

## Agenda

### Public Participation Task Force Work Session

April 17, 2014

11AM - 1 PM

Parks and Recreation Dept. Meeting Room  
Parks Bldg. in Avery Park, 1310 SW Avery Park Drive



\* Start Times are only estimates

| <u>*Start Time</u> | <u>Agenda Item</u>  | <u>Lead</u>                            | <u>Est. Time</u> | <u>Action Needed</u>                      |
|--------------------|---|--|------------------|---|
| 11:00              | 1. Check in, introductions, ground rules  | Kent                                   | 2                | Information                               |
| 11:02              | 2. Review today's agenda: changes or additions  | All                                    | 2                | Decisions?                                |
| 11:04              | 3. Review/approve 4/3/2014 meeting draft minutes (Attachment A)   | All                                    | 2                | Decision                                  |
| 11:06              | 4. Continue discussion: plans for April 28th public meeting   | Brenda/<br>Rocio/<br>Emily/<br>Annette | 15               | Information/<br>Discussion/<br>Decisions  |
| 11:21              | 5. Continue review of feedback and comments received on the draft documents. Approve final draft recommendation document for distribution to participants and staff prior to the April 28 public meeting. | Kent/All                               | 84               | Discussion/<br>Decision                   |
| 12:45              | 6. Timeline, responsibilities and roles for PPTF and others for critical path from May 5 to Dec. 31 2014.   | Richard/<br>Kent/Penny                 | 10               | Information/<br>discussion/<br>decisions? |
| 12:55              | 7. Checkout: Time used well? Everyone prepared? Everyone heard? Meeting process okay? What can be done better? Next meeting agenda items?   | Kent/All                               | 5                | Dialog; decisions                         |

**CITY OF CORVALLIS**  
**Public Participation Task Force Minutes**  
**April 3, 2014 - DRAFT**

|                         |  |
|-------------------------|--|
| <b>Members Present:</b> | Kent Daniels, Chair; Annette Mills, Vice Chair; Richard Hervey; Lee Eckroth; Penny York; Rocio Munoz; Brenda VanDevelder; Emily Bowling; George Brown; Becki Goslow; |
| <b>Members Absent:</b>  | None   |
| <b>Staff:</b>           | Mary Beth Altmann Hughes, HR Manager; Terry Nix, Scribe  |
| <b>Visitors:</b>        | Patricia Benner; Stewart Wershow   |

| <u><i>Agenda Item</i></u>                             | <u><i>Key Discussion Points</i></u>  | <u><i>Action<br/>or Information Only</i></u>  |
|---|--|---|
| 1. Check in, introductions, ground rules (Chair)      |  |   |
| 2. Review today's agenda                              | <ul style="list-style-type: none"> <li>• Visitor comments will be heard under agenda item 5.</li> </ul>  |   |
| 3. Review/approve 3/20/2014 meeting draft minutes     |  | <ul style="list-style-type: none"> <li>• Motion by Brenda / seconded by Penny to approve the minutes; motion passed unanimously.</li> </ul>   |
| 4. Continue discussion: Plans for next public meeting | <ul style="list-style-type: none"> <li>• Volunteer assistance for publicity, facilitation and follow-up would be helpful.</li> <li>• Translation services are still needed.</li> <li>• The format will be similar to the last public meeting – provide draft recommendations and context, and then allow for facilitated small discussions.</li> </ul> | <ul style="list-style-type: none"> <li>• Brenda will follow up on potential volunteer assistance from OSU public engagement class.</li> <li>• Brenda will look into translation services through the school district.</li> <li>• Mary Beth will continue to look into translation services through the City.</li> </ul> |

| <u>Agenda Item</u>   | <u>Key Discussion Points</u>  | <u>Action<br/>or Information Only</u>   |
|--|---|---|
| <p>5. Continue discussion: review of TTF recommendations and plans to reformat into a draft document for distribution prior to the April 28 public meeting</p> | <ul style="list-style-type: none"> <li>• Discussion regarding best ways to present the material prior to the public meeting – send out the entire document with the full TTF recommendations or send out a matrix of recommendations along with some additional information for context.</li> <li>• Discussion and modification of preliminary draft “Options for realignment of Advisory Boards and Commissions 4/2/2014.”</li> <li>• The intent is to be open about the process.</li> <li>• There is a commitment to distribute information to Boards and Commissions at least one week prior to the meeting.</li> <li>• It is important to be clear that the information presented is a work in process, that feedback is still being gathered, and that the recommendation will be revised further after feedback.</li> </ul> | <ul style="list-style-type: none"> <li>• Advisory Boards &amp; Commissions Ops &amp; Structure TTF will revise Options A and B for realignment of Boards and Commissions based on the discussion.</li> <li>• Rocio will send a revised Outreach &amp; Engagement TTF document to Brenda.</li> <li>• Emily and Brenda will pull high points from the Neighborhood Connections TTF document (Attachment 1) to include with information that will be shared at the public meeting.</li> <li>• The draft recommendations (Attachment 2) and context information will be reviewed at the April 10 meeting. Information will be distributed to Boards and Commissions at least one week before the April 28 meeting.</li> </ul> |

| <u>Agenda Item</u>   | <u>Key Discussion Points</u>   | <u>Action<br/>or Information Only</u>  |
|--|--|--|
|  | <ul style="list-style-type: none"> <li>• <b>Patricia Benner:</b> The Committee for Citizen Involvement is part of a legal mandate in the state land use planning program. The Martin Luther King Jr. Commission is a very different thing and she doesn't feel it makes sense to combine the two under the CIDAB.</li> <li>• <b>Stewart Wershow:</b> The Police Review Board makes final decisions so it wouldn't be appropriate to tie it to an advisory body. If the public safety advisory body was a department advisory committee, it wouldn't be subject to public meetings requirements which would result in savings.</li> </ul> |  |
| 6. Timeline, responsibilities and roles for PPTF and others for critical path from May 5 to Dec 31, 2014                                   |  |  |
| 7. Check-out: Time well used? Everyone prepared? Everyone heard? Meeting process okay? What can be done better? Next meeting agenda items? |  | <ul style="list-style-type: none"> <li>• The next meeting is scheduled for April 10, 11:00 a.m., Madison Avenue Meeting Room.</li> </ul> |
| 8. Adjournment   | <ul style="list-style-type: none"> <li>• The meeting adjourned at 1:30 pm</li> </ul>   |  |

Respectfully submitted: Kent Daniels, Chair

Next Meeting: April 10, 2014

## ***Neighborhood Connections Report and Recommendations***

DRAFT: March 29, 2014

### ***Introduction***

Our observation is that community members, connected to each other and the City, contribute to the quality of life of residents, to the City and to the quality and effectiveness of community planning. Better connections among neighbors allows community members to solve problems without government involvement, directs neighbors to City government measures already in place to solve their problems, empowers neighbors to work with the City to establish improved measures, and utilizes the substantial expertise of many neighbors.

Most cities in the Northwest that we studied fostered creation of formal neighborhood associations and neighborhood watch groups as a means to encourage continuity and effectiveness of community engagement with local government. In most cities, neighborhood associations are an outgrowth of Oregon's land use legislation, which has as its first goal, citizen engagement. The effectiveness of formal neighborhood associations varies from City to City, as does the budget dedicated to their support. In Corvallis, as in many Oregon cities, the level of community engagement via neighborhood associations rises and falls with specific neighborhood issues or problems, the level of residents' interest, or the quality of the association.

We note that in addition to these City sponsored groups, that there are other groupings of neighbors that have interests in supporting and being supported by the City, such as home owner associations and neighbors organizing through the county to respond to emergencies.

Our focus has been on what the City can do to support neighborhood connections that allow neighborhood groups to 1) sustain themselves continuously, 2) connect neighbors to neighbors, and 3) partner with each other and the City in meeting the needs of their communities and those of the larger City community.

Before elaborating on these goals and the recommendations which derive from them, we would like to introduce a new term and the rationale for its use, **Registered Neighborhood Group (RNG)**. As noted above there exists a range of organizations of neighbors with different specific focus and a shared interest in enhancing the quality of life in their neighborhoods. For the City to expend greater resources to support those organizations, the City needs to know that those organizations have community support and have ongoing viability. We envision certain minimum requirements on membership, training and participation to qualify as Registered Neighborhood Groups and receive certain of the benefits noted in the following recommendations.

These recommendations serve to address charge 8a of the PPTF and the overall City Council goal statement: Charge #8a: "Neighborhood associations - Neighborhood associations provide opportunities to build community and address issues that affect residents of particular geographical areas of the city. Does the City's public participation system adequately encourage neighborhood engagement and neighborliness? If not, identify methods for improvement."

City Council Goal Statement: "By December 2014, the Council will revise its processes and structures into a more effective and efficient citizen engagement program to develop diverse future leaders, enhance communication between citizens and the Council, help connect citizens to each other to strengthen community and neighborhoods, and utilize the expertise of citizen volunteers in solving community problems."

<<Earlier in the PPTF report, the outline of the Community Involvement & Diversity Advisory Board (CIDAB) will be discussed such that we do not have to establish what we mean when we note that the details of a particular item will be fleshed out by CIDAB.>>

## ***Sustaining Active Neighborhoods Recommendations***

Our interviews of leaders and active members of Corvallis neighborhood associations, as well as city staff and community leaders in other cities, emphasized the often cyclical nature of active participation in neighborhood associations. In most cases, involvement rises and falls in response to proposed development in the neighborhood. Only a small portion of the membership stays active in the absence of land use, traffic, road infrastructure, crime, or code enforcement concerns.

In neighborhood organizations that stay active over time, we noted other attributes that provide value to the community and the City, such as:

- Broader and deeper connections between neighbors contributes to the quality of life in the neighborhood beyond land use and traffic concerns
- Neighbors working with each other to prepare for disaster, emergency, and inclement weather response
- Enhanced communication on issues impacting City neighborhoods
- Engagement with the City on a wider range of topics
- A larger pool of potential community leaders and volunteers
- Greater understanding of City processes

We recommend putting in place a set of policies and practices that support ongoing neighborhood connections and provide adequate incentives and resources for RNGs to be more effective and thrive. The goal and stipulation for these practices are that RNGs will engage in continuous service to their neighborhoods and continuous work to improve the quality of life in their neighborhoods.

### **Key practices are:**

- 1) Free meeting space
  - a) Provide RNGs with free meeting space at as many community locations as possible such as the Tunison Community Room, Osborn Aquatic Center, Chintimini Senior Center, Madison Avenue Meeting Room, and Corvallis-Benton County Library or have the City coordinate space with other local entities such as the 509J Corvallis School District or Linn Benton Community College. We have heard continuously that lack of adequate meeting space is a barrier for neighborhood groups. There are currently several neighborhood groups that have no access to free meeting space. Free meeting space was the most popularly requested resource in our survey of current neighborhood leaders (Appendix II).
- 2) Annual trainings and orientations for RNG leaders and community members
  - a) Offer voluntary, interactive “Public Participation 101” orientations and trainings for neighborhood leaders and interested community members on a regular basis. We recommend that this occurs collaboratively between CIDAB and City staff, possibly facilitated by a third party with experience in community leadership training such as Leadership Corvallis. We have heard testimony and feedback which suggests that part of the frustration of advocating for neighborhood needs at the City level arises from community members not understanding the laws, policies, and practices within which the City operates. Many cities we investigated offer trainings for their neighborhood leaders (Bellingham, Eugene, West Linn, Lake Oswego, and others). We propose assigning the CIDAB the task of reviewing and

- customizing one of those to match Corvallis practices and conduct yearly trainings for RNG leaders and other community members in the city civic process. These training days could also include information on effective communication, facilitation, running a meeting, City resources, and other topics requested by RNG leaders to assist in the development of community leaders. This idea received very positive response from current neighborhood association leadership (Appendix II).
- b) Public Participation 101 should cover topics similar to what is included in Lake Oswego's Citizen Involvement Guidelines. See: [http://www.ci.oswego.or.us/sites/default/files/fileattachments/planning/webpage/11841/citizen\\_involvement\\_guidelines\\_final\\_04-06-04.pdf](http://www.ci.oswego.or.us/sites/default/files/fileattachments/planning/webpage/11841/citizen_involvement_guidelines_final_04-06-04.pdf).
- 3) Neighborhood Empowerment Program (\$25,000 to \$50,000)
    - a) Re-establish and fund the Neighborhood Empowerment Program for neighborhood improvement grants for RNGs to be administered by the new Community Involvement and Diversity Advisory Board (CIDAB). Neighborhood Empowerment grants are one way in which the City can empower RNGs to take on projects outside of land use and proactively increase the livability of their neighborhood and further partnerships between the City of Corvallis and its neighborhoods. To be effective, the amount of an individual grant needs to be large enough to spur interest and the number of grants available need to make it plausible for an RNG to receive funding. Survey feedback from current Corvallis neighborhood leaders shows that there is strong interest in reviving this type of program (Appendix II).
      - i) Suggested grant categories are small capital projects, neighborhood signs, emergency preparedness, neighborhood sustainability, RNG leadership and capacity building, community building, and street tree planting.
      - ii) Lake Oswego has a similar program called the "Neighborhood Enhancement Program" and materials that may be helpful in refining this program including a program guide and application form. See: <http://www.ci.oswego.or.us/planning/neighborhood-enhancement-program>.
      - iii) Previous materials from Corvallis' Neighborhood Empowerment Grant program should be consulted in re-launching this program.
  - 4) "Benefits of being an RNG" resource document
    - a) Create a resource or statement that lists the benefits of being a city recognized RNG. In all the Cities we contacted, there is recognition that to sustain an active RNG takes time and energy from the RNG leaders. Having a document that points to and reminds RNG members of the value in participating will help them sustain their interest and help them entice new leaders. This resource will need to be updated annually to reflect the current resources available to RNGs. We see this as another CIDAB function. See Appendix III for example from Lake Oswego.
  - 5) Small RNG budget (\$5,000–\$10,000)
    - a) Create a small budget for or a reimbursement process to cover incidental costs the active RNGs will incur such as providing dumpsters for neighborhood clean-ups, paying for meeting space rentals, rental of street barricades for block parties, and printing meeting flyers. We recommend a modest budget be provided for all RNGs and be based on the size or number of households within the RNGs boundaries. If free meeting space cannot be offered or identified, we recommend that each RNG be allocated a budget that covers the expenses of renting meeting space.

**Associated Recommendations:**

- 6) Neighborhood engagement pathways
  - a) Work with Police Department and Neighborhood Watch programs to promote new

Neighborhood Watch programs and to have willing Neighborhood Watch leaders convey their contact information to their RNGs. Neighborhood Watch can be one way to be involved in a RNG.

- b) Not surprisingly, the neighborhood leader survey revealed that different neighborhoods and different community members have diverse interests and needs (neighborhoods closer to OSU shared different concerns and interests than those farther away from OSU). We recommend that the City and CIDAB provide resources to RNGs so that they are equipped to provide multiple avenues of engagement for their members such as social event planning, Neighborhood Watch/safety, emergency/disaster response planning, land use, neighborhood beautification projects, sustainability promotion (e.g. recycling block captains), neighbor exchanges, promotion of voter education and engagement in local elections, and others in order to attract diverse membership and have more robust activity. (move this section?)
  - c) In order to allow for a higher level of accessibility, we recommend that neighborhood groups find ways to allow residents to participate online or electronically in meetings and providing feedback on neighborhood issues.
- 7) RNG manual
- a) Develop and encourage RNGs to actively use an RNG policy manual and resource guide such as the one that exists in Lake Oswego and Eugene (list the sections and chapters needed). CIDAB can lead in the creation of this resource. We recommend that CIDAB and City staff look for opportunities to have shared resource materials with Commissions and Advisory Boards wherever possible.
    - i) The Lake Oswego Neighborhood Association Resource Guide may be a helpful example. See example from Lake Oswego here: [http://www.ci.oswego.or.us/sites/default/files/fileattachments/planning/webpage/11856/na\\_resource\\_guidebook.pdf](http://www.ci.oswego.or.us/sites/default/files/fileattachments/planning/webpage/11856/na_resource_guidebook.pdf)
- 8) Resource library
- a) Start building an online library of relevant support information or resources for the functioning and improvement of RNGs and public or community involvement and participation. This will be updated regularly based on suggestions from RNGs and CIDAB. We recommend exploring having a few shelves in the Corvallis-Benton Public Library reserved for print materials serving this purpose as well.
- 9) Planning for City wide RNGs
- a) Encourage the development of a draft City Council goal to develop and implement a robust city-wide (include Urban Growth Boundary) RNG program, using those existing in other NW communities as examples (Bellingham, Bend, Eugene), to create an RNG program that works collaboratively and proactively to enhance quality of life in City neighborhoods.
 

*Delete all together or just encourage CIDAB to work with RNGs to and other community members toward having the city covered by RNGs one day? Concern that the language here would be top down and would not allow RNGs to self-organize and growth of RNGs to happen organically. Also, a concern that this is not a first step but would be longer term after RNGs pick up more momentum.*

## ***Connecting Neighbors to Neighbors Recommendations***

Many of the practices suggested to sustain active neighborhoods also contribute to relationships between neighbors. In our research, we also heard from neighborhoods in which residents contribute to each other's lives on a weekly basis. In these neighborhoods, the key element appears to be easy communication links between neighbors along with a neighborhood history of helpfulness and community building. Neighbors

connected to neighbors solve problems without government involvement, direct neighbors to City government measures already in place to solve their problems, and empower neighbors to work with the City to establish improved measures.

In smaller neighborhoods, the link can be as simple as physical proximity. In larger ones, use of electronic connections may be required. In Corvallis, one neighborhood has a long a successful use of a moderated Google group to communicate; others use email distributions. The Tunison neighborhood is piloting use of NextDoor.com, software to promote neighborhood participation and communication. We believe the key to success is to have a tool that is easy to support, a means of sustainable support, and ease of use (both ongoing and in the initial discovery and sign up).

We recommend that the City make available information about a range of possible options, so that existing neighborhoods can experiment with the available options. Longer term we recommend that CIDAB look at the a variety of software options to identify an option that best meets the needs of the Corvallis RNGs and make a recommendation that provides for RNG private use and provides for frequent, ongoing communications between neighbors and their city councilors. Options based on our initial research include:

- I-Neighbors: <https://www.i-neighbors.org/howitworks.php>
  - <http://web.mit.edu/newsoffice/2004/ineighbors.html>
- Next Door: <https://nextdoor.com/>
- Granicus: <http://www.granicus.com/solutions/citizen-participation/>

## ***Partner With Each Other And The City Recommendations***

### **Communication among RNGs and with City Recommendations**

Successful and effective RNGs that contribute to enhanced neighborhood livability and community satisfaction are dependent upon positive, mutually beneficial relationships among the RNGs and between RNGs and the city. Our survey responses and interviews provide ample feedback from current community members that they would like additional support from the City and improved community with City Council but want to ensure that RNGs are led by community leaders and function autonomously. This promotes efficient use of City resources and strengthens diverse community leadership and self-reliance. By increasing the number of community members and volunteers who are active in neighborhood groups, an increased and more diverse pool of potential volunteers and future community leaders will be created.

- 1) RNG leadership meetings
  - a) Hold public, quarterly (or biannually) RNG leader roundtable meetings. These meetings will serve as a forum for neighborhood leaders to share ideas, discuss best practices, and collaborate on projects or initiatives. We encourage this forum to also be utilized to for RNG leaders and active members to share successes and accomplishments as well as challenges. City staff and elected officials will attend as requested. 58% of our survey respondents are interested in these meetings (Appendix II).
- 2) RNG updates to City Council
  - a) Start inviting individual RNGs to provide annual updates on activity at City Council meetings. This will ideally include an overview of RNG activity and photographs demonstrating activity and/or areas of concern in the community that RNG leaders want to make City Council aware of.
- 3) City staff support
  - a) Budget for city staff to be available to answer questions of and provide timely support to

RNGs and for city staff and city councilors to attend RNG meetings as requested. There will need to be additional staff FTE considerations in implementing many of the recommendations included here.

- 4) City Councilor liaisons
  - a) Assign a city councilor liaison to each RNG for contact and communication. We recommend that this be the City Council for the Ward in which the RNG resides. Ideally each councilor would join the communications network for the RNGs in their ward, so as to convey City information pertinent to the neighborhood to it and to monitor topics that the City may want to become proactive about.
- 5) Annual RNG recognition process
  - a) We recommend that CIDAB develop an annual RNG recognition process with current neighborhood association members and that City staff run the annual RNG recognition process to determine which neighborhood groups qualify to be Registered Neighborhood Groups and are thus qualified to receive the associated benefits. Neighborhood groups will be contacted by City staff or CIDAB and required to submit a short annual report and updated contact information. Information about the recognition process should be available on the City website. Newly formed RNGs would have one year to meet the qualifications and have a one year grace period during start up. We also recommend that RNGs experiencing leadership transition be given more leeway and outreach support from City in training new leadership.
  - b) City staff will provide support in defining boundaries of RNG and in creation of bylaws for new RNGs.
  - c) City will use this annual recognition process to create an annually updated map of RNGs and contact information (name, phone number, email address).
  - d) Suggested qualifications for RNG status are below. We recommend that they be refined by CIDAB with outreach to and engagement with existing neighborhood groups.
    - i) General recognition – to be eligible for general City benefits:
      - 1) Size: Establish a flexible number of minimum and maximum households that could be incorporated into a single RNG. We heard reports from other Cities that the ideal maximum size for an RNG was an area which could be contacted by hand delivered flyer; the number of ideal households will vary with geography. Given the council and staff time that we are recommending the City provide, we believe that a lower limit on population is also appropriate.
      - 2) Activity: Host a minimum number of meetings, social events, and community improvement projects annually attended by a set minimum percentage of membership or number of residents. Similarly, if the City is to devote City resources to support RNGs, the City should have assurances that the RNGs are active and representative of their neighborhood.
      - 3) Communication Plan: Have a system in place that allows members to communicate with each other, with RNG leadership, and with potential members. An online, interactive mechanism of communication is encouraged to allow for participation among members who cannot attend meetings.
      - 4) Elections & Bylaws: Hold elections at least every 2 years to give the opportunity for new leadership; this helps to promote diverse, new community leadership. New RNGs need to establish bylaws.
      - 5) Annual Report: Submit a short 1–2 page annual report of activity.
    - ii) Land use recognition - to be eligible to participate in the enhanced Land Use processes:

- 1) Two people who have completed the City's land use training
  - 2) Leadership who have completed the City's Public Participation 101 training
- 6) Position vacancy circulation
- a) Circulate all advisory board and commission vacancies or other volunteer opportunities to RNGs. RNGs comprise membership that may be ideal for various community leadership and volunteer positions.
- 7) RNG online presence and website platforms
- a) Provide website platforms for RNGs to build a simple website or web presence to communicate with membership about meeting times and locations, past meeting agendas and minutes, board membership and contact information, and other general information about the neighborhood.
  - b) We're not sure that the City should provide listserv capabilities, when there are free resources that can do the same thing. Rather, information about how to create online groups and email distribution lists should be provided to RNGs.  
*Should City provide this or just provide resources on the City website or in the manual for RNGs to create their own listservs and websites?*
- 8) City website resources for RNGs
- a) The City website should feature RNG information more prominently to connect community members to RNGs and provide links to RNG website, contact information, listserv sign-up information, etc. should be provided via the City website.
  - b) Develop a web page on the City Web site that provides the following:
    - i) An interactive map to connect individuals to their RNG
    - ii) A brochure on how to, with the City's assistance, make their neighborhoods more beautiful (In English and Spanish – examples are available). See example from Salem, Oregon:  
<http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/beautify.pdf>.
    - iii) A safety brochure, with phone numbers (in English and Spanish). See example from Salem, Oregon:  
<http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/safetybrochure.pdf>.
    - iv) A flyer on ways to a better neighborhood (In English and Spanish – examples are available). See example from Salem, Oregon:  
<http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/75%20ways.pdf>
    - v) A who do you call list. See example from Salem, Oregon:  
<http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/Who%20to%20Call.pdf>.
    - vi) List of local city and community spaces available for RNG meetings. RNGs should be encouraged to contact local churches, faith-based organizations, and community-oriented businesses.
    - vii) A guide to City departments and services. See example from Salem, Oregon:  
<http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/GuideAug2010.pdf>
    - viii) Links to relevant Benton County, 509J Corvallis School District, and OSU resources and services
    - ix) A link to the City's Land Use education guide
    - x) Templates for meeting agendas and minutes, bylaws, etc.

## xi) Marketing and outreach strategy suggestions for member recruitment

Examples of the content portion for many of these items are available. We expect that much of the work of pulling these together would be done by CIDAB.

### **Land Development Code and Land Use Recommendations**

Historically, Corvallis neighborhood associations are most active in response to proposed development in their neighborhoods. Often their involvement in land use issues comes late in the process, after the staff recommendation goes to the Planning Commission or the Historic Resources Commission. We recommend changes that will educate neighborhood leaders on land use law and provide for their earlier entrance into the process, with the expected benefits of:

- More relaxed communications between City staff, neighborhood representatives, and the developer
- Fewer requests that are outside what is possible without Comprehensive Plan or Land Development Code changes
- Better informed requests for land development code changes
- Design accommodations by the developer, where possible, occurring early so as to minimize cost impacts
- Adequate time for the neighborhood to become knowledgeable about the proposed plan

#### Toward this end we recommend:

##### 1) Land use process amendments

- a) Offer annual trainings for RNG leaders in land use process and land development code, with focus on qualifying for participating in a pre-application process.
- b) Change the land-use development process to require developers to hold pre-development, pre-application meeting with RNGs prior to any applications for minor or major development proposals occurring within a RNG and have meetings facilitated by city staff (done in Lake Oswego, Eugene, Bend, and other cities). This will only be effective in a framework in which involved RNG members have been trained in land use and land development code as required to maintain land use RNG recognition. *(Should a city staff member be involved to ensure information about the process and Land Development Code is accurate?)*

#### Emily's notes

#### Remaining to do items:

- All: Prioritize recommendations – what criteria are we using? What will make the biggest impact? What should happen first? What the current NA leaders want? What are the easiest to accomplish? Combination of all of these?
- Richard: Create summary of NA survey feedback and add relevant data within text of report
- Emily: Identify a sample for strong Neighborhood Empowerment Grant program to use as a reference/resource
- All: Review feedback and notes from testimony and feedback list below
- George: Add additional content to what would be helpful to include in a RNG manual
- All send pieces to Emily and Emily will compile and write: Create summary of the neighborhood connections TTF process
- All: Determine what should be included in appendices and compile appendices
- All: Identify areas of our report that contribute to efficiency and other elements of Dan Brown's matrix

Feedback to review again to ensure full consideration has been given to relevance in these recommendations/report:

- NA survey – quantitative and qualitative responses
- NA leader phone calls
- January 13<sup>th</sup> Public Meeting Notes
- Mayor Manning meeting visit to PPTF (not electronic, in person conversation)
- City Manager Jim Patterson’s written submission
- Department Directors’ visit to PPTF (not electronic, in person conversation)
- Ken Gibbs

I believe we’ve addressed the feedback we’ve received from the following:

- League of Women Voters
- Dave Eckert email and public testimony
- Charlyn Ellis email
- Mike Beilstein document
- Penny York
- Kent Daniels
- Courtney Cloyd (not electronic, in person testimony)
- Kirk Bailey (not electronic, in person testimony)
- Stewart Wershow (electronic but also in person testimony)
- Laura (don’t know last name but from LWV and Cedarhurst NA) (not electronic, in person testimony)
- Richard’s Salem NA phone call
- Marilyn Koenitzer NA feedback

## Appendix I: Overview of Neighborhood Connections Process

This appendix will detail the process we engaged in in order to create our recommendations and report.

- Website review and phone interviews to glean best practices and ideas around public participation practices, board and commissions, and neighborhood associations with the following cities: Eugene, Bellingham, West Linn, Salem, Bend, Albany, Lake Oswego, Pasadena, Springfield, Ashland,
  - Phone interview with Justin Finestone, Communications Director with the City of Bend
  - Phone interview with Robyn Christie, City Recorder with the City of Bend (former City Recorder in Lake Oswego)
- Phone calls to all current Corvallis Neighborhood Association leaders that we were able to locate contact information for. Below are the questions that were asked. We found 4 active homeowner's associations, 12 active neighborhood associations, 5 inactive neighborhood associations, and 7 that we could not contact due to lack of activity or accurate contact information.
  - Is your neighborhood association active?
  - How often do you meet?
  - How do you announce/advertise your meetings?
  - What would you like from the City in terms of support?
  - What types of activities do you have?
  - How do you recruit new members?
  - Do you have bylaws?
  - When is the last time you had an election?
  - Do you have a treasurer?
  - Other comments or feedback
- Survey to current board and commission members. 93 total responses were received.
- January 13, 2014 public meeting to obtain feedback from current board and commission members and neighborhood association leaders on strengthening the system, building community, and enhancing communication.
  - Because not all neighborhood association leaders have or check email, all current neighborhood association leaders we had contact information for were called and personally invited to the January 13, 2014 public meeting.
- Survey to current Neighborhood Association leaders and active members on the topics of communication with each other and the city, resources that would be most helpful, and types of activities and issues the groups are interested in (See Appendix II). 135 total responses were received.
- Eugene site visit on January 28, 2014 with Neighborhood Program staff and neighborhood association leaders.
- Attending the February 5, 2014 Corvallis Neighborhood Summit to provide an update about the PPTF's work and encourage attendees to provide feedback via the neighborhood association survey and through testimony at PPTF meetings.

## Appendix II: Neighborhood Groups Survey Results

## Appendix III: Lake Oswego Document - Benefits of becoming a city-recognized Neighborhood Association

### What are the benefits of becoming a City-recognized neighborhood association?



Neighborhood associations are one of the officially recognized channels for citizen participation in Lake Oswego. These volunteer organizations bring neighbors together to improve the livability of Lake Oswego's neighborhoods. Neighborhood members elect boards to represent their views before the Planning Commission, City Council and other public bodies and to maintain ongoing communications with City government.

#### Why organize a Neighborhood Association?

City-recognized Neighborhood Associations receive these support services and benefits from the City:

- Receives information from the City on all issues (transportation, development, etc.) that may occur in the neighborhood.
- Land use appeal fees may be waived upon request to the City Manager.
- Can be selected to develop a neighborhood plan with assistance from the City Planning Department.
- Eligible to apply for Neighborhood Enhancement Grants, to accomplish activities or projects not funded under other City programs.
- Neighborhood becomes part of the City network of 22 recognized neighborhood associations that work together to create the type of community it wants.
- Recognized associations may testify at public hearings with additional time limits not given to individuals.
- The City can help with mailings to inform your members about upcoming meetings. The City will provide printing and mailing services for two mailings (postcards or newsletters) each year for recognized associations.
- Up to two members of neighborhood association boards are invited to attend pre-application conferences to review potential development projects in your neighborhood (a brief training session is required in order to attend).
- Eligible to have meetings and events covered under the Neighborhood Coalition of Oswego, Inc. liability insurance at no cost to the association. A simple application must be completed and approved for meetings and events to be covered by the insurance policy.
- Neighborhood associations can receive a free drop box for neighborhood cleanup efforts, through the City's franchise agreement with Allied Waste.
- Opportunity to participate in monthly meetings at City Hall with all neighborhood association chairs (held on Saturday mornings; the City manager leads the meetings and the Mayor attends every other month).

City of Corvallis  
Public Participation Task Force

# Preliminary DRAFT Recommendations

Boards and Commissions organization and structure

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WORKING DRAFT PPTF RESPONSE TO CHARGE  
ITEMS 1-8

Version 2.1: March 31, 2014

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## Executive Summary to be developed by PPTF near end of task force work

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The City Council's goal statement, provided to the Public Participation Task Force (PPTF), states that: *"By December 2014, the Council will revise its processes and structures in to a more effective and efficient citizen engagement program to develop diverse future leaders, enhance communication between citizens and the Council, help connect citizens to each other to strengthen community and neighborhoods, and utilize the expertise of citizen volunteers in solving community problems."*

The charge requests that alternative options be recommended to improve the effectiveness and efficiency of the City's board and commission system in eight specific areas. This recommendation document will address each area by number. (i.e. charge 1. a. through 8. a.)

Throughout this document, references will be made to the impact of recommendations on effectiveness and efficiency according to the definition provided by City Council. These terms are defined as follows: 'Effectiveness' means improved **communication** between residents and appointees with the Council and staff in ways that result in better, more informed decision making. 'Efficiency' means **purposeful and limited use of city resources**, including staff time, volunteer time and other direct costs. Using these specific definitions, these two terms will be noted in recommendations.

During this eight month process, we discovered that there are many excellent examples of citizen participation in many Oregon communities. Also, through our November survey of currently serving board and commission members and active neighborhood associations we learned that many board and commission members feel they are contributing important work to our city and indicated an appreciation of the professional and courteous support provided by city staff. According to these respondents, improvements could include equal budgets and staff support, training for new members and chairpersons, greater consistency in the operations of boards and commissions, and more clearly defined channels of communication with City Council. With the adoption of recommendations provided by the PPTF, we believe that the current system will be improved and will better facilitate communication and will enhance decision making.

Our focus remained resolutely on our charge and on the formal channels of engaging community members early in the planning process and providing the requisite training and support to effectively provide input to City Council. The recommended Community Involvement and Diversity Advisory Board (CIDAB) is

of highest priority as we believe that many elements of this task force's recommendations will need further refinement and will be within the scope of the CIDAB.

The task force key recommendations include the following:

- Align Advisory Board and Commissions work plans to master plans with annual reporting relationships to City Council standing committees to improve effectiveness;
- reinstate the Committee for Citizen Involvement as the a newly created Community Involvement and Diversity Advisory Board, with greater focus on fostering citizen engagement in city decision making, including land use planning issues; increase scope to include diversity and support for Neighborhood Associations to improve efficiency;
- Add advisory boards for citizen input in areas that currently have no formal system.

The Public Participation Task Force is grateful for the opportunity to provide this input to the City Council. This work was a learning experience for many task force members and the resulting recommendations are intended to present options and alternatives that will continue to improve our city's public engagement process.

Respectfully submitted,  
**Community member volunteers**  
Kent Daniels, Chair  
Annette Mills, Vice Chair  
Emily Bowling  
George Brown  
Lee Eckroth  
Becki Goslow  
Rocio Munoz  
Brenda VanDevelder

**City Council volunteers:**  
Councilor Penny York  
Councilor Richard Hervey

**Staff volunteer:**  
Mary Beth Altmann-Hughes

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## I. Review of the charge

The Public Participation Task Force (PPTF) considered the issues below in their study and deliberations in order to make recommendations to improve the effectiveness and efficiency of the City's advisory board and commission system.

### Issues to be studied and deliberated:

1. Number and scope of boards and commissions
  - a. Identify areas of duplication between existing boards and commissions.
  - b. Identify boards and commissions whose areas of study are so small or narrow that they could be incorporated into another related group or community organization.
  - c. Identify significant areas of City Council responsibility where the Council doesn't receive systemic citizen advice. Include gaps in the board and commission system that would benefit from a change in the scope of a current group or the formation of a new group.
  - d. Suggest how to combine, divide or otherwise reorganize these groups so that they are as effective and efficient as possible.
2. The formation, evaluation, revision and sunset process
  - a. What criteria should the City Council use to determine if a new board or commission should be created?
  - b. Consider how best to define and evaluate effective board and commission operations and outcomes.
  - c. Consider how to balance the roles of boards and commissions as well-informed and neutral advisors to the Council as opposed to advocates for a particular point of view.
  - d. What criteria should the Council use to make significant changes in one or more boards or commissions?
  - e. Consider revising the process and/or developing criteria to guide Council decisions about ending boards and commissions.
  - f. How should the effectiveness of staff support be evaluated?
3. Relationship with City operating departments
  - a. The relationships between individual boards and commissions and the related operating department vary greatly. What should the relationships be?
4. Council liaison role
  - a. What should the role of the City Council liaison be?
5. Opportunities to advise the City Council
  - a. Is access available to all citizens to give thoughtful input and advice to the City Council through the board and commission system? If not, are there ways to improve the board and commission system for better access?
  - b. Is there adequate access to citizens to advise the Council through means other than the board and commission system? If not, suggest methods of improvement.

6. Cost factors
  - a. It is important to ensure that decisions are timely; citizens feel that their efforts are meaningful, and city resources are used well. Identify ways to streamline or reduce the use of staff support.
  - b. Identify ways to maximize the use of citizen volunteers.
7. Committee for Citizen Involvement
  - a. Is the current configuration of this group the most effective means of addressing the Oregon Land Use System Goal One? If not, how might this goal be better met?
8. Neighborhood associations
  - a. Neighborhood associations provide opportunities to build community and address issues that affect residents of particular geographical areas of the city. Does the City's public participation system adequately encourage neighborhood engagement and neighborliness? If not, identify methods for improvement.

## II. Research process

Early in the formation of the PPTF, task force members reviewed the article "The Process is the Decision", a document from the city of West Linn, Oregon, which provided a framework for an effective decision making process that includes early public involvement. With this document in mind, the PPTF agreed that it would endeavor to model best practices for advisory boards and commissions including recommendations 2-6 below. The PPTF began its work in September with bi-weekly task force meetings and multiple sub-committee work sessions.

Early task force meetings included discussion of best practices for citizen committees and identification of comparable cities to research. "Nuggets" from this research will be referenced throughout the recommendation. Other inputs in our research included:

- Interviews with and written comments from the Mayor, City Manager, and Department Directors
- Review of best practices and interviews with representatives in other communities including Ashland, Bend, Eugene, Hillsboro, Lake Oswego, Springfield, Bellingham, WA, Ithaca, NY, and Pasadena, CA.
- Meeting with Eugene "Neighborhood Services" city staff and Neighborhood Association leaders
- Public testimony including input at regular meetings and e-mail
- Survey of currently serving Board and Commission members
- Survey of currently active Neighborhood Association members
- Public meeting in January, 2014 soliciting additional input
- Distribution of the Task Force's initial draft document in early April to advisory boards and commissions, Neighborhood associations, city staff, and others.

- Public meeting April 28, 2014 to present the draft recommendation and soliciting additional input.
- The Task Force may redraft the draft document using comments, suggestions, and feedback received to date.
- Presentation of final Public Participation Task Force recommendation report to the City Council on June 2, 2014.

The task force spent the first meetings developing a strategy to grapple with the broad scope of the charge. A significant amount of data was collected by December and three sub-committees were formed to synthesize the research and develop recommendations in three areas:

- Guiding principles for outreach and inclusiveness
- Neighborhood connections to the City
- Boards and Commissions operations and structure

### **III. Key recommendations**

The detailed items of the charge required discussions that challenge the status quo of advisory boards and commissions. Task force members acknowledged the sensitivity of changing the current structures and operations. We recognize the commitment and work of citizens currently serving in the boards and commission system and recommend that transition work be completed with the involvement of existing committees as they can most readily provide insight and suggestions.

In order to improve the efficiency and effectiveness of public participation in the existing advisory board and commission system we identified three key recommendations:

- 1) revise the structure of the advisory boards and commissions to have formal lines of communication with City Council Standing Committees and review work activities of advisory boards with limited or narrow scope;
- 2) sunset the Committee for Citizen Involvement and form a new advisory board with greater scope to include broad public engagement in addition to land use planning, diversity, and support for Neighborhood Associations; and
- 3) strengthen the City's existing Neighborhood Association system.

### **IV. Evaluation of the current system of advisory boards and commissions**

In reviewing survey responses, researching other community's practices and hearing from the Mayor, City Manager, and Department Directors, we have identified attributes of an effective and efficient system to provide input to the City from citizen Advisory Boards and Commissions including:

- Organizational structure of advisory boards and commissions that emphasizes broadly scoped committees which leads to greater efficiency;

- Consistent communication channels and annual goal setting and review process for all advisory boards and commissions to improve effectiveness and to replace the current sunset process;
- Consistent support for practices among all advisory boards and commissions including note taking, budget, staff support, orientations for new appointees, and training for chair and vice chairs to improve efficiency.

## **1. Survey feedback from current members of boards and commissions**

### **a. Process and organization**

While 88% of committee members feel valued and appreciated for their service, only 36% reported having had an orientation upon being appointed and 42% reported that they are not aware of annual goal setting for their advisory board or commission. There were also many comments requesting support in running effective meetings, understanding public meeting laws and the role of boards and commissions. Many also expressed a desire for a more inclusive and transparent process for filling vacancies.

### **b. Communication**

40% of committee members reported that their board or commission does not have strategies for collecting citizen input and 51% are unsure if their Council liaison communicates regularly with city Council. Many respondents reported interest in an annual gathering of board and commission members to reduce silos and increase collaborative work and knowledge of each other's work.

## **2. Feedback from Mayor, City Manager, Department Directors**

The Task Force met with and received feedback and ideas from the Mayor and the three Department Directors who provide support to most of the city's advisory boards and commissions. The City Manager also provided the PPTF with extensive information and suggestions in a written response to the task force.

## **3. Public meetings**

Two general public meetings were held in the Public Library large meeting room using a "world cafe" process designed to elicit feedback and input. The first was held in January and was attended by approximately 75 community members. The second meeting was held April 28, at which specific Task Force draft recommendations were presented and discussed.

## **4. Information sharing with existing advisory boards and commissions**

Initial draft recommendations were sent to existing advisory boards and commissions prior to the second public meeting for review and feedback prior to the final draft of the recommendations.

## **5. Organizational structure of advisory boards and commissions**

The task force reviewed existing Advisory Boards and Commissions to address charge 1 a.-d. This element of the work of the PPTF was the most challenging as we acknowledge the contributions and expertise provided by citizen volunteers currently serving. We have endeavored to provide alternative pathways to greater effectiveness and efficiency. We recommend that existing boards and commissions review annual goals and the level of public engagement with their committee to determine if the issue area would be more comprehensively addressed if united in a more broadly defined advisory board.

**a. Advisory boards and commissions with broader scope or legal requirements\***

In these boards or commission, either no changes are recommended or **any recommended changes would not significantly change their scope or level of responsibility but may enhance efficiency or effectiveness** in the board and commission system.

- Arts and Culture Commission
- Budget Commission\*
- Corvallis-Benton County Library Board
- Economic Development Commission
- Historic Resources Commission\*
- Housing and Community Development Commission
- Parks, Natural Areas, and Recreation Board
- Planning Commission\*

**b. Advisory boards and commissions with narrowly defined scope**

In these boards or commissions, the scope is narrow enough that some may benefit by **incorporation into another citizen committee or community organization to increase the efficiency** in the board and commission system. It may also make sense to transition some to staff advisor boards.

- Airport Commission
- Bicycle and Pedestrian Advisory Commission
- Board of Appeals
- Capital Improvement Program Commission
- Citizens Advisory Commission on Transit
- Commission for Martin Luther King, Jr.
- Commission on Civic Beautification and Urban Forestry
- Committee for Citizen Involvement
- Community Police Review Board
- Downtown Commission
- Downtown Parking Commission
- Land Development Hearings Board
- Public Art Selection Commission
- Watershed Management Advisory Commission

**c. Significant area of Council responsibility with no current systematic citizen advice**

Increase effectiveness of the advisory board and commission system by addressing the gaps in the following areas:

1. Diversity and Citizen Involvement
2. Public Safety
3. Transportation systems planning and decisions
4. Water systems planning and decisions

## V. Recommendations

### Recommendation 1

We recommend that City Council establish and adopt public engagement guiding principles as listed below. **This may need revisions since March 28 PPTF meeting.**

**a. Collaborative Democracy:** Enhance and support a community-driven democracy in city government. Ensure that there is a genuine intent and attitude by the City and community members to listen to all sides and to attempt to understand different viewpoints.

1. Create a community-friendly atmosphere at all public meetings (i.e. City Council, Boards & Commissions, Task Force, etc.)
  - a. Ensure that those giving public testimony are being listened to.
    - o Examples: make eye contact, ask a question, alert public that electronic device may be used to capture testimony for future reference.
  - b. Replace 3-minute clock with alternative alert signals.
    - o Example: City of Pasadena has podium with three built in lights: green, yellow, and red. Observable by the council and the speaker in a discrete manner.
  - c. Allow groups (e.g., neighborhood associations) to make presentations as a group, with limits on time and number of people in the group. **(Needs further PPTF discussion)**
  - d. Have agendas and other relevant documents available for the public at meetings.

**b. Diversity:** Seek input from all viewpoints, backgrounds, and philosophies. Treat each person with dignity, fairness, and respect.

1. Identify and reach out to diverse sectors of the community.
  - a. Take steps to make meetings linguistically and culturally appropriate (e.g., have public meetings at schools).

- b. Set up mechanisms within city government to connect to translation/interpretation services to provide this at public meetings when there is a topic of interest.
- c. Set up a resource service for child care at major meetings (e.g., partner with a non-profit or social service agency that provides such services).

c. **Openness and Accessibility:** Promote fair, open and respectful processes that allows all who are interested or affected to have an equal opportunity to participate.

1. Increase access to elected officials.

- a. Create reasonable ways for community members to communicate with elected officials, board/commission chairs, and city staff. Provide phone numbers and email addresses that will ensure a response.
- b. Consider real-time, on-line access to city meetings.
  - o Look at OSU's New Media Communications Department
- c. Consider alternate locations for forums, special outreach meetings, and government corner

2. Increase access to city government information.

- a. Make the City website more user-friendly - more accessible and searchable by having links for the multiple modes of community member engagement more visible and easier to see/understand from the city homepage.
  - Research software with appropriate design
- b. Post to available traditional and social media sources (newspaper, Facebook, Twitter, etc.).
- c. Set standards for city government and boards/commissions to do outreach and market their events, meetings, BC openings to ensure that information is reaching the community.
- d. Examples: Continue and expand Government Corner at library lobby every Saturday; send into the newspaper's F.Y.I.

d. **Inclusiveness:** Create a variety of ways for community members to participate and influence decisions. **To be developed and supported by newly established CIDAB.**

**Recommendation 2** (charge 2.e., 4.a.)

We recommend that City Council provide consistent definitions in the formation and review of citizen committees, thereby improving the effectiveness of the advisory board and commissions system. **Four distinct types** of committees are recommended: Advisory Boards, Commissions, Task Forces, and De-

partment Advisory ADD: "committees". Any of these committees may consider forming sub-committees.

### **Advisory Board**

This type of standing committee is established by City Council resolution and serves in an advisory capacity to the Mayor, City Council and staff. Advisory Boards annually propose work plans including goals and desired outcomes to a standing committee of the City Council for review, revision, and approval. The Mayor is responsible for appointing individuals to fill vacancies.

### **Commission**

A standing committee to which the City Council has delegated decision making authority. Commissions annually propose goals and desired outcomes to a standing committee of the City Council for review, revision, and approval. The Mayor is responsible for appointing individuals to fill vacancies. For the Planning Commission and Historic Resources Commission, the appointment is made by City Council.

### **Task Force**

Task Forces are formed to achieve a particular goal with a specific charge and are generally active for a limited time. The City Council resolution identifies the term of the committee, the task to be completed, the timeline for completion of the project and other direction as the City Council deems appropriate. The City Council should consider forming a Task Force to address a major initiative or significant policy change if an existing Commission or Advisory Board does not exist to address that area or does not have the ability to address the topic by itself. The Mayor is responsible for appointing individuals to serve.

### **Department Advisory Committee**

Department Advisory Committees are administrative or technical in nature and allow for efficient use of citizen expertise. These ongoing committees are appointed by department directors with the approval of the City Manager. They advise department staff and provide agility in responding to community issues.

**Other city groups** may be formed by the Mayor or city staff for particular reason. Department directors would continue the practice of bringing together small work or technical groups with particular areas of knowledge to advise them on particular or technical issues. The City Manager is responsible for ensuring that the Mayor and City Councilors are aware of the formation, purpose, duration and membership of these ongoing committees. **Kent will add several examples**

**Recommendation 3** (charge 1. a.-d.)

We recommend that City Council revise the organizational structure to align the working plans and activities of Advisory Boards to foster early engagement in City process.

The objective of this recommendation is to make decision making in the City more effective; and to build a web of strong interrelationships of Advisory Boards with a broad scope which can address City planning such as master plans supported by staff with efficient use of city resources. The intent of this recommendation is also to increase adequate and early input by affected stakeholders in all major planning areas.

Each Advisory Board and Commission will have a direct relationship with a City Council standing committee as shown below. Recommended newly formed Advisory Boards are in bold and address gaps in the City's board and commission system that would benefit from a change in the scope of a current group or the formation of a new group.

If Advisory Boards with narrow scope are combined with broader scoped committees, the result could be a net decrease in staff support required, resulting in greater efficiency.

**Options to align with Council committees and combine/reorganize for efficiency**

- City Council- Human Services Committee
  1. Arts and Culture Advisory Board
  2. Public Art Selection Advisory Board (scope is narrow, possibly include as a subcommittee with Arts and Culture Advisory Board)
  3. **Community Involvement and Diversity Advisory Board** (gap identified, significantly broaden scope of Committee for Citizen Involvement)
  4. Martin Luther King, Jr. Advisory Board (scope is narrow, possibly include with new Community Involvement and Diversity Advisory Board or other community groups.)
  5. Corvallis-Benton County Public Library Advisory Board
  6. **Public Safety Advisory Board** (gap identified)
  7. Police Review Advisory Board (scope is narrow, possibly include in Public Safety Advisory Board)
  8. Parks, Natural Areas, and Recreation Advisory Board
  9. Civic Beautification and Urban Forestry (scope is narrow, possibly revise to Staff Advisory Board)
  
- City Council- Urban Services Committee
  1. Board of Appeals (scope is narrow)
  2. Historic Resources Commission

3. Housing and Community Development Advisory Board
  4. Planning Commission
  5. Land Development Hearings Advisory Board (scope is narrow, this is currently in effect a sub-committee of the Planning Commission, codify that fact and cease to list as a separate board)
  6. **Water Systems Advisory Board** (gap)
  7. Watershed Management Advisory Board (scope is narrow, possibly include in Water Systems Advisory Board or change to Staff Advisory)
- City Council- Administrative Services Committee
    1. Airport Advisory Board (scope is narrow, possibly revise to Staff Advisory and/or shift some current responsibilities to the Economic Development Advisory Board)
    2. Budget Commission
    3. Investment Commission (scope is narrow, possibly revise to Staff Advisory)
    4. Capital Improvement Program Advisory Board (possibly include in Budget Commission or Planning Commission or revise to Staff Advisory)
    5. Economic Development Advisory Board
    6. Downtown Advisory Board
    7. Downtown Parking Advisory Board (scope is narrow, possibly include as a subcommittee of the Downtown Advisory Board)
    8. **Transportation Advisory Board**
    9. Citizens Advisory Commission on Transit (scope is narrow, possibly include in Transportation Advisory Board or change to Staff Advisory)
    10. Bicycle and Pedestrian Advisory Board (scope is narrow, possibly include in Transportation Advisory Board or change to Staff Advisory)

**Recommendation 4** (charge 5.a., 7.a. and 8.a.)

We recommend an immediate sunset of the Committee for Citizen Involvement and formation of the Community Involvement and Diversity Advisory Board (CIDAB). The current configuration of the CCI limits the work of the committee to address the Oregon Land Use System Goal One and would be strengthened with a broader scope and monthly meetings. Issue areas include:

- o Diversity, accessibility
- o Neighborhood associations
- o Oversight of Empowerment Grants
- o Outreach for boards and commissions
- o Public participation webinars

- o Develop board and commission trainings and orientation
- o Staff liaison support provided by new City staff Neighborhood Outreach liaison
- o Implementation or further work on PPTF recommendations, as recommended by the City Council
- o Have a subcommittee work with members of the Planning Commission and the Historic Resources Commission regarding changes and improvements to address the Land Use Goal 1, Citizen involvement”

We recommend that the newly formed CIDAB be charged with the implementation of a number of initiatives recommended by the PPTF including:

- a. Engage community members early in the planning and budgeting process [look at Lake Oswego requirements - pre-application conferences with neighbors; look at Pasadena - appoint special committees at beginning of process to help gather public opinion].
- b. Develop and offer Public Participation 101 training/workshop/manual in multilingual languages. This should include:
  - o Brief explanation of legal time requirements to audience for specific boards (i.e., Mayor, Planning Commission Chair, and HRC Chair) and give notice of this prior to testimony by staff, applicant, and public.
  - o Explanation of the process where there are opportunities for community input (i.e., boards and commissions, Council committees, etc.).
  - o Information about board/commission processes and where public testimony fits in the decision-making process.
  - o Tips on how to testify effectively.
  - o The guiding principles referenced and a flow chart or organizational chart that allows community members to better understand the process of how city government works
- c. Develop and implement the Neighborhood Associations recommendation in this document.

**Recommendation 5** (charge 1.a.-d.)

We recommend exploring a change of scope in existing advisory boards (*listed alphabetically*)

- Airport Advisory Board- determine if this area is primarily a technical/staff advisory committee, if so, charge the Economic Development Advisory Board with economic development related portion of the charge.

- Arts and Culture Advisory Board- establish reporting relationship between city supported arts, culture, and tourism organizations including The Majestic Theater, The Arts Center, and Convention and Visitors Bureau with annual reporting to citizen committee.
- Budget Commission- ADD semicolons expand scope to study financial issues facing the City and develop recommendations for the Council;; review fund forecasts; have citizen members work with staff and council on budget before formal unveiling in February; subcommittees hold public meetings in the early fall to obtain community member input and suggestions for the next year budget; review and recommend changes to the Capital Improvement Program.
- Downtown Commission/Downtown Parking Commission: Change to staff advisory committee, change the Downtown Parking Commission to be a subcommittee of the Downtown Advisory Board's responsibility and cease to list as a separate body.
- Historic Resources Commission and Planning Commission- increase collaborative work with periodic work sessions with each other for goal development, and with the new Community Involvement and Diversity Advisory Board regarding Land Use Goal 1 requirements, issues and improvements" .....Kent input here

We recommend four new advisory boards to increase effectiveness of citizen input and decision making.

- **Diversity and Citizen Involvement**  
Interest areas
  - o Diversity, accessibility
  - o Neighborhood associations
  - o Outreach for boards and commissions
  - o Public participation webinars
  - o Develop board and commission trainings and orientation
  - o Plans, CIP, reviews: outreach plans, citizen complaint reviews (diversity)
- **Public Safety**  
Interest areas
  - o Emergency preparedness (w/Neighborhood associations)
  - o Plans, CIP, reviews: Fire Dept. CIP projects, Police Dept. COP projects, Fire Department strategic MP
- **Transportation systems planning and decisions**  
Interest areas

- o Corvallis transportation planning (public transit, vehicle, bikes, pedestrian)
- o Accessibility and sustainability in transportation
- o Coordination with regional transportation planning
- o Plans, CIP, reviews: Transportation master plan, parking plan, CIP transportation projects
- **Water systems planning and decisions**
  - Interest areas
  - o Water quality
  - o Waste Water management
  - o Storm Water management
  - o Public works planning
  - o Land management/natural features
  - o Sustainability
  - o Plans, CIP, reviews: Building maintenance plan, Storm water master plan, Wastewater utility master plan
  - o Public Works CIP projects for buildings, water, land (other than transportation)

**Recommendation 6** (charge 2.b.-c. and 6.b.)

We recommend improving awareness of vacancies and increased transparency of the appointment process.

Members of Advisory Boards, Commissions, and Task Forces provide an invaluable service to our city. These groups advise the City Council on a wide variety of subjects. The expertise and work of citizen groups often serve as a catalyst for innovative city programs and improved services.

Serving on an Advisory Board, Commission or Task Force can be a rewarding experience for community service-minded residents. It is a productive way to participate in the functioning of local government and assists City Council members in understanding the values of their constituents. The role of these committees is to provide input to city staff and advice and recommendations City Council.

**Effective use of citizen expertise**

Many Advisory Boards and Commissions include community members with expertise or experience thus providing additional resources in the review and planning of city activities. In most cases, the Mayor is responsible for appointing individuals to fill vacancies. For the Planning Commission and Historic Resources Commission, the appointment is made by City Council.

Currently anyone living or working within the city or in some cases inside the Urban Growth Boundary is eligible to apply for a vacancy. The Mayor conducts a brief interview, staff provides input and often talks with the nominee to re-

view roles and responsibilities of serving on the committee and the nomination is approved by a vote of the City Council.

Recommendation to improve the appointment process: [Emily and Annette notes here](#)

1. Establish a Mayoral Advisory Group to meet quarterly for review of vacancies and interested volunteers for Advisory Boards and Commissions.
2. Actively seek nominees from varied socioeconomic, racial, and ethnic backgrounds and younger nominees.
3. Seek input from current Commission and Advisory Board chair for potential nominees to fill vacancy.
4. Review and improve how vacancies are publicized.
5. Expand qualifications to include non-resident experts as a non-voting member.
6. Broadly disseminate Advisory Board and Commission vacancy announcements to community groups and organizations, on the City's website, and via media outlets.

**Recommendation 7** (charge 1. d., 2.b.-d., 3.a., 6.a.)

We recommend that City Council adopt consistent standards for Advisory Boards and Commissions.

1. A staff liaison and recorder assigned to attend each Advisory Board, Commission, and Task Force meeting. Being responsive to cost concerns, department directors exercise judgment on +1 staff attendance.
2. For efficiency and effectiveness we recommend avoiding verbatim minutes. Minutes should be taken in a consistent format including:
  - a. key discussion point minutes for Advisory Boards and Task Forces, (*guidelines in addendum*)
  - b. detailed minutes for Commissions as required by statute.
3. Guidelines provided for consistent communication and outreach to community members.
4. Annual process for all Advisory Boards and Commissions to propose work plans including goals and desired outcomes to a standing committee of the City Council for review, revision, and approval.
5. Mayor to host an annual gathering of all chair and vice-chairs to reduce silos, encourage dialogue, and foster cooperation among Advisory Boards and Commissions.

6. Orientation provided to all new appointees prior to attending first meeting.
7. Training provided for chair and vice chair (Lake Oswego example): i.e. review public meeting laws, agenda development, developing goals, objectives and annual work plan. *(The new Community Involvement and Diversity Advisory Board would develop this process.)*

**Recommendation 8** (charge 5.b. and 8.a.)

Neighborhood association..... **See Neighborhood Connection Report and Recommendations.**

**Benefits to be completed by PPTF**

Adoption of these recommendations as presented will strengthen the existing system of citizen advisory boards and commissions, will engage and support increased neighborhood associations...

**References**

The Process is the Decision

City of Lake Oswego, Public Participation Guidelines

City of Eugene, Public Participation Guidelines

City of Ashland, Public Participation Guidelines

Remaining to do items:

- Create summary of board and commission survey feedback and add relevant data within text of report
- Provide a sample of minutes
- Create summary of the Board and Commission org and structure TTF process