitor experiences, encourage extended stays, and attract new visitors during the non-peak seasons to address the local business community's needs for more consistent and predictable revenue. The Kiwanda Corridor Plan area is shown on a map found on the project webpage (<https://tillamookcoast.com/southcounty/kiwanda-corridor-project/>) and includes the following:

- Cape Kiwanda Parking Lot, west of Cape Kiwanda Drive
- Cape Kiwanda Drive and Sunset Drive from the Cape Kiwanda parking lot to Bob Straub State Park, where a new multi-use path will be located
- Webb Park, east of Cape Kiwanda Drive and across from the Cape Kiwanda Parking Lot
- Jensen property, near Pacific Avenue and Cape Kiwanda Drive
- NVCA Community Park, east of Cape Kiwanda Drive
- Shorepine Boardwalk along the beach

**Q15****80**

Where is your project in the planning cycle?



## Q16

What is the desired outcome of this planning process? What will this land use planning effort accomplish?

The adverse effects of seasonal visitors to Cape Kiwanda and Pacific City have been an identified concern for decades. The County's effort to mitigate these impacts dates back to 2010 when it commissioned the Pacific Avenue & Cape Kiwanda Drive Intersection Plan to study congestion relief and improved pedestrian safety solutions adjacent to the Jensen Property. A subsequent Cape Kiwanda Master Plan (2016) and Pacific City/Woods Parking Management Plan (2019) further identified necessary improvements to address visitor experience and local livability.

Following up on these previous studies, the Cape Kiwanda Corridor Project examined the needs of the Corridor in a holistic manner rather than as separate projects in order to improve overall local livability issues for year-round residents, create positive visitor experiences, encourage extended stays, and attract new visitors during the non-peak seasons to address the local business community's needs for more consistent and predictable revenue.

Project values and goals were established early in the process to guide the decision-making processes and inform the design of the preferred concept plan. Based on input from the community, the established project values were:

- Place: Honor the natural and built heritage of Pacific City
- People: Enhance the experience for the diverse range of people in Pacific City
- Natural Environment: Prioritize sound ecological decisions and support sustainability
- Fiscal Responsibility: Make efficient and responsible financial decisions and maintain affordability
- Connectivity: Support and integrate multi-modal connectivity in and around Pacific City while prioritizing accessibility
- Safety: Prioritize everyday safety alongside emergency management

Using the identified values, the Steering Committee developed the following goals for the project:

- Improve livability and user experience for Pacific City's residents, local businesses, and visitors
- Provide equitable beach and community experiences
- Improve transportation efficiency and safety within the Kiwanda Corridor by promoting alternative modes of transportation, providing options for parking, and adding pedestrian connections
- Improve wayfinding and enhance connections to the community
- Provide safe and accessible pedestrian and bicycle access
- Minimize environmental impacts through sustainable, resilient, and equitable architecture and infrastructure.
- Prepare for and buttress existing natural disaster safety & evacuation plans
- Be fiscally responsible and sustainable

The result of the Kiwanda Corridor Project is a comprehensive and coordinated master plan intended to improve the livability for residents, businesses, and visitors. The key project elements are:

- Cape Kiwanda Parking Lot: Improve the visitor experience and transportation efficiency with parking management strategies, restructuring/redesigning the existing parking stalls, improving egress and ingress to the parking lot, relocating/remodeling restrooms and other amenities to be more accessible, and upgrading garbage and recycling facilities within the parking lot.
- Multi-Use Path: Integrate multi-modal connectivity and prioritize accessibility by constructing a new continuous paved bike and pedestrian pathway along Cape Kiwanda Drive and Sunset Drive between Cape Kiwanda Parking Lot and Bob Straub State Park.
- Webb Park: Enhance an affordable lodging option for visitors by relocating and enhancing the existing campground, creating a new public parking lot, and preserving the natural buffer area between the campground and the adjacent neighborhood. Access improvements to Circle Drive addressed livability concerns for nearby residents.
- Jensen Property: Provide equitable beach and community experiences, improve connectivity, and minimize environmental impacts through sustainable development of this recently acquired property. The property will include natural areas to play, a scenic beach overlook and beach access, free and paid parking, space for a future community museum, and access improvements to Pacific

Avenue and Sunset Avenue at Cape Kiwanda Drive.

- NVCA Community Park: Improved livability and community experiences through the development of the Nestucca Valley Community Alliance (NVCA) Skatepark as a community park with open play areas, picnic shelters, interpretive walking path, community gathering space, and connections to an existing trail network, the planned multi-use path, and shuttle.
- Shuttle Services: Improve access to the shuttle by increasing wayfinding, adding shuttle stops, and improving accessibility.
- Shorepine Village Boardwalk: Increase pedestrian connections by replacing the existing boardwalk, making it ADA accessible, and improving wayfinding.

Details of the project elements can be found in the Kiwanda Corridor Project Preferred Concept Report ([https://tillamookcoast.com/wp-content/uploads/2022/08/20220825\\_Prefered-Concept\\_Final-Report-copy.pdf](https://tillamookcoast.com/wp-content/uploads/2022/08/20220825_Prefered-Concept_Final-Report-copy.pdf).)

The Tillamook County Board of Commissioners approved the report in August 2022, and it is now being implemented in phases. The current phase includes the construction of phase I of the Cape Kiwanda Parking Lot Construction. The construction schedule can be found on the project website (<https://tillamookcoast.com/southcounty/kiwanda-corridor-project/>) .

Construction updates, including a live webcam of construction progress, can be found on the construction page <https://tillamookcoast.com/southcounty/kiwanda-corridor-project/cape-kiwanda-parking-lot-construction/> .

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### Page 5: Community Engagement

#### Q17

What are the community engagement objectives for this plan or project?

As with many tourist-based economies, local residents are often concerned about tax dollars being used for the benefit of seasonal visitors rather than year-round residents. An important message communicated through the community engagement process was that the improvements would benefit both year-round residents and visitors and that the improvements were being funded primarily by Transient Lodging Tax (TLT) and day-use parking revenue. Knowing that the perception of resident vs. visitor could be a challenge for the success of the project, the Project Management Team agreed on the following community engagement goals:

- The plan will strive for community support. The desired outcome is that the community will take pride in the plan, and the public will feel they have been listened to and their input honored.
- The consultant team will seek buy-in from, build relationships with, and develop trust with the public.
- Public involvement for the project will be proactive and engaging.
- There will be a clear flow of information about the project and public input at key milestones.

The Tillamook County Board of Commissioners unanimously approved the Kiwanda Corridor Project Preferred Concept Report ([https://tillamookcoast.com/wp-content/uploads/2022/08/20220825\\_Prefered-Concept\\_Final-Report-copy.pdf](https://tillamookcoast.com/wp-content/uploads/2022/08/20220825_Prefered-Concept_Final-Report-copy.pdf)) in August 2022. Community outreach included:

660 Online open house participants  
100 In-person open house participants  
270 Community survey responses  
100+ Individual comments provided by phone or email to the project hotline  
278 Project information/survey letters sent (October 2021)  
278 Postcards sent for open house (April 2022)  
622 Contacts on email list  
8 Project updates sent to email list  
4 Pacific City Sun advertisements

**Q18**

How did decision-makers use or consider this information in the decision-making process? (if applicable)

## 2023 Achievement in Community Engagement Award

A robust community engagement process was used to seek input from the public. The engagement tasks throughout the process and how the information was used to inform the project decision are described below.

July 2021 | The project team held a planning design charrette with the Parks, Parking & Citizen Advisory Committees to define project values, goals, opportunities, and constraints of the various project elements.

August 2021 | The project team worked with the Parking Advisory Committee to integrate wayfinding and the NVCA Lot into the project.

September 2021 | An online webinar introduced the project to the community. Initial site plans were developed for Cape Kiwanda Parking Lot, Webb Park Parking Lot, and the Jensen property, and desired pedestrian crossings were identified.

November 2021 - January 2022 | Multiple community organizations and Homeowners Associations were consulted about the project (<https://www.dropbox.com/s/7no9mqig9jjufdm/Community%20Organizations%20Consulted.pdf?dl=0>). Throughout these consultations, the project team was able to consider: drainage concerns along Cape Kiwanda Drive and Sunset Drive; emergency vehicle access requirements; programming for trash and recycling collection; the potential to incorporate the Shorepine Village Boardwalk into a wayfinding program; neighborhood and environmental considerations at Webb Park; exploring a Dory museum building on the Jensen Property; review of Parks Department program requirements to manage camping activities; and additional concepts for alternative access routes for Webb Park.

April 2022 | Following direct consultation with key stakeholders, the project team hosted an online open house available to the public between April 8 - April 25, 2022, with over 660 people visiting the online open house. An in-person open house was held on April 16, 2022 – over 100 people attended. Meeting notices were sent to everyone in town and flyers were posted around town at the local grocery store, library and community center.

A community survey conducted during the open house process had over 270 responses. ([https://www.dropbox.com/s/aea3rwp7os43x0b/Kiwanda%20Survey%20Summary%20Results\\_Packet.pdf?dl=0](https://www.dropbox.com/s/aea3rwp7os43x0b/Kiwanda%20Survey%20Summary%20Results_Packet.pdf?dl=0)).

Ongoing | Advertisements and public notifications informed the community about the project and how to provide input. Outreach tools used included: a project website with a comment form; a 24/7 project hotline; email notifications to subscribers; Pacific City Sun advertisements and articles; bulletin board advertisements and a library display; and postcards sent to property owners in the corridor. Examples of outreach materials can be found here: <https://www.dropbox.com/s/lg6ihdyxwoc2yb9/public%20outreach%20examples.pdf?dl=0>

Individual comments received via the project hotline or email were acknowledged, and a response was provided. The comments were recorded on a comment log and discussed with the Project Management Team and design team. ([https://www.dropbox.com/s/yasfv0nsu4onf20/Log%20of%20Website%20Public%20Comments\\_names%20removed.pdf?dl=0](https://www.dropbox.com/s/yasfv0nsu4onf20/Log%20of%20Website%20Public%20Comments_names%20removed.pdf?dl=0))

All the aforementioned stakeholder engagement was used to inform the development of the preferred concept plan.

660 Online open house participants  
100 In-person open house participants  
270 Community survey responses  
100+ Individual comments provided by phone or email to the project hotline  
278 Project information/survey letters sent (October 2021)  
278 Postcards sent for open house (April 2022)  
622 Contacts on email list  
8 Project updates sent to email list  
4 Pacific City Sun advertisements

**Q19**

What tools did you use for communication and community engagement? Refer to Putting the People in Planning for descriptions of the tools below.

Project website,  
Email updates,  
Newsletter or newsletter articles,  
Translation Services,  
Advisory Committee or Group,  
Focus Groups,  
Traditional Open Houses,  
Online Open Houses,  
Fact Sheets, Brochures or Flyers,  
Online survey,  
Other,  
FAQs,  
Infographics,  
Media Packet or Media Kit,  
Newspaper ads,  
In person presentations,  
Community Listening Session,  
Stakeholder Interviews,  
Neighborhood Association meetings,  
Social Media

**Q20**

If you answered "other" to the previous question, please describe what additional communication and community engagement tools were or are used.

- Dedicated project phone hotline and email address.
- Display at the South Tillamook County branch library with project materials, fact sheets, and graphics.
- Fact sheet and open house announcements posted on community boards, such as at Chester's Market.
- Graphics developed to illustrate conceptual designs of the proposed improvements.
- Direct mailer to property owners and residents to advertise the open house.
- Branding for the project to create consistency for all project documents.
- Web camera to view construction progress
- Banners on the project site to provide information about project activities.
- Design charette with interested parties and County advisory committees

**Q21**

Did you consult a local or agency Diversity, Equity and Inclusion Plan or committee in developing a community engagement plan?

Other (please specify):

Tillamook County does not have a Diversity, Equity and Inclusion Plan or committee. At the Project Management Team, we discussed the target audiences and how to reach the underserved and priority populations. The project goals also included goals related to ensuring that the final plan was designed to serve a diverse population equitably. The Project Management Team sought to create an inclusive and open public process to develop a Preferred Design to benefit all community groups. An extensive public outreach process continues to utilize an inclusive approach to receive and share information with community and various stakeholder groups as the project moves into construction. This outreach includes HOAs, NGOs, and private citizens. Communication tools include direct correspondence, newspaper releases, eBlasts, emails, and mailers. Spanish translation options have been made available during the entire project. With project goals to “provide equitable beach and community experiences” and “minimize impacts on the environment through sustainable, resilient, and equitable architecture and infrastructure,” the final Preferred Design includes the following elements to serve a diverse population: • Wayfinding and interpretive signage with information regarding the reconciliation with First Peoples and stewardship of native flora and fauna species and the area's biodiversity. These stories and illustrations will be multilingual, including braille. • Improvements to Webb Park Campground, a County facility that provides affordable lodgings to facilitate equitable access to amenities and the beach.

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**Q22**

What process did you use to identify priority populations/underserved communities affected by this work?

Given the small population size of Pacific City, we choose to identify priority populations and underserved communities through an informal network of conversations with the Project Management Team and Citizen Advisory Committee rather than analyzing census or other demographic data. Through these discussions, we identified the following groups:

- Many homes are vacation homes without year-round residents. Communication strategies needed to include options for those not in Pacific City frequently.
- Many year-round Pacific City residents are older and prefer not to drive at night. They prefer in-person meetings during the day.
- There is not a significant population for whom English is not their primary language. Offering translation, rather than translating all documents, is more fiscally responsible.
- The grocery store and library are community gathering places where people in town see information.

## Q23

What intentional efforts did you make to include priority populations/underserved communities?

The following strategies were used to solicit comments from the priority populations/underserved communities:

- In-person open house held on a Saturday morning. Audience: those living out of town and seniors who prefer not to drive at night.
- Online open house and survey. Audience: those living out of town and those who cannot attend the in-person event.
- Paper copies of the survey. Audience: those who do not have/do not feel comfortable using a computer.
- South Tillamook County Branch Library display. Audience: those who do not have computers, need to see graphics at a larger scale, or cannot attend the open house.
- Availability of translation noted on postcard direct mailer. Audience: those who are Spanish speakers.
- Direct mailing to tax assessor property owners (not residential addresses). Audience: those who live out of town.

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## Page 7: Monitoring, Evaluation and Documenting Your Community Engagement Program

### Q24

What assessments/evaluations have you conducted of the community engagement work to date?

**Tracking public meeting attendance,**

**Tracking newsletter or email engagement,**

**Project team debrief after events,**

**Updating or changing plans based on evaluation,**

**Multiple opportunities for communities, individuals, or organization to express concerns about engagement**

,

**Open log of public comments available to the public,**

**Synthesis of public comments and feedback,**

Other (please specify):

Tracking how people self-identify concerning their affiliation with Pacific City.

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### Q25

If the project is ongoing, describe assessments or evaluations planned as the project moves forward.

In this project phase, the focus is on construction. There are opportunities to track newsletter or email engagement and website engagement. The Project Management Team continues to engage with key stakeholders such as business owners adjacent to the construction site, the Dorymen's Association whose commerce is affected by construction, and the Parking Advisory Committee whose input aids in peak season demands during construction. Design consideration and construction schedules have been adjusted due to this stakeholder input.

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## Page 8: Lessons Learned

## Q26

What did you learn through the assessment and evaluation of the community engagement process?

In a small community the size of Pacific City, meeting with individuals and groups in small settings is vital to build trust and gain support. Neighbors like to talk and share information, not all of which is accurate. We added several in-person meetings with neighborhood groups to address their concerns rather than have people hold their concerns until the next public meeting opportunity. Following up with those groups is also essential to explain how you addressed their concerns or why you could not address them. We also increased our email/newsletter engagement level after hearing from people that they wanted/needed more project information and transparency.

Asking the question of the community groups about the preferred time and day to hold an in-person public meeting was helpful to enable people to attend. Under “traditional” meeting assumptions, a meeting held on a Saturday morning would have low attendance. By asking the question, we learned that the Pacific City community has unique characteristics that would have made a “traditional” meeting time (weeknight evenings) less effective.

The community engagement process significantly influenced the design of the project. Stakeholder input led to a strong preference for dedicated active recreation in one area of the corridor, reserving more quiet and passive recreation at the other end. The community input informed the number of parking spaces added in the overall project design. In addition, the feedback during the community engagement process (specifically from the Parking Advisory Committee) helped to inform the priority of project implementation - developing Cape Kiwanda Parking Lot first and before peak visitor season, with the other project elements being phased and sequenced based on community needs and funding availability.

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## Q27

Do any lessons learned have the potential to inform other, future phases, or new community engagement efforts? If so, please explain.

Yes. Understanding when people prefer to meet is transferable to other projects in Pacific City. Through the project, the trust of Tillamook County by residents of Pacific City was enhanced. At the beginning of the project, some residents were skeptical that their opinion mattered, and they expressed concern that improvements were being made to benefit local businesses and visitors.

Through the community engagement efforts, the team gained an understanding of the individual needs and demands within each micro-community of Pacific City. The feedback loop from each of these neighborhoods, organizations, and businesses continues to inform design for future phases of the project, including traffic engineering and pedestrian safety. Examples include changing the scale of the sidewalks, street plantings/buffers, and street width to accommodate boats on the south end of the overall project (which is much different from the north end where more pedestrian safety is needed) and also understanding the staging of the boat fleet and how that impacts parking lot design while accommodating the safety of pedestrians.

By taking the input from the various groups seriously and modifying the plan to address their concerns, the public could see that their participation in the process made a difference. The hope is that this translates to trust in the community engagement process and continued participation in public planning processes. The County is committed to providing opportunities for people to share their input.



**Q28**

How does the community engagement for this project align with overall community engagement efforts for this organization?

Community engagement surpassed other previous community engagement efforts. It sets a new standard for projects within the County. As noted by various letters of support ([https://www.dropbox.com/s/4m5obvwgpy6d1p1/Letters\\_of\\_Support.pdf?dl=0](https://www.dropbox.com/s/4m5obvwgpy6d1p1/Letters_of_Support.pdf?dl=0)), the community appreciated the efforts made by the County.

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#7

COMPLETE

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**Time Spent:** 00:59:26  
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## Page 2: ACE Award Application

### Q1

Name of Project:

American Indian and Alaska Native Engagement in Springfield, Oregon

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### Q2

Jurisdiction or Local Government:

Springfield, Oregon

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### Q3

Applicant name:

Kristina Boe, Monica Sather, Kris Wright

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### Q4

Contact email:

kristinak@willamalane.org ; msather@springfield-or.gov; kris.wright@willamalane.org

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### Q5

Contact phone number:

541-735-0138 (Kristina)

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### Q6

Name of organization or agency:

City of Springfield, Oregon; Willamalane Park and Recreation District

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## Page 3: Project Team and Partners

**Q7**

Who led the community engagement effort for this project?

Other (please specify):

This engagement effort was initiated and supported by collaboration between the City of Springfield and Willamalane Park and Recreation District. Guidance for the effort was led by an Indigenous Planning Consultant, Stephanie Tabibian (Shoshone-Paiute Tribes).

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**Q8**

Project start date: Generalizations acceptable: e.g. "Spring 2021" or "2019"

American Indian and Alaska Native (AI/AN) engagement occurred in fall 2022, which helped to inform two planning projects for the City and the District: (1) The City's natural resource (wetlands, riparian corridors, wildlife habitat) inventories and protections for its urban growth boundary expansion areas; (2) Willamalane's update to its Park and Recreation Comprehensive Plan. Willamalane started work to update its Comprehensive Plan in January 2022. Springfield's Goal 5 natural resource planning work began in 2020. Collaborative efforts to plan this dialogue started in summer 2022.

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**Q9**

Target project completion date:

Willamalane estimates spring 2024 for the City's and Lane County's joint adoption of the updates to its Park and Recreation Comprehensive Plan. The City is also targeting 2024 for completion of its natural resource-focused work for Goal 5. When conceptualizing this dialogue session, the intent was to have the event serve as an initiation point to foster ongoing communication between the City, District, and AI/AN members of the community; in this sense, there is no identifiable "completion date" for this process. This process was more than a means to inform these two land use projects—it served as a very early step in connecting with members of local Tribes and AI/AN residents living in the area, to better establish trusting relations as well as to create momentum for ongoing work to improve awareness and support continual dialogue.

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**Q10**

What organizations participated in the project team and/or as project partners? If community-based or community-serving organizations were involved in community engagement efforts, please identify the community or communities they represent in your response.

Organization-based project team:

Willamalane Park and Recreation District  
City of Springfield, Oregon

Lead consultant: Stephanie Tabibian (Shoshone-Paiute Tribes)

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**Q11**

Were any of Oregon's nine federally recognized or other tribes invited to engage in this work?

Yes, the following tribes were engaged::  
Willamalane and the City of Springfield contracted with local Indigenous planning consultant Stephanie Tabibian (Shoshone-Paiute Tribes) to develop a structure for this dialogue event that would help to ensure its success and uphold appropriate cultural practices. Stephanie invited the Confederated Tribes of the Grand Ronde, Confederated Tribes of Siletz Indians, and Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians on behalf of Willamalane and the City by e-mail, phone, and printed material. However, official representatives of federally recognized Tribes themselves (or leaders and/or staff thereof) did not attend. Our agencies did not intend for this dialogue to be a form of formal government-to-government consultation between the City of Springfield and the Tribes with ancestral ties to the area (the Confederated Tribes of Grand Ronde, the Confederated Tribes of Siletz Indians, and Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians). Rather, the intent of the event meant to gather feedback that would directly reflect the perspectives and lived experiences of AI/AN residents within the Springfield community who are most directly impacted by the practices of and services provided by the City and Willamalane.

**Q12**

Was a compensation model used for participation? If so, briefly describe.

Yes, we used a compensation model that::  
invited local elders to assist with facilitating small round-table discussions. These facilitators received \$50 Visa gift cards. The community member-to-community member interface created by this structure also provided a more comfortable setting to encourage dialogue that was transparent from the start. All guests in attendance received family pool passes (a \$30 value) and were entered into several raffle drawings for family recreation passes to Willamalane facilities (a \$160 dollar value) and two family miniature golf passes (a \$20 value). The City and Willamalane established an Intergovernmental Agreement to co-fund Stephanie Tabibian's contributions to this effort.

**Q13**

Was this project supported through grant funding?

Yes, this project received grant funding from::  
Yes- partially. The City of Springfield's natural resource work received two Technical Assistance Grants from DLCD— one in the 2019-2021 award cycle and the other in the 2021-2023 award cycle. Funds from the 2021-2023 grant award contributed to planning for, holding, and writing a post-evaluation for the event.

Page 4: Project Description

**Q14**

Please describe the area affected by this project.

For the projects this work will inform in the short-term, Springfield's Goal 5 natural resource inventory and protection work focuses on its nearly 800-acre urban growth boundary expansion area, which straddles Springfield along its north side along the McKenzie River and is anchored along its south side by the Middle Fork Willamette River. These areas are some of the most naturally pristine areas in Springfield, many of which overlap with Willamalane's actively owned and managed park sites (some also co-owned by the Springfield Utility Board). Most importantly, these areas have only recently been defined as such and are not ours originally—they are on the traditional Kalapuya ilihi (Kalapuya homeland).

Willamalane's Comprehensive Plan update provides guidance for how to improve and provide recreation opportunities on parkland within the district boundary. This special tax district generally aligns with the urban growth boundary of Springfield, Oregon, with a few exceptions. Willamalane currently has nearly 1,600 acres of parkland and oversees the maintenance, programming, and operation of parks, trails, facilities (like pools), and recreational programs, classes and events for the community.

Today's current jurisdictional boundaries of the area we now call Springfield do not align with territories of the many bands of Kalapuya people who first stewarded this land in Springfield, many of whom were forcibly removed from their territories. Accordingly, limiting our engagement to AI/AN people living within our current jurisdictional boundaries did not seem appropriate. Many years of displacement have resulted in the remaining Indigenous people native to this area being widely dispersed throughout the region. It has also resulted in a very diverse group of AI/AN people from other territories who carry the trauma of loss of their own land and culture with them as they move to this area.

This work to understand and implement what it means to truly serve our AI/AN community members can span beyond geographic boundaries. For example, when collaborating with others outside of Springfield to share our lessons learned.

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**Q15**

20

Where is your project in the planning cycle?

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## Q16

What is the desired outcome of this planning process? What will this land use planning effort accomplish?

In the short-term, the City sought to hear Native perspectives on the importance of the land and water resources within Springfield's urban growth boundary expansion areas and to apply what we heard to balancing protections, access, and development interests in and near sites identified with Goal 5-significant wetlands, riparian areas, and wildlife habitats. Willamalane sought to gather community feedback to inform its 20-year vision for parks related to Statewide Planning Goal 8: Recreational Needs. These conversations will support future decision points and priorities for programs, capital projects, and other land management-focused projects throughout many areas of Springfield. As such, desired outcomes of this process were to:

- Identify parks and/or natural areas around Springfield that are especially important to AI/AN community members and why.
- Attempt to understand the lived experiences of AI/AN residents in the community and how public policies, planning processes, public spaces, natural areas, programs, and communication can support or diminish AI/AN participation or representation in them. Specifically:

--- Identify opportunities for renewed land management practices that reconnect AI/AN community members to their heritage.

--- Expand awareness for and empower Springfield's AI/AN community members to participate in local government planning activities to inform better decisions during the plan adoption process.

The discussion (summarized here:

[https://cms2.revize.com/revize/willamalanepror/Documents/District%20Info/About%20the%20District/Planning%20Documents/Tribal%20Engagement%20Summary\\_Final.pdf](https://cms2.revize.com/revize/willamalanepror/Documents/District%20Info/About%20the%20District/Planning%20Documents/Tribal%20Engagement%20Summary_Final.pdf)) was intentionally left somewhat open to aid in mutual understanding. It resulted in: (1) findings that are relevant and useful to many planning efforts; and, (2) a jumping off point for future conversations about how each agency can effectively respond to needs through action.

In the longer-term, we want to create a framework for future engagement and relationship building to ensure planning efforts genuinely incorporate Native histories and currently lived experiences. This call to seeking connection and understanding as a fundamental outcome is "our why".

## Q17

What are the community engagement objectives for this plan or project?

While the City of Springfield's Goal 5 natural resource work and Willamalane's update to its Comprehensive Plan have some separate objectives and methods of community engagement, our project areas also overlap by hundreds of acres. More importantly, we both know our agencies have a significant influence on land use and management in the Springfield area. The forcible removal of the Kalapuya from the area we now call Springfield led to the suppression and eradication of Native stewardship practices and traditions that nurtured the land for thousands of years and ruptured the close relationships tribes had to their homeland.

A gap exists between recent cultural understanding and the long-held Indigenous connection to this land. Our land management efforts fall short in acknowledging this relationship. As a result, there is a dire need to strengthen relations with people who have an intimate relationship with land in Springfield. This is initially why we recognized a gap in public engagement with local Tribes that include ancestors of the Kalapuya people (the Confederated Tribes of the Grand Ronde and Confederated Tribes of Siletz Indians) and AI/AN residents. They—as techniques—do not have to be erased and forgotten. They—as people who are still here today—do not have to be erased and forgotten.

Beyond building a better understanding of how we can manage our land in ways that respect Indigenous histories and practices, we learned we needed to broaden our outlook on the value a first-time dialogue could bring. Our overall objective was to forge new ground in hosting an AI/AN-focused event for either of our agencies. Doing this in a respectful, culturally appropriate, and meaningful way for this first-of-its kind effort meant involving leadership from the community network itself to assist with leading the meeting and discussions.

With this dialogue, we hoped to:

- Apply culturally competent practices to community engagement through trainings (with Live Oak Consulting) and by working with a trusted, knowledgeable resource in the community (Stephanie Tabibian- Shoshone-Paiute Tribes). Specifically:
  - Identify how to approach communication with Springfield's AI/AN residents, how/where to share project information through established community resources before elected officials make key decisions.
  - Meet people where they are at but make it welcoming in doing so. Tangible, physical considerations were part of this, such as considering a location that was convenient and had the right facilities, how we set up the room for conversation, and what we offered (food, childcare). Meeting people where they are at not only extends to physical space but also means creating a sense of safety in the mental and emotional sense (e.g., asking appropriate questions, being open to the idea that we might not end up sticking to an agenda given this was a first opportunity of this kind to listen to and learn from our AI/AN residents).
- Establish trust with the possibility of sustained relationships that carry forward to other future project efforts. Start this by asking questions that seek to understand:
  - How familiar participants were with each of our agencies and the services we provide
  - How participants interact with our agencies, if at all
  - What opportunities exist for our agencies to collaborate better with our AI/AN residents and tribal governments
  - Whether participants feel welcome or unwelcome in Springfield's parks, recreation facilities, and natural areas and why
  - What participants value about their community
  - Where participants' values and priorities align with the City's and Willamalane's, and where these values may conflict
  - How the City and Willamalane can better-engage AI/AN residents in our community throughout planning and decision-making processes
  - How participants would like to learn about future opportunities for engagement in planning projects so we reach them in ways they think are most effective and respectful
  - What barriers exist that limit AI/AN residents' access to our services and what we could do to eliminate those barriers and improve hardships experienced

**Q18**

How did decision-makers use or consider this information in the decision-making process? (if applicable)

While we have not yet reached the point of seeking a decision by our local elected officials on our various planning efforts, some specific land use actions that will occur in the future for:

- Willamalane-led work: Learnings from the dialogue that took place can inform the priorities, project list, and strategies/actions of Willamalane's update to its Park and Recreation Comprehensive Plan. Willamalane will seek approval of its update by its board of directors. The Springfield City Council and the Lane County Board of Commissioners will co-adopt the updates as a component of Springfield's Comprehensive Plan through the legislative plan amendment process.
- City of Springfield-led work: Discussion that emerged based on the natural resource-focused dialogue has potential to inform the policy evaluation of how much to protect the water- and wildlife-based resources identified in the Goal 5 inventory. This policy evaluation is the Economic, Social, Environmental, and Energy Analysis prescribed by the Oregon Administrative Rules. The Springfield Natural Resources Study will contain the analysis for the newly-inventoried and protected resource sites the City will add to the study (also by way of a legislative plan amendment).

Key agency leadership and decision-makers remained informed of our process along the way of preparing for the dialogue, some of whom participated day-of. Leadership in attendance who participated through note-taking and active listening at discussion tables included department directors from both organizations, Willamalane's board president, and a Springfield city councilor. Post-event, the City's executive team, City Manager's Office, City Council, and mayor received the findings of the report. What we heard during the dialogue and have learned since reading the report can influence the many types of decisions our officials make.

There are many decisions that remain undefined, but Willamalane is beginning to take action. Willamalane's DEI supervisor converted findings into an action plan and hired Indigenous consultants to support the short- and long-term implementation of some of the tasks. Some of these tasks include: developing a land acknowledgement statement, promoting accurate historical representation, identifying educational/interpretive opportunities, exploring culturally appropriate land stewardship practices, fostering continual dialogue with the AI/AN community, facilitating internal trainings, and identifying and promoting employment opportunities.

**Q19**

What tools did you use for communication and community engagement? Refer to Putting the People in Planning for descriptions of the tools below.

**Email updates,**  
**Fact Sheets, Brochures or Flyers,**  
**Other,**  
**Community Listening Session,**  
**Stakeholder Interviews,**  
**Social Media**

**Q20**

If you answered "other" to the previous question, please describe what additional communication and community engagement tools were or are used.

Personal invitations through our local Indigenous consultant, which helped establish trust and spread the word through informal networks.

(Note: We entered "community listening session" above instead of focus groups given we were there to begin relationship and trust building and were open to anything we heard, though we had guiding questions.)



Page 6: Active Outreach and Engagement

**Q21**

Did you consult a local or agency Diversity, Equity and Inclusion Plan or committee in developing a community engagement plan?

**Yes, we consulted a DEI plan,**

**Yes, we consulted a DEI committee,**

Other (please specify):

We consulted with local Indigenous consultants about how to incorporate this dialogue into each of our respective engagement plans.

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**Q22**

What process did you use to identify priority populations/underserved communities affected by this work?

The following response focuses on Springfield's AI/AN community members as the key group of people we worked with, but we recognize that our work affects (and is influenced by) other members of our community who could be considered priority/underserved populations.

Our agencies are aware that we are guests on land that the Kalapuya once called home and that they still call home— their presence continues to live. We heard loud and clear during our dialogue last fall, our Native American community members are not a “once was” history lesson; they are still here as active members who make valuable contributions to Springfield's vibrant, rich culture.

The City of Springfield used a multi-pronged approach to thinking about who its priority populations are in its urban growth boundary expansion areas and why. This work largely occurred as part of the 2021-2023 Technical Assistance Grant funding application to DLCD for natural resource protections in Springfield's urban growth boundary expansion areas. Data from the US Census Bureau helped refine the picture for us, but it did not give the full story. While it represents populations who currently live on that land (older residents, people with disabilities, low-income, etc.), we understood that numbers do not reflect the unique circumstance of forced displacement (we would not exist as a city government today if this did not occur) and strong historical, cultural importance of the minimally developed land near our rivers and streams. This understanding came from previous efforts that fell short of engaging Native community members about Springfield's newly-inventoried Goal 5 water resources. The intent not being as clear as it could have been, our e-mailed outreach being perceived as disingenuous or not going to the right people could have influenced this unwanted outcome.

Willamalane's DEI Strategic Action Plan calls for engagement with marginalized communities and it was identified as a priority when starting the Comprehensive Plan update process. Our staff training with Live Oak Consulting and other district initiatives resulting from our expanding DEI efforts made us recognize that the district benefits daily from being on Indigenous land and there is currently a lack of inclusion of AI/AN community members in our planning processes, parks, and programs. Other groups were also engaged as a part of the Comprehensive Plan's community outreach work plan (e.g., teens, people with disabilities, Latinx); however, this was the District's first time including AI/AN as a special consideration in our planning efforts.

Willamalane and the City met several times with our agency-led committees who are focused on diversity, equity, inclusion, and accessibility before partnering further to work with our Indigenous consultant, Stephanie Tabibian, to host a dialogue with Springfield's AI/AN community members. This process allowed us to ask questions about their values, interests, perceptions, experiences and to think critically about what each of our agencies could offer and learn. Our Decolonization Training with Live Oak Consulting and follow-up work with Stephanie helped us connect in appropriate ways with Springfield's AI/AN community members.

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**Q23**

What intentional efforts did you make to include priority populations/underserved communities?

The process we are highlighting of holding a tribal dialogue with Springfield's AI/AN community members is an example of how the City's Goal 5 natural resource inventories/protections and Willamalane's Comprehensive Plan project incorporate efforts to include priority populations/underserved communities. While we implemented other engagement efforts for our projects, this one was unique. It was the first time the AI/AN community was prioritized and was also the first time our agencies have collaborated on a community dialogue like this. The collaborative, interagency approach was a result of feedback from consultants suggesting we streamline engagement efforts and reduce the burden of time and repetitive feedback that can result from standard agency-driven project approaches.

The project team did not have the established knowledge, trust, or relationships to successfully host a conversation with this community independently, so they contracted with local Indigenous planning consultant, Stephanie Tabibian to guide this effort. Stephanie's combination of professional and lived experience, along with her vision for a co-facilitated dialogue made this event a success. Stephanie applied the important role of elder teachings for facilitating dialogue and aimed to eliminate power dynamics to provide a safe platform and space for residents to openly speak and be in community.

Printed material, social media, e-mail, and phone calls were all methods used to promote awareness of the event and to invite people to attend. Stephanie distributed e-mailed invitations to the Confederated Tribes of Siletz Indians Eugene area office, and Confederated Tribes of Grand Ronde. Phone outreach was conducted with the Confederated Tribes of Coos Lower Umpqua, and Siuslaw Eugene area office. Additionally, we advertised a Facebook event on local AI/AN community Facebook groups, and via the Springfield Chifin Indian Education Program page. Printed material was distributed at the Lane Community College Longhouse, University of Oregon Many Nations Longhouse, Ko-Kwel Wellness Center (Indian Health Clinic), and at the Springfield Chifin Native Youth Center.

The event ultimately included 22 AI/AN participants who affiliate with 13 Tribal nations. There were eight participants affiliated with one of the nine federally recognized Tribal nations in Oregon including five from the Klamath Tribes, two from the Confederated Tribes of Grand Ronde, and one from the Confederated Tribes of Siletz Indians. Additionally, four participants are affiliated with Tribes that had traditional and customary Tribal boundaries in parts of the land now formally recognized as the state of Oregon. Two participants were non-Native but participated because they are raising Native children in the Springfield area. The majority of the participants currently live in the Springfield area (65%), while there were also participants that live in Eugene (26%), Lane County (4%), and outside of Lane County (4%).

A significant result of the event was a report that captured the points made at each discussion group. The draft report to attendees who expressed an interest in reviewing it, and all edits were incorporated before it was finalized.

**Q24**

What assessments/evaluations have you conducted of the community engagement work to date?

**Tracking public meeting attendance,**

**Tracking website traffic,**

**Tracking social media impressions,**

**Tracking newsletter or email engagement,**

**Project team debrief after events,**

**Synthesis of public comments and feedback,**

Other (please specify):

The report, co-developed by our Indigenous consultant and the attendees who reviewed and edited the post-event draft report took the points made at each discussion group, brought emerging themes and big ideas to the forefront to form recommendations for next steps.

**Q25**

If the project is ongoing, describe assessments or evaluations planned as the project moves forward.

The many ways in which Willamalane's Comprehensive Plan and the City of Springfield's Goal 5 natural resource work engaged a variety of community members allows for several possibilities to reflect on our work. As a direct result of this dialogue, Willamalane is working, across the district and throughout all District departments to create a cohesive understanding of the responsibility that Willamalane holds as stewards of Kalapuya land, and ways in which Willamalane can be accountable for requests and feedback given by the community. Our community engagement plans also provide a reference point for whether we are on track for meeting our desire to engage the community in the right ways, and at the right times, as these projects move toward adoption of the comprehensive plan. This ACE award application focuses on the engagement we did with our AI/AN community members, which is intended to extend beyond project timelines.

Much is yet to be determined about how each organization can separately, and together, take action in response to what was learned. We are discussing whether there is potential for the City, Willamalane, Springfield Public Schools, and Springfield Utility Board to unify efforts. We have so far discussed the idea of having our various DEI-focused committees, an advisory committee, and additional staff as appropriate, meet quarterly to share activities we are individually working on or would like to explore doing jointly.

A structure of accountability is already taking place at Willamalane, which the four TEAM Springfield agencies can consider partnering on. Willamalane has so far:

- Created a matrix of themes, questions, and requests from the community members during the dialogue. This guiding document serves as a checklist, of sorts, to continue to guide efforts across the District.
- Contracted with Stephanie Tabibian (our local Indigenous consultant for the dialogue event) and a Grande Ronde elder, to identify project and process priorities, create actionable items, and strategize on how to continuously move forward on doable initiatives. These consultants are currently providing support with improving education and interpretive material and programs for the District and are co-developing a land acknowledgement statement.

## Q26

What did you learn through the assessment and evaluation of the community engagement process?

- Be flexible with the agenda and timeline for the engagement process to ensure dialogue and activities are culturally appropriate. Specifically:

--- Slow down to avoid inviting input that is too “agenda-focused”/data-driven from the outset. Asking fundamental questions about what people care about, what they want to see more or less of, and what we could do better or keep doing well as agencies helps people be heard and valued in ways that are real and less technical. For example, if the City reached out to the AI/AN community with no prior working relationship asking if a stream should have a development setback of 25, 50, or 75 feet, that scientific level of detail would likely not be well-received due to no acknowledgement of their past and current connection to the land, underlying values, and no demonstrated desire to understand the cultural meaning of the water resource.

--- This “slowing down” might seem like a step back, but nurturing a relationship can create opportunities for more progress and better outcomes. If we ask certain members of our communities to review drafts of land use plans and related documents or explore project-specific details later, pre-established trusting relationships can help us all feel a document was co-created to also give community members ownership.

--- “Cold call” e-mails, especially those that ask for project-specific input, may prove ineffective. Relatedly, if there is interest in learning from and working with specific community members in Springfield where trust or personal connections are not yet established, a team’s project manager might not be the right person to reach out with an initial information-share or request.

- Co-planning and co-facilitating of the dialogue with the people who you want to learn from and represent results in a more culturally relevant process, maximizes the agency’s learning, and promotes a more productive dialogue.
- Be mindful of community members’ time as to not overextend their capacity or willingness to contribute in the future. Providing food and reimbursements for time, as well as childcare, are good practices for reimbursing participants for sharing their lived experiences and reducing this burden. Being mindful of time also means partnering with other agencies with similar interests and needs. An ability to partner has potential to create a unified voice that demonstrates stronger commitment to listening and increases the chances of meaningful future action. Logistically, funding and promoting such events together allows combined resources to go further. In doing so:

--- Clarify the unique roles of each agency so any discussions are appropriately focused.

--- Consider what the right scale of agency participation looks like for the event (e.g., how many people will attend and who should be there to adequately represent each agency). More is not always better, so it is more important to get the right representation in the room.

- If there are barriers in awareness and understanding that have yet to be overcome, it is still possible to have an effective listening session or community dialogue. Find consultants and/or partners who can help center the discussion in a culturally appropriate way and approach the opportunity with humility and gratefulness for participants’ time and thoughts.
- Explain how input will be used if possible. If there are no predetermined next steps, be transparent about that and don’t make promises that can’t be met with likely success.
- Recognize those who attend may be holding trauma from and frustration about the history that brought them to the moment of dialogue.
- Incorporating opportunities for underrepresented voices in the decision-making process as decision-makers—instead of holding one-time or specific events focused on their perspectives/instead of pointing them to an allotted time or process for public testimony—

is a wise way to center these voices' ability to effect change. This model is not only more efficient with regard to time (i.e., including people in an existing structure or process), it is a powerful means to give these voices a seat at the table in the literal and figurative sense. To do this, we need to help our community members feel welcome to ask questions and work with us by empowering them with knowledge and resources (e.g., training, mentorships, stipends, scholarships).

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### Q27

Do any lessons learned have the potential to inform other, future phases, or new community engagement efforts? If so, please explain.

All of the lessons learned can serve as a foundational way to be deliberate about who to include in community engagement efforts and how to tailor that engagement to unique needs of the project from the beginning. In the short-term, circulating the report and discussing its findings and recommendations with others at our organizations was identified as a first step. This action has the potential to offer new ideas and opportunities to other project teams and leaders, increase confidence in connecting with our AI/AN community members, or at least create awareness and new ways of thinking.

What we learned from this valuable dialogue informed the Community Needs Assessment component of Willamalane's Park and Recreation Comprehensive Plan and outcomes will be embedded in some of the Plan's recommendations. Additionally, the findings will be considered as part of the next DEI Strategic Action Plan update that will occur in the next 2-3 years. The City of Springfield can explore ways to incorporate it into the phase of its Goal 5 inventory and protection work where appropriate protections will be determined.

Looking further, lessons learned can extend beyond immediate deliverables to new and renewed community engagement efforts at both of our organizations (and beyond) to:

- The City's Executive Team; Communications Team; City Manager's Office; and its Committee for Inclusion, Diversity, Equity, and Access.
  - Willamalane's Management Team; Community Engagement team, Planning and Development Department, Board of Directors and its Committee for Diversity, Equity, and Inclusion.
  - Teams that can tie this knowledge into upcoming projects such as the regional group working on implementing the Climate Friendly and Equitable Community Rules, the Public Library's advisory team working on its Strategic Plan, the Springfield History Museum's Illumination Exhibit (<https://wheremindsgrow.org/illumination>), and the City's mural program that can center AI/AN histories through public art in high-traffic locations.
  - The Rivers to Ridges (R2R) team as they work through their revisioning process. Willamalane is a member of the R2R Partnership, a voluntary association of 19 organizations working collaboratively to advance the protection, restoration, and effective management of park and open space resources in the southern Willamette Valley.
  - The City can follow up directly with attendees and their community networks with to invite them to apply for City Boards, Commissions, and Committees. Willamalane can do the same for its Board of Directors elections process.
  - Willamalane and the City can explore ways to seek funding or provide room in the budget to support community members' time and thought contributions to future projects.
-

## Q28

How does the community engagement for this project align with overall community engagement efforts for this organization?

Willamalane and the City of Springfield recognize that we exist and benefit today because of Kalapuyans' forced removal from their homeland. We also recognize that less dominant voices from community members who make up only a small portion of our population or who do not regularly engage with local agency projects does not make these voices less important. When we make plans to "improve community" or to think about what it really means to do so, we think about it in a way that is not just about a built result but who we are here to serve.

Our agencies approach learning about and sharing others' lived experiences in ways that go beyond minimum requirements of Statewide Planning Goal 1 and land use planning projects.

- Combining our resources: Willamalane's and the City's partnership on giving voice to our AI/AN community members reflects an outcome of a longstanding, ongoing partnership of four of Springfield's public service providers. This partnership, called TEAM Springfield, is made up of Willamalane, the City, School District, and the Springfield Utility Board. The TEAM Springfield model provides a space where our agencies can share ideas and updates and where we can explore how to partner in ways that maximize benefits to the community—whether through delivering efficient and coordinated services or more of what community members want and need.
- Demonstrating commitment to stated goals: One of the City's goals is to "Foster an Environment that Values Diversity and Inclusion." Willamalane welcomes community members and staff of all identities and recognizes that people from oppressed groups have not always had full access to parks and recreation. We do this by giving voice to—and celebrating—unique values, contributions, and lived experiences:

--- Willamalane created a DEI (Diversity, Equity, and Inclusion) Committee in 2020. In 2021, the District Board adopted a DEI Strategic Action Plan (<https://www.willamalane.org/Intranet/Documents/Documents%20Tab/DEI-Strategic-Plan-May-21.pdf>). Willamalane also employs a full-time DEI Supervisor who is responsible for planning, evaluating, and implementing district-wide awareness and organizational goals to effectively address systemic oppression, and promote DEI within all aspects of park and recreation operations. Community engagement with marginalized groups is Goal 6 of the plan and includes a series of objectives and actions that this dialogue responds to. Likewise, outcomes from this dialogue and future dialogues will be used to inform updates to this and other goals in the Plan.

--- The Springfield City Council established the City's Committee for Inclusion, Diversity, Equity, and Access (IDEA Committee), which is run by staff at all levels (entry level to leadership) from all departments. The IDEA Committee advocates for matters relating to inclusion, diversity, equity, and access within the City organization and the overall Springfield community. In the public realm, it holds public events to raise cultural awareness and provides occasional funding support to local nonprofits.

--- The City also created a program to empower under-represented leaders in Springfield to better understand and participate in their local government, called City Link (<https://springfield-or.gov/city/city-managers-office/city-link/>).

- Sharing knowledge through public education and creativity: The City and Willamalane have robust programs to teach people who live in and/or visit Springfield about its natural resources and public assets (e.g., the City's "Stream Team," which is made up of the City's Environmental Services Division and Communications staff who work toward maintaining clean/healthy/safe water and riparian areas). Willamalane stewards nearly 1,600 acres of public land that includes parks, 38 miles of trails, and natural areas. Together, the City and Willamalane have many interpretive signs and art installations along trails, at parks, and other places throughout Springfield that serve as a physical, permanent presence and receive a good amount of traffic passing by. We also give tours and hold volunteer events at these sites. Last fall, we heard participants say they want to see more of these community-based elements.

#8

COMPLETE

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**Started:** Monday, June 05, 2023 9:14:19 AM  
**Last Modified:** Monday, June 05, 2023 10:26:24 AM  
**Time Spent:** 01:12:04  
**IP Address:** 75.231.246.145

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## Page 2: ACE Award Application

### Q1

Name of Project:

Multnomah County Libraries, Albina and North Portland Libraries

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### Q2

Jurisdiction or Local Government:

City of Portland, Multnomah County

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### Q3

Applicant name:

Whitney Geier

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### Q4

Contact email:

wgeier@leverarchitecture.com

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### Q5

Contact phone number:

808-280-2841

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### Q6

Name of organization or agency:

LEVER Architecture

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## Page 3: Project Team and Partners

**Q7**

Who led the community engagement effort for this project?

Other (please specify):

LEVER Architecture (LEVER is one of two architects on the project, our firm led the engagement process because we live and work in the same community where the libraries are located)

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**Q8**

Project start date: Generalizations acceptable: e.g. "Spring 2021" or "2019"

Summer 2021

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**Q9**

Target project completion date:

Fall 2024

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**Q10**

What organizations participated in the project team and/or as project partners? If community-based or community-serving organizations were involved in community engagement efforts, please identify the community or communities they represent in your response.

Multnomah County Libraries (Client), LEVER Architecture (Core and Shell Architect and Community Engagement Lead), Noll & Tam Architects (Programming and Interiors Architect), Minor Planning and Design (Historic Consultant), Ground Workshop (Landscape Architect), Valar (Structural Engineer), Vega (Civil Engineer), Arris Consulting (Mechanical and Plumbing Engineer), Samata Engineers (Electrical Engineer), Biella (Lighting Designer), Acoustic Design Studio (Acoustical Engineer), Project Pivot (Sustainability Consultant), Ditroen (Graphics and Wayfinding Consultant), Treecology (Arborist)

More than 30 community organizations were included in the engagement process in addition to neighboring community centers, parks, schools, individuals, and neighborhood elders. These organizations represented the Black community, Latinx community, Indigenous community, Immigrant and refugee community, disability and accessibility focused community, early learning/youth and teens, family health, women's shelters, and incarcerated community.

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**Q11**

Were any of Oregon's nine federally recognized or other tribes invited to engage in this work?

Yes, the following tribes were engaged::

Specific tribal information was not solicited. The following organizations were invited to engage: NARA, NAYA, Bow and Arrow Culture Club, NACAC Education Subcommittee, Portland Indian Leaders Roundtable, Portland Youth and Elders Council, PPS Indian Education Program

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**Q12**

Was a compensation model used for participation? If so, briefly describe.

Yes, we used a compensation model that:: financially compensated participants of focus groups and student design cohorts. The team provided other resources like food and free books at in-person events as a way to support families and caretakers. Financial compensation was provided in the form of Visa gift cards to participants of focus groups. Cash stipends via personal checks were awarded to students for each session of participating in the youth design cohorts.

**Q13**

**No**

Was this project supported through grant funding?

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Page 4: Project Description

**Q14**

Please describe the area affected by this project.

North and Northeast Portland communities and Albina district. The Albina and North Portland neighborhoods have been forever impacted by the racial inequity of urban renewal projects, including the construction of the I-5 corridor and the Legacy Emanuel Hospital. A history of exclusion laws, redlining, and broken promises have caused displacement and harm to these neighborhoods.

**Q15**

**100**

Where is your project in the planning cycle?

**Q16**

What is the desired outcome of this planning process? What will this land use planning effort accomplish?

Two library branch renovation and addition projects that are shaped by the voices of their community. Buildings that strengthen the Albina community, recognize and celebrate culture, reflect a community-driven process, are safe and accessible, are flexible in the short term and long term, and are sustainable and strongly connected to nature.

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Page 5: Community Engagement

**Q17**

What are the community engagement objectives for this plan or project?

This community engagement process has focused on seeking feedback from underserved and historically marginalized communities, groups, and individuals. Our goal for this project was to amplify the voices of non-dominant communities to build a more equitable and just design process that truly reflects the whole community. It is important to note that this focus on non-dominant communities does not mean that feedback from anyone else was avoided or ignored, but rather it is a strategy for addressing inequity in the design process and built environment. Our team believes that by addressing the needs of our community's most underserved populations, spaces can be better and more supportive for everyone. The goal of this community engagement effort was to collect as many ideas, dreams, wishes, comments, and feedback points as possible before the design phase began in order to gain an understanding of the community's priorities and aspirations and allow those values to guide the building designs from the very beginning.

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**Q18**

How did decision-makers use or consider this information in the decision-making process? (if applicable)

Design team members led the community engagement process so they were able to hear and implement the community feedback firsthand. It was important that the community engagement process start before the design process so that the voices of the community could truly inspire and shape the building design from the beginning. The engagement process spanned the entire project design timeline so community input and feedback were incorporated at all project milestones. Weekly community engagement summary meetings were held with Multnomah County Libraries to brief them on takeaways of the engagement and strategies for future engagement.

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**Q19**

What tools did you use for communication and community engagement? Refer to Putting the People in Planning for descriptions of the tools below.

**Project website,**  
**Email updates,**  
**Newsletter or newsletter articles,**  
**Translation Services,**  
**Advisory Committee or Group,**  
**Focus Groups,**  
**Traditional Open Houses,**  
**Online Open Houses,**  
**Fact Sheets, Brochures or Flyers,**  
**Fact Sheets, Brochures or Flyers (translated),**  
**Online survey,**  
**Online survey (translated),**  
**Other,**  
**FAQs,**  
**Infographics,**  
**TV, Radio or Newspaper Interviews,**  
**Newspaper ads,**  
**Online ads or promoted posts,**  
**In person presentations,**  
**Community Listening Session,**  
**Stakeholder Interviews,**  
**Neighborhood Association meetings,**  
**Social Media**

**Q20**

If you answered "other" to the previous question, please describe what additional communication and community engagement tools were or are used.

Orchestrated pop-up style information and on-site interactive boards at community events, local farmers markets, summer music events, places of worship, vaccine events, block parties, and posters / PA announcements at local schools to organize youth design advisory groups. Engagement and feedback tools used with youth and teens included building tours, site visits, model-making, drawing, collaging, and furniture testing. Interviews were conducted with community leaders and representatives of local community based organizations. Virtual meetings were supported by Zoom video and Miro - an online interactive whiteboard program. These public virtual meetings were recorded with consent and posted to Multnomah County Libraries' YouTube account for further public access. Sticky notes and heart (upvote) stickers were helpful tools to pair with onsite poster boards for community members to participate to their comfort level. Pairing these quantitative data points with more qualitative data from art, conversation, and storytelling painted a broad yet detailed picture of the dreams, needs, and priorities of the community.

Page 6: Active Outreach and Engagement

**Q21**

Did you consult a local or agency Diversity, Equity and Inclusion Plan or committee in developing a community engagement plan?

Other (please specify):

The project team and client had a two-day 'Critical Race Spatial Praxis in Design' workshop with Dr. Amara H. Pérez before starting the community engagement process. Dr. Pérez consulted with the project team during the engagement process as well, to provide expertise and feedback on engagement strategy. The team also worked with Ericka Warren at Try Excellence, LLC who is a community engagement and public meeting facilitator. Working with DEI partners that community members already trusted helped forge relationships and make stronger community connections.

**Q22**

What process did you use to identify priority populations/underserved communities affected by this work?

Multnomah County Libraries provided the project team with a research report titled "Framework for Future Library Spaces", which included maps of library use patterns and planning zones. Our team paired this information with neighborhood and branch location service area demographics and history - prioritizing the Black Community who is impacted by displacement in these neighborhoods specifically, and other historically marginalized communities, groups, and individuals.

**Q23**

What intentional efforts did you make to include priority populations/underserved communities?

By offering a variety of meeting types and outreach methods our team aimed to broaden our community reach, increase accessibility to information, and strengthen the voices of community members who are at the heart of the Albina and North Portland neighborhoods. Following are some specific efforts made to include priority populations and underserved communities: 1. Recurring meetings with focus groups specific to project location: Black Portlanders, Latinx community, Indigenous community, immigrant & refugee community, and the disabled community. 2. Meeting people where they are: our team conducted outreach at public spaces like farmers markets and food pantries, nearby schools, and culturally-specific locations such as churches, temples, and festivals. 3. Duplicate meetings: the team hosted multiple versions of public meetings in-person and virtually, and at varying times of day in order to accommodate different types of schedules and needs. 4. Language: In-person and virtual events offered American Sign Language, Spanish, and Somali translators, and recordings were transcribed and captioned. 5. Compensation and support: Paid opportunities like focus groups and teen design sessions gave community members time to participate when they would otherwise be earning. Providing snacks and free books at events also incentivized multi-generational engagement by supporting caretakers and children.

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Page 7: Monitoring, Evaluation and Documenting Your Community Engagement Program

**Q24**

What assessments/evaluations have you conducted of the community engagement work to date?

**Tracking public meeting attendance,**

**Tracking website traffic,**

**Tracking social media impressions,**

**Tracking newsletter or email engagement,**

**Project team debrief after events,**

**Updating or changing plans based on evaluation,**

**Evaluation form for participants in engagement activities**

,

**Multiple opportunities for communities, individuals, or organization to express concerns about engagement**

,

**Open log of public comments available to the public,**

**Synthesis of public comments and feedback,**

Other (please specify):

Log of each engagement activity indicating number of participants, which communities were represented, key takeaways, feedback data, meeting notes, and photos. A comprehensive community engagement report was also compiled to share findings with the client.

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**Q25**

If the project is ongoing, describe assessments or evaluations planned as the project moves forward.

Community priorities and feedback were integrated into Design Principles, which are the guide posts of the design and used as a way to track progress and overall success of the project. Project decisions are evaluated through these Design Principles throughout the entire project timeline as a measure of accountability and inclusion of community feedback.

## Q26

What did you learn through the assessment and evaluation of the community engagement process?

1. Early engagement- set aside a phase of community engagement before the design process begins.
  2. Learn the history, connect with people now and in the past - map the stakeholders and assets of the project and community throughout time.
  3. Identify community partners and bring them on as key project partners at the very beginning.
  4. Present information so it is easy to understand, communicated effectively and timely. Reiterate what was heard prior, and in consistent forms - redundancy is key.
  5. Create project Design Principles based on community engagement findings. Use them as a sounding board and reference point for all project decisions.
  6. Document all engagement events and meetings with notes, recordings, photos, raw data, number of attendees, and key takeaways. Track and record where data points came from as they get aggregated and synthesized.
- 

## Q27

Do any lessons learned have the potential to inform other, future phases, or new community engagement efforts? If so, please explain.

Yes, all of the lessons learned are relevant to new community engagement efforts. Although communities vary throughout neighborhoods, project types are different, and history of place is unique - all of these aspects are fundamental to human connection, understanding of place, and visioning for the future.

1. Get to know the community you are working with - If it is a new community to you, start with identifying community organizations, gathering spaces (faith-based, boys and girls club, schools, etc) and join their events, volunteer, and support things they are doing.
2. Ask the community how they want to be involved (if at all) and ask what they need to feel safe and be able to participate in the process.
3. Be clear on expectations and promises of participation.

Start with basic information in every meeting and review what was heard before sharing new information.

4. As team members build trust and rapport with the community, ensure the same team members are consistent throughout the process and are there to introduce any new team members. Having a facilitator and/or community engagement consultant is helpful if the team is not part of the community.
- 

## Q28

How does the community engagement for this project align with overall community engagement efforts for this organization?

The efforts in our engagement process were guided by Multnomah County Libraries' strong prioritization of equity and inclusion which is described in the Library capital bond community engagement ethos and the work led by Multnomah County Libraries' Equity and Inclusion manager, Sonja Ervin.

1. Equitable - prioritizes listening and amplifying the voices of underserved communities
  2. Transparent - clearly identifies what is fixed, what is flexible, and where community can have input
  3. Just - understands and acknowledges the past and creates a different future
  4. Accessible - meets the community where they are, variety of methods of participation, culturally relevant and responsive
  5. Informed - is informed by research, review, and recognition of what has already been asked of communities and what's already been shared
  6. Flexible - asks for input on process, listens to feedback, is open to change, and not sticking with a singular approach to engaging the community
-

#9

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, May 31, 2023 9:08:11 AM  
**Last Modified:** Monday, June 05, 2023 10:52:43 AM  
**Time Spent:** Over a day  
**IP Address:** 204.147.152.15

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## Page 2: ACE Award Application

### Q1

Name of Project:

Long Range Planning Community Engagement for HB2001 and the Major Streets Transportation Improvement Program

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### Q2

Jurisdiction or Local Government:

Washington County

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### Q3

Applicant name:

Erin Wardell

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### Q4

Contact email:

erin\_wardell@washingtoncountyor.gov

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### Q5

Contact phone number:

503-846-3876

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### Q6

Name of organization or agency:

Washington County

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## Page 3: Project Team and Partners

**Q7**

**County government**

Who led the community engagement effort for this project?

**Q8**

Project start date: Generalizations acceptable: e.g. "Spring 2021" or "2019"

September 2021

**Q9**

Target project completion date:

September 2022

**Q10**

What organizations participated in the project team and/or as project partners? If community-based or community-serving organizations were involved in community engagement efforts, please identify the community or communities they represent in your response.

Staff along with Espousal Strategies LLC and Centro Cultural facilitated focus groups and listening sessions with members from Unite Oregon, Muslim Educational Trust, Street Trust, Oregon Walks and Bienestar. We also recruited a leadership cohort from the CBO partners.

**Q11**

**No**

Were any of Oregon's nine federally recognized or other tribes invited to engage in this work?

**Q12**

Was a compensation model used for participation? If so, briefly describe.

Yes, we used a compensation model that::  
Provided stipends for participation in our focus groups, listening sessions and leadership cohort.

**Q13**

Was this project supported through grant funding?

Yes, this project received grant funding from::  
DLCD

Page 4: Project Description

**Q14**

Please describe the area affected by this project.

Washington County, both the full county area (Major Streets Transportation Improvement Program) and the urban unincorporated area (HB2001 regulations)



**Q15**

**68**

Where is your project in the planning cycle?

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**Q16**

What is the desired outcome of this planning process? What will this land use planning effort accomplish?

Operationalizing equity in our planning projects and meaningfully engaging with our community

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Page 5: Community Engagement

**Q17**

What are the community engagement objectives for this plan or project?

To enable meaningful participation from our community based organizations to shape the project evaluation criteria and policy decisions around two major planning efforts happening concurrently

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**Q18**

How did decision-makers use or consider this information in the decision-making process? (if applicable)

Community partners input into the evaluation measures was shared with decision-makers at the same level as input from technical staff and jurisdictional partners. This led to development of equity-focused and inclusive metrics for project evaluation for the Major Streets Transportation Improvement Program. For HB2001, the input from the community was shared with the board through the public process to adopt the new regulations.

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**Q19**

What tools did you use for communication and community engagement? Refer to Putting the People in Planning for descriptions of the tools below.

Project website,  
Email updates,  
Newsletter or newsletter articles,  
Translation Services,  
Advisory Committee or Group,  
Focus Groups,  
Online Open Houses,  
Fact Sheets, Brochures or Flyers,  
Fact Sheets, Brochures or Flyers (translated),  
Online survey,  
Online survey (translated),  
Other,  
FAQs,  
Infographics,  
Media Packet or Media Kit,  
TV, Radio or Newspaper Interviews,  
In person presentations,  
Community Listening Session,  
Stakeholder Interviews,  
Social Media

**Q20**

If you answered "other" to the previous question, please describe what additional communication and community engagement tools were or are used.

We did extensive in-person engagement at 15 community events throughout the summer of 2022, including farmer's markets, culturally specific community festivals and community organizations. Through these events we collected 254 paper surveys to supplement the online open house survey which collected 721 responses. We interacted in person with thousands of community members.

Page 6: Active Outreach and Engagement

**Q21**

Did you consult a local or agency Diversity, Equity and Inclusion Plan or committee in developing a community engagement plan?

Yes, we consulted a DEI plan,  
Other (please specify):  
Washington County's Office of Equity, Inclusion and Community Engagement supported this project work

**Q22**

What process did you use to identify priority populations/underserved communities affected by this work?

We developed a custom mapping tool using Census and other demographic data as well as working directly with our culturally specific community organizations to identify priority populations for engagement.

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**Q23**

What intentional efforts did you make to include priority populations/underserved communities?

The project engagement plan was designed around engaging priority populations and underserved communities. We translated all project materials specific to the communities' needs and used translators at events and for focus groups and listening sessions. We identified geographically dispersed culturally specific and community based events to attend.

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Page 7: Monitoring, Evaluation and Documenting Your Community Engagement Program

**Q24**

What assessments/evaluations have you conducted of the community engagement work to date?

**Tracking public meeting attendance,**  
**Tracking website traffic,**  
**Tracking social media impressions,**  
**Tracking newsletter or email engagement,**  
**Project team debrief after events,**  
**Updating or changing plans based on evaluation,**  
**Evaluation form for participants in engagement activities**  
,  
**Multiple opportunities for communities, individuals, or organization to express concerns about engagement**  
,  
**Synthesis of public comments and feedback**

---

**Q25**

If the project is ongoing, describe assessments or evaluations planned as the project moves forward.

We are using this work to inform upcoming engagement of the County's first Capital Improvement Plan which will continue the Major Streets Transportation Improvement Program into the future. HB2001 regulations were adopted in June of 22.

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Page 8: Lessons Learned

**Q26**

What did you learn through the assessment and evaluation of the community engagement process?

We learned that meeting people where they are and engaging directly through culturally specific organizations leads to powerful feedback that can be directly incorporated into technical metrics and policy decisions. We learned that significant staff resources are necessary to support this thorough and in-depth community engagement.

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**Q27**

Do any lessons learned have the potential to inform other, future phases, or new community engagement efforts? If so, please explain.

Yes, we will be incorporating this project structure with the equity framework, equity index (mapping tool) and model community engagement plan as a best practice for all of our engagement going forward.

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**Q28**

How does the community engagement for this project align with overall community engagement efforts for this organization?

Washington County is committed to equitable community engagement and this work moved the Department of Land Use & Transportation closer to meeting our County's goals as established in the 2020 Washington County Equity Resolution.

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#10

COMPLETE

Collector: Web Link 1 (Web Link)  
Started: Monday, June 05, 2023 10:53:56 AM  
Last Modified: Monday, June 05, 2023 11:29:12 AM  
Time Spent: 00:35:15  
IP Address: 71.63.204.171

Page 2: ACE Award Application

Q1

Name of Project:

Gresham Middle Housing Project

Q2

Jurisdiction or Local Government:

Gresham

Q3

Applicant name:

Carly Rice

Q4

Contact email:

Carly.Rice@GreshamOregon.gov

Q5

Contact phone number:

503-618-2818

Q6

Name of organization or agency:

City of Gresham

Page 3: Project Team and Partners

**Q7**

**City government**

Who led the community engagement effort for this project?

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**Q8**

Project start date: Generalizations acceptable: e.g. "Spring 2021" or "2019"

Fall 2020

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**Q9**

Target project completion date:

Code effective June 16, 2022. Implementation ongoing.

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**Q10**

What organizations participated in the project team and/or as project partners? If community-based or community-serving organizations were involved in community engagement efforts, please identify the community or communities they represent in your response.

Urbsworks were the primary consultants, but community engagement was sub-consulted to JLA Public Involvement. JLA collaborated with staff and developed a public involvement plan. JLA lead the first phase of the project's outreach, with the City being an active participant in all community engagement efforts. The City took the lead on engagement efforts during second phase of the project as restrictions started to lift due to requirements around the pandemic. The City also led efforts in developing and refining the new regulations and adoption of the Middle Housing Code.

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**Q11**

**No**

Were any of Oregon's nine federally recognized or other tribes invited to engage in this work?

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**Q12**

**No**

Was a compensation model used for participation? If so, briefly describe.

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**Q13**

**No**

Was this project supported through grant funding?

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**Q14**

Please describe the area affected by this project.

The area affected by this project includes the majority of the land area of the city of Gresham. The land use districts affected include all those which allow single detached dwellings, including Corridor Multi-Family (CMF), Corridor Mixed Use (CMU), Downtown Commercial Core (DCC), Downtown Transit Mid-Rise (DTM), Downtown Residential Low-Rise-1 (DRL-1), Downtown Residential Low-Rise-2 (DRL-2), Low Density Residential-5 (LDR-5), Low Density Residential-7 (LDR-7), Low Density Residential – Gresham Butte Plan District (LDR-GB), Low Density Residential – Pleasant Valley (LDR-PV), Low Density Residential – Springwater (LDR-SW), Moderate Density Residential-12 (MDR-12), Moderate Density Residential-24 (MDR-24), Moderate Density Residential – Pleasant Valley (MDR-PV), High Density Residential – Pleasant Valley (HDR-PV), Office/Residential (OFR), Station Centers (SC), Ruby Junction Station Center (SC-RJ), Transition Residential (TR), Transit Low Density Residential (TLDR), Townhouse Residential – Springwater (THR-SW), and Very Low Density Residential – Springwater (VLDR-SW).

**Q15****100**

Where is your project in the planning cycle?

**Q16**

What is the desired outcome of this planning process? What will this land use planning effort accomplish?

This project was designed to allow a greater number of housing units and a greater variety of housing types to be built in the city's residential neighborhoods. The code changes create more opportunities for renters and homeownership across multiple price levels and a greater variety of housing options to meet the needs of a wider range of Gresham households.

Until the Great Depression, a variety of residential uses were built where housing was affordable to a range of incomes and the density helped support public transit and local businesses by infusing each block with more housing units. After this era, government policies led to a building boom centered around auto-dependent suburbs primarily devoted to only single-family homes on large lots. Housing units became more expensive and, due to lending practices and restrictive covenants, many people were explicitly prohibited from purchasing (or living in) large areas of cities due to their race or ethnicity.

These governmental actions harmed and excluded members of our community and have lasting impacts nationally but also here in Gresham. Nationally, in 2019, the median white household wealth was 7.8 times that of Black households. This gap is growing because it is largely due to intergenerational wealth building through home ownership. In Gresham in 2020, 55% of people who identify as white and not Hispanic own their home but only 27% of people who identify as Black do.

Post-war developments have generally been lacking in a diversity of housing types and price points, reducing choice for community members. In the late 80s and early 90s, a new niche urban design movement called "new urbanism" started to create new developments that mirrored pre-war neighborhoods, but these developments are priced high enough to exclude sections of the community.

It is clear that the discriminatory practices of the past are still affecting our community. As part of an effort to mitigate those impacts and support greater housing opportunities for all, the Oregon State Legislature passed House Bill 2001 in 2019 to help increase the amount and types of housing available to Oregonians. Following HB 2001, legislation (SB 458) passed to allow for the fee simple division of the property these housing units are on for increased ownership opportunities. Based on this history and community input during early phases of the project, Gresham made the decision to go above and beyond minimum compliance to better reflect our community's vision for itself--supporting housing opportunities for a wider range of Gresham households, providing for greater income and ethnic diversity in Gresham neighborhoods, and reducing barriers to homeownership.

Page 5: Community Engagement

**Q17**

What are the community engagement objectives for this plan or project?

The original goals for the project were to:

- Give the broader Gresham community more information about the history of housing regulations and how they lead to inequitable housing outcomes.
- Educate the public about what middle housing is and what its benefits are.
- Dispel any misconceptions about the new State requirements to allow middle housing in Gresham.
- Gather public input on the City's approach to comply with State regulations.
- Hear specifically from the Gresham community about their priorities for residential neighborhoods and design.
- Increase opportunities for housing mix, entry level housing production, and first-time homeownership.
- Beginning to change decades of housing policy decisions that have led to inequitable outcomes.

The community engagement for this project took place with pandemic restrictions. Engagement done at the beginning of the project focused on consultants and staff collecting information about what was important to the community. This phase included several different strategies and types of events, including an online visual preferences survey. As restrictions were reduced efforts were made to reach more community members. The demographic data that was collected during the earlier engagement showed that there were gaps in which voices were being heard. To broaden the reach of the engagement efforts, graphically focused materials were created to inform more people about the coming changes and opportunities in an easily digestible way. The intent was to ensure that the people who had been burdened the most by past policies were aware of the new code allowances that could potentially be of benefit to them.

The Community Engagement and Outreach report can be found here: <https://greshamoregon.gov/WorkArea/DownloadAsset.aspx?id=13816>

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**Q18**

How did decision-makers use or consider this information in the decision-making process? (if applicable)

In addition to the State requirements (minimum required), the project was designed with the intent to hear specifically from the Gresham community about their preferences for expanded housing types in residential neighborhoods and their design. The information gathered about the community's priorities for residential neighborhoods strongly impacted the structure and contents of the code that was adopted. Priorities heard from the community were welcoming and walkable neighborhoods, addressing climate-related issues, housing accessible to seniors, preserving and restoring tree canopy, increasing façade variety in new neighborhoods, the importance of outdoor private space, and ensuring adequate infrastructure. This additional information provided Planning Commission and Council the information they needed to decide that minimum compliance with the state regulations was not appropriate for Gresham and that tailoring the new code to the Gresham community was the appropriate approach. Community feedback led to Council direction for the incorporation of design standards focused on those priorities for middle housing and single detached dwellings throughout residential neighborhoods.

This project also gave staff the opportunity to talk to our leadership and the community about historical inequities in planning across Oregon, especially related to housing. Those conversations and community engagement around them paved the way for important conversations for the subsequent Housing Production Strategy (HPS) project. The HPS identifies actions the City can take over the next 6 years to support the production of needed housing.

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**Q19**

What tools did you use for communication and community engagement? Refer to Putting the People in Planning for descriptions of the tools below.

**Project website,**  
**Email updates,**  
**Newsletter or newsletter articles,**  
**Translation Services,**  
**Advisory Committee or Group,**  
**Focus Groups,**  
**Online Open Houses,**  
**Fact Sheets, Brochures or Flyers,**  
**Fact Sheets, Brochures or Flyers (translated),**  
**Online survey,**  
**Other,**  
**FAQs,**  
**Infographics,**  
**Stakeholder Interviews,**  
**Neighborhood Association meetings,**  
**Social Media**

**Q20**

If you answered "other" to the previous question, please describe what additional communication and community engagement tools were or are used.

An online visual preferences survey was used to identify community priorities on the design standards in a format that made policy easier for participants to understand.

A project zine was created. Zines (pronounced "zeens") are low circulation, non-commercially printed publications using artwork and images devoted to specialized (and often unconventional) subject matter. Zines are often used as alternatives to mainstream media as they are more accessible and (re)producible by a broad, inclusive audience. A zine was created in the final phases of the project to visually explain the project's impacts and benefits in a manner that was accessible to a broader audience than was able to be reached through more conventional and online methods earlier in the project. The middle housing zine included graphics illustrating the newly allowed housing types labeled in four languages and how those housing types would integrate into existing neighborhoods. It included other graphics showing how a single detached home could be converted to a triplex with multiple options for ownership. Stories about potential residents of the triplex were included to help readers relate to and understand the need for the housing. The zine included a page with information in Spanish and ways to get the zine translated into additional languages.

The zine can be found here: <https://greshamoregon.gov/WorkArea/DownloadAsset.aspx?id=13734>

**Q21**

Did you consult a local or agency Diversity, Equity and Inclusion Plan or committee in developing a community engagement plan?

**No,**

Other (please specify):

The City did not have a formal Diversity, Equity, and Inclusion (DEI) structure during the project. On June 14, 2021, Council passed a DEI resolution, which was incorporated into the engagement. DEI was considered important to the project but there were limited consultant resources. Due to the pandemic, the consultant had to design an involvement plan in the all-virtual sphere which did not allow for many equity-informed forms of engagement. The project kick-off materials were available in Spanish and English and later materials included information about how to get them translated. Optional demographic questions were incorporated into all the engagement opportunities and the data collected was used to contextualize the outreach information given to decision-makers. As the project continued, an internal team member with expertise in DEI best practices was added. This additional knowledge along with the loosening of pandemic restrictions (which still did not allow for in-person meetings or attendance at events) led to a broadening of the outreach. The zine created was graphically focused and widely distributed. It included information in Spanish, had the housing types named and the translation tagline in English, Spanish, Russian, and Arabic.

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**Q22**

What process did you use to identify priority populations/underserved communities affected by this work?

Identifying priority populations and underserved communities was inherent in the need for this project coming from the State and integral to the City's approach to the project work. The intent of the project was to change the historic development policies that lead to inequitable housing outcomes for BIPOC communities and create new policies increasing housing opportunities for all members of the Gresham community.

The Middle Housing project began around the same time as Gresham's Housing Capacity Analysis (HCA). While addressing directives from HB 2001 highlighting the need to focus on underserved communities, the need for middle housing and expanded housing opportunities in Gresham became apparent through the HCA data analysis. The data which came out of the HCA work informed the middle housing project and was used to contextualize conversations with the community and elected/appointed officials. The data from the HCA showed large disparities in housing outcomes (ownership percentages and levels of cost burden) for Gresham's communities. Gresham's population is younger and more diverse, and households are larger than the average Multnomah County population. Gresham household income is generally lower than elsewhere in Multnomah County and BIPOC communities have lower household incomes than white (non-Hispanic) households. This information was used to help determine the distribution of the zine and target outreach as pandemic restrictions lessened.

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**Q23**

What intentional efforts did you make to include priority populations/underserved communities?

Education was a key goal of this project. Presentations on middle housing served as opportunities to educate the public, Council, and advisory groups on historical inequities in housing planning, as well as the goals and importance of the policy updates.

This project was undertaken primarily during the pandemic, which severely limited the project team's ability to reach out to the community. Most of the early engagement had to be done in a virtual-only environment, limiting engagement efforts to online forums such as surveys. However, as soon as pandemic policies allowed for greater flexibility with in-person interactions, staff began to make contacts with community-based organizations and other community partners that interact directly with underserved communities.

After reviewing the data from the open houses and surveys, the project team prioritized reaching the communities that had not yet been involved. The zine was created to give information about middle housing in an easily digestible manner and widely distributed. The zine was posted on the City's webpage; fliers and link were sent to parents of school-aged children in Gresham-Barlow and Centennial School Districts; fliers with the zine's QR code were put up in City Hall, Gresham and Rockwood libraries, and Mount Hood Community College. Hard copies of the zine were prioritized in the most underserved parts of the City. They were made available at Gresham and Rockwood libraries, the Rosewood Initiative, the Sunrise Center (including Rockwood CDC), Mount Hood Community College, the Boys and Girls Club, and local businesses Downtown Gresham. Hard copies were also available at the Rockwood Market Hall, People's Market, Gresham Farmers' Market, and at City Hall.

## Page 7: Monitoring, Evaluation and Documenting Your Community Engagement Program

**Q24**

What assessments/evaluations have you conducted of the community engagement work to date?

**Tracking public meeting attendance,**

**Tracking website traffic,**

**Tracking social media impressions,**

**Project team debrief after events,**

**Updating or changing plans based on evaluation,**

**Multiple opportunities for communities, individuals, or organization to express concerns about engagement**

,

**Synthesis of public comments and feedback,**

Other (please specify):

Project team debriefs after each event were critical to tailoring the language and exact content of the next event. Demographic information was collected at the virtual open houses and on the surveys and gaps identified. The zine was created to address these gaps and reach a much broader cross section of Gresham's population. School district mailing lists were also utilized to reach more people.

**Q25**

If the project is ongoing, describe assessments or evaluations planned as the project moves forward.

Not ongoing.

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Page 8: Lessons Learned

**Q26**

What did you learn through the assessment and evaluation of the community engagement process?

We learned that community engagement is about building relationships and that requires several touchpoints where information is shared, and feedback is received. We learned we need to use these touchpoints to check back with the community to make sure we understood the “big picture” of what was being communicated, not just the specifics. We learned it is important that these touchpoints use different methods of communication as they reach different communities. We learned more about who was reached by each communication method. We learned that in-person and hard-copy engagement is vital to reaching certain communities. We learned that explaining (to the community and elected leaders) how we integrated what we heard into the standards was impactful. We learned that having quantitative and qualitative data from the community really impacts elected leaders’ decision-making.

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**Q27**

Do any lessons learned have the potential to inform other, future phases, or new community engagement efforts? If so, please explain.

This project’s successes kicked off starting to build better practices with the City’s community engagement. Gresham planning staff have embraced the concept that community engagement means engagement with multiple communities and that each may need to be engaged in different ways. We learned that we need a diversity of methods of getting to people if we want a diversity of voices. We learned that community engagement is about relationship- and trust-building within our community and it goes beyond the life of a single project.

The valuable information collected during projects can be used to inform more than the immediate scope of the project, informing and influencing future initiatives. The City’s Housing Production Strategy (HPS) community engagement was informed by the Middle Housing Project’s engagement directly and indirectly. Direct impacts include recruitment of a housing service provider for an advisory committee during conversations about distribution of the zine.

The relationships we build through good engagement lead to even better engagement. We can share important information and educate our leaders through these projects and the input we receive from the community. When people see their input being considered and valued, they are more likely to continue participating, contributing their insights, and encouraging others to do the same. This iterative process of continuous improvement in engagement builds stronger relationships, enhances collaboration, and ultimately leads to better outcomes for everyone involved.

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**Q28**

How does the community engagement for this project align with overall community engagement efforts for this organization?

Community engagement for the Middle Housing project aligned with the organizations' overall efforts in several ways. In 2021/2022, the City performed community visioning work through our "Imagine Gresham" initiative where residents expressed general values and priorities for Gresham. "Housing for All" emerged as a priority from that work and was incorporated into the City's Strategic Plan. The Middle Housing project supports the effort to ensure community members can access housing that meets their changing needs and wants.

Through our engagement efforts, the City has established relationships with people who live, work, and spend time in the community and continues to build partnerships with community-based organizations. Engagement for the Middle Housing project tapped into existing relationships and created opportunities for new relationships with members of our community around the important topic of housing.

By aligning the community engagement for a specific project with an organization's overall community engagement efforts, there is a cohesive and coordinated approach to engaging with the community. This alignment ensures consistency, reinforces shared goals, leverages existing networks, and facilitates ongoing learning and improvement in community engagement practices. Our engagement was consistently tied back to other City efforts like Imagine Gresham and the City's other ongoing initiatives focused on housing.

Due to outreach challenges/opportunities created by the pandemic, we had to get creative with our approach to make sure we were still reaching wide and representative segments of the community. By thinking outside the box, this project included several different strategies and new material types (i.e., our zine) to reach that have contributed to the organizations' overall approach to community engagement moving forward.

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## Deschutes County 2040

*The county, in partnership with a consultant, worked with 25 different community organizations and the Confederated Tribes of the Warm Springs to update the county's comprehensive plan. Rural residents were engaged in a variety of locally appropriate locations using traditional and novel techniques over 7 months. The project team shifted course to accomodate needs reveled in the planning process. The voices of youth, people of color, low-income communities, disabled communities, linguistically isolated individuals, and veterans were specifically sought.*

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## Kiwanda Corridor Project - Tillamook County

*County led project that included input from 18 community organizations to alleviate parking, congestion, and safety concerns related to lack of management for these issues near Cape Kiwanda and Haystack Rock. The project addressed local economic development and livability issues, and will improve visitor experiences. Project values and goals guided the work over a three year project timeline (current phase completion). County carefully tracked participation and offered a number of non-traditional tools to engage, educate, and connect with residents.*

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[illegible]



# Long Range Planning Community Engagement for HB2001 and the Major Streets Transportation Improvement Program - Washington County

*The County, with a compensated leadership cohort of CBO partners, worked to operationalize equity and shape project evaluation criteria in their Major Streets Transportation Improvement Plan and Middle Housing regulations which were taking place concurrently. Supported by Washington County's Office of Equity, Inclusion and Community Engagement the project team engaged directly through culturally specific organizations and will be incorporating this project structure into the county equity framework, equity index (mapping tool) and model community engagement plans as a best practice.*

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## Gresham Middle Housing Project

Between Fall 202 and June 2022, the city and Urbsworks (consultants) with JLA Public Involvement undertook work to address past discriminatory housing practices, going above and beyond the minimum compliance with HB 2001 (2019 - Middle Housing). This increased effort is in response to community feedback. The community engagement phase took place with pandemic restrictions in place. Project work gave staff an opportunity to raise important conversations about historical inequities with leadership. Among other tools, a zine was used to communicate with the community. A diversity of outreach efforts, tailored to communities, resulted in a diversity of voices being heard. Education in this effort was both at the community and the leadership level.

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