



**Comprehensive Plan
Citizen Advisory Committee
AGENDA
Thursday, September 24, 2015**

HILLSBORO CIVIC CENTER
150 East Main Street

4:00-6:00 PM
113 B

Time	Topic	Lead	Action
4:00	A. Introductions	All	I
4:15	B. Comprehensive Plan Process Overview	Laura/Aaron	I, Dis
5:00	C. Citizen Involvement Background Report a. Draft Goals and Policies	Aaron	I
5:10	D. Upcoming Schedule	Laura	I, Dis
5:15	E. Citizen Advisory Committee Charge Statement and By-laws	Laura	I, Dis
5:25	F. Meeting Protocol	Aaron	I, Dis, Dec
5:30	G. Discuss On-going Meeting Time and Day	All	Dis, Dec
5:35	H. Comprehensive Plan Video	All	I

I=Information, Dis=Discussion, Dec=Decision, R=Recommendation

5:40 Public Comment

5:50 Adjournment

Attachments:

1. Community Plan 2035 *(Staff will distribute at meeting)*
2. Existing Comprehensive Plan *(Staff will distribute at meeting)*
3. Public Involvement Plan
4. Citizen Involvement Background Report
 - a. Draft Goals and Policies
5. Upcoming Schedule
6. Citizen Advisory Committee Charge Statement and By-laws
7. Meeting Protocol *Draft*
8. Commonly Used Acronyms
9. Contact List

Next Regular Meeting:

Tentative Thursday, October 22, 2015

For further information on agenda items, contact Laura Weigel, Long Range Planning Manager, at (503) 681-6156 or email at laura.weigel@hillsboro-oregon.gov.



Online Materials

The following attachments are available online. Staff will distribute hard copies at the meeting.

Hillsboro 2035 Community Plan

Available at <http://www.hillsboro2035.org/2035-plan/view-download-plan/>

Existing Hillsboro Comprehensive Plan

Available at <http://www.hillsboro-oregon.gov/modules/showdocument.aspx?documentid=5715>

Public Involvement Plan

Growing Great Things: Comprehensive Planning The Hillsboro Way

Approved July 8, 2015

1. Introduction and Project Background

Proactive and effective citizen involvement is a cornerstone of planning practice, and focused public engagement is crucial to achieve success in land use and transportation planning initiatives that often impact the entire community. Hillsboro residents have consistently expressed an expectation that the City prioritize public engagement to maintain transparency and encourage participation through feedback in the Hillsboro 2020 and 2035 visioning projects, including providing avenues for meaningful citizen involvement, access to information, and opportunities for collaboration, with transparent and inclusive public engagement practices.

The Hillsboro Comprehensive Plan is the fundamental document that guides how the City will grow and evolve. It sets land use and transportation policies that are implemented in a number of ways, including guiding updates to the Community Development Code, infrastructure and system plans. This project will be the first total overhaul of the Comprehensive Plan since 1983.

The purpose of this Public Involvement Plan (PIP) is to outline the intent and expectations of public involvement efforts in the Comprehensive Plan project. The PIP sets forth principles that guide how we will involve the community in the project, how we will structure the public involvement program in a way that fits the needs of the public, the goals of our work, and how we will continually improve the program over the course of the project. This PIP is intended to be a foundational document for future evaluation of our work, and recommendations for refining our approach.

This PIP focuses on the first phase of the Comprehensive Plan update project: the development of Comprehensive Plan goals and policies across a set of topical focus areas. A later phase of the project will identify implementation strategies for these goals and policies. This PIP will be updated at a later date with additional detail on the public involvement strategies for the implementation strategy phase.

2. Community Overview

As a citywide project, the public involvement program must consider the demographic profile of the entire community. Hillsboro has experienced rapid growth since the adoption of the last Comprehensive Plan, tripling in population and doubling in land size, with significant shifts in the local and regional economies away from agriculture and forest products and toward high-tech industries, much of which are centered in Hillsboro. The City also has unique demographic characteristics that should be reflected in the project’s public involvement program.

2.1. Community Demographic Summary

Hillsboro is currently home to 95,310 residents and 33,289 households of various sizes and compositions. Summarized demographic information for the City is shown below:

Age		Education		Ethnicity	
Under 15	21%	Less than High School	13.5%	Asian	8%
Age 15-24	13%	High School Diploma	20.0%	Black	2%
Age 25-44	32%	Some college	33.6%	Hispanic	25%
Age 45-64	23%	Bachelor's Degree	20.5%	Other	4%
Age 65+	10%	Graduate Degree	12.4%	White	61%
Household Size		Housing Tenure		Language at Home	
One person	24%	Own	54.4%	English only	71.1%
Two people	30%	Rent	45.6%	Other than English	28.9%
Three people	18%				
Four or more people	28%				
Linguistic Isolation¹		Origin		Disability Status	
Some linguistic isolation	6.2%	Foreign-born	19.9%	6.8% with any Disability	
Languages most commonly spoken: Spanish, Vietnamese, Chinese, Korean		Native to United States		80.1%	
				Median Income	
				\$64,826 (Household)	
				Poverty Rate	
				13.6%	

Hillsboro has a number of key demographic attributes that differentiate us from the region and the state, and which would be likely to impact public engagement activities, summarized below:

- **Ethnicity:** Hillsboro has twice the share of Latino residents as other municipalities in the region and statewide. 25% of Hillsboro residents are Hispanic, compared to 12% in the Portland region and in Oregon overall.
- **Language:** Over 2,000 households in Hillsboro report some sort of linguistic isolation. Hillsboro has double the rate of linguistically isolated households speaking Spanish than the Portland region overall (4.2% in the City versus 2.0% in the region).
- **Families with children:** 56% of families in Hillsboro have children under 18 years old living at home, with 15% having children younger than 6. This compares to rates of 49% and 11% regionally.
- **Housing Tenure:** 45.6% of housing units (or 15,000 dwellings) in the City are renter-occupied, which is higher than the regional rate of 39.6%. Households in rented units average 2.83 individuals in the City, slightly larger than the regional average of 2.35 persons per household.

¹ "Linguistic Isolation" is defined in the American Community Survey as one in which all members of a household 14 years and over have at least some difficulty with English.

2.2. Challenges that we face

The demographic differentiators highlight a number of key challenges that need to be addressed in the public involvement plan:

- **Multilingual content:** Linguistic barriers will present a significant challenge for some community members to participate in the project. How can we deliver content that addresses language barriers? What languages should be included?
- **Diverse customs and practices:** Community events should reflect the diverse customs and practices of various groups in the community. How can we design events and activities to address and integrate different cultural practices and preferences?
- **Family-friendly events:** Events and activities should be structured such that families with children can easily participate. How can we lower barriers in terms of scheduling, venue, and availability of child care, among other items?
- **Youth outreach:** Community events and activities should be designed to engage the entire family, not just adults. How can we design events and activities to involve youth and solicit their input?
- **Renters and Owners:** Public outreach should be structured so that renters are welcomed and involved in engagement efforts. How can we design events, activities, and notification to encourage participation by renters and owners alike?

3. Public Involvement Program Overview

The project's public involvement program is informed by regulatory requirements, objectives which guide our approach, and prior community engagement efforts, discussed below.

3.1. Public Involvement Requirements

Statewide Planning Goal 1 requires municipalities to provide opportunities for citizen involvement at every step of the planning process from exploratory research to plan adoption and revision. Municipalities are required to provide technical information in simple and accessible forms and create mechanisms for citizens to provide feedback.² The City will be required to make and support findings demonstrating compliance with statewide Goal 1 requirements for the Comprehensive Plan update project (in addition to demonstrating that the revised plan itself complies with Goal 1).

The Comprehensive Plan updates resulting from this project will meet the definition of a Major Plan Amendment under the existing Hillsboro Comprehensive Plan. Major Plan Amendments require the City to:

- Establish a citizen involvement program (outlined by this document) approved by the Citizen Involvement Advisory Committee, and meeting state requirements;
- Identify issues to be addressed and related information to be collected, reviewed, and made available for public review; and,
- Provide an opportunity for citizen access to the related information and data, and for citizen input on these issues.³

² Oregon Administrative Rule 660-015-0000(1).

³ Hillsboro Comprehensive Plan Section 1(III)(A)(1) and (2).

3.2. Program Objectives

Creating an outreach strategy designed to involve citizens in a fun, engaging process that creates enthusiasm for planning for the future of the City is integral to the success of the project. It is also required by Oregon's Statewide Planning Goals and by the City's own Comprehensive Plan. The public involvement strategy is designed to achieve the following objectives:

- **Engage those who aren't usually involved.** Involving citizens who do not have time to attend City events is a considerable challenge. Nearly 30% of the Hillsboro's population is 25-39 years old. Parents with very young and school-aged children are often too busy to attend "yet another" event. This is also true of young adults and citizens who are heavily involved in "other" community activities, such as parent-teacher, business or sports organizations. Therefore, instead of expecting citizens to come to us at City Hall, we will go to them. We will also engage citizens electronically through online platforms.
- **Connect with diverse communities across Hillsboro.** Approximately 25% of Hillsboro's residents identify as Hispanic/Latino and 8% identify as Asian. Therefore, it is important to make a special effort to hear from these populations. The city should build relationships with key leaders and organizations in order to build relationships, to learn about these communities, and convey interest in involving immigrant residents in planning for the future. When feasible, materials should be translated and connections should be made with local news sources.
- **Empower youth.** The mission of the City's Youth Advisory Committee is to serve and improve the Hillsboro community through positive activities, strengthening relationships, appreciating diversity, and forming more supportive relationships between youth and adults. If we want to keep the youth in the community when they become adults they should have a voice in developing what the City provides in the future. The YAC should be used as a resource to float ideas for reaching out to youth. Additionally, partnering with the School District to engage students and teachers in activities can build stronger ties to government and cultivate future civic leaders.
- **Reach out to employers.** The American Community Survey estimates that 79% of Hillsboro workers live outside the City. It is important for the future of the community to understand what people who work here, but don't live here, would want to see in the future that would attract them to live here, or what amenities they want access to during the work day. The City has had success in reaching out to larger business and getting feedback from employees. This feedback loop should be used and expanded. The City should also engage with small and medium sized businesses.
- **Build community connections by utilizing existing networks and information channels.** To maximize limited resources, it is critical to reach out to citizens through City-appointed boards and commissions and community organizations that have a history of partnering with the City. Informing these groups about the process and engaging them to help disseminate information and get their constituents involved will create a more representative Plan. This is also a great opportunity to reach out to organizations with whom the City has not yet engaged to build new

partnerships. It can also provide a foundation for ongoing coalitions to sustain progress toward achieving community goals.

- **Foster sustained interaction between Hillsboro residents and their government.** Updating the Comprehensive Plan with the assistance of citizens continues to build upon the commitment to be accountable to the public and their desires for the future of the community. After the completion of the Plan the Implementation Actions will be reviewed on a yearly basis to assess progress toward implementing the goals and policies in the plan. Sharing that status with citizens and asking for feedback will foster sustained interaction between citizens and their government.
- **Engage those who normally wouldn't attend an event specific to the Comprehensive Plan update by participating in existing, popular Hillsboro sponsored events.** Not everyone will be enticed to participate when an event is only about the Comprehensive Plan, therefore it will be important to attend popular Hillsboro events to engage a variety of people with a variety of interests. For instance there could be a booth at the Public Works Day to solicit feedback regarding the Health, Wellness and Safety Focus Area or staff might attend a Parks and Recreation sponsored event to solicit feedback about Livability and Recreation.

3.3. Relationship to the Hillsboro 2035 Community Plan

The Comprehensive Plan Update project is the first significant follow-on project to the Hillsboro 2035 Community Plan visioning project. In many communities, visioning and comprehensive plan development are handled in a single project driven by local government in partnership with community agencies. Hillsboro's approach, however, has been to conduct visioning and comprehensive plan development in separate efforts. This allows for the visioning work to produce a truly community-driven shared plan that is jointly owned by the City and its community partners. At the same time, it can introduce confusion as to the scope and intended outcomes of the two separate projects, which can look quite similar to those unfamiliar with these processes.

The Comprehensive Plan project is generally organized around the focus areas identified in the Hillsboro 2035 Community Plan, with the exception of topics related to transportation and some additional minor reorganization necessary to ensure that the plan update covers all topics required under state law. The Comprehensive Plan update is largely based on the work already achieved in the visioning project, which gathered over 3,600 comments and suggestions from a broad cross-section of the community. This body of input will serve as a starting point for performing additional research and developing proposed Comprehensive Plan goals and policies.

At the same time, because the projects are so closely aligned, it may be difficult to adequately convey to the public the differences between the two projects. The public may believe that they have already participated in project events or have provided input to the Comprehensive Plan project. The public involvement program for the Comprehensive Plan update will utilize these strategies to minimize potential confusion:

- The launch of the Comprehensive Plan project is being timed to occur after the Hillsboro 2035 Community Plan is released and publicized.

The Comprehensive Plan update will be consistently and strongly characterized as the first large effort to implement the Community Plan, with clear references to the work that has already been done.

- Requests for additional community input will be placed within the context of the Community Plan. For example, a questionnaire would include a summary of what was learned during the visioning effort, and additional questions would be worded to elicit additional detail on what was already learned.
- Questions and activities will be focused on getting input for policies and implementation. For example, rather than asking what the community might want to see in future parks and open spaces, participants may be asked to indicate which amenities are most important or which types of parks they prefer.
- The project will maintain a strong identity that is separate from and easily distinguishable from the Hillsboro 2035 Community Plan, but is more integrated with the City's branding and style guides. The project will be strongly identified as a City-led effort, where the visioning project is avoiding a City-centered focus.

4. Implementation

The Comprehensive Plan Update project is anticipated to last through 2017, with two major phases: the development of updated Comprehensive Plan Goals and Policies in the first phase, projected to conclude by the end of 2016; and the development of implementation actions during calendar year 2017. Public engagement will involve scheduled events, such as open houses or town halls, and ongoing activities such as online resources or periodic committee meetings. This section describes how these events will be implemented, and how they will be designed to address the challenges identified above.

4.1. Scheduled major events

There are three types of "scheduled major events" that are planned as part of the first phase of the project:

4.1.1. Project Rollout

The Project Rollout is intended to introduce the project to the community, offer information on how to get involved and stay informed, and encourage residents to sign up for e-mail and social media updates. The rollout will also introduce the concept of Comprehensive Planning to the community, review our past successes resulting from good planning, and illustrate why this project is important for our community's future. Finally, the rollout will explain the relationship of the Comprehensive Plan update project to the Hillsboro 2035 Community Plan.

The Project Rollout will coincide with existing community events to take advantage of publicity, attendance, and family-friendly features. Community Summits

4.1.2. Community Summits

Four groups of Community Summits are planned although this is meant to be flexible. Each summit will be centered on a different set of focus areas being developed in the plan update:

- Summit 1: Bolstering Community Involvement; Enhancing Livability and Recreation

- Summit 2: Promoting Health, Wellness, and Safety; Fostering Healthy Ecosystems
- Summit 3: Building Economy and Infrastructure
- Summit 4: Cultivating Transportation Options⁴

Community Summits are intended to solicit citizen input to draft goals and policies concerning each plan focus area. Prior to the Community Summits, draft goals and policies will be developed based on community input gathered during the Hillsboro 2035 project, as well as issues identified in the background report research and analysis of each topic. These draft goals and policies will be initially reviewed and refined by the Citizen Advisory Committee and the Planning Commission, and then presented to the community for input at the summit.

The exact structure of summits are flexible depending on the subject matter and the need for additional community input, either generally or on a specific focus area. Most summits will take place over one to three meetings repeated two to three times in different areas of the City to provide maximum opportunity for involvement. These events may be structured as open houses or town halls, but will feature a high level of interactivity. Each of the summits will be accompanied by online questionnaires.

Outcomes from the Community Summits will feed into additional review and refinement by the Citizen Advisory Committee and Planning Commission, with additional public input conducted online prior to review by the City Council.

4.1.3. Adoption Hearings

Phase 1 of the project will conclude with a series of public hearings to adopt the revised Goals and Policies. The structure of these meetings are somewhat rigidly defined. These hearings will likely occur at regularly-scheduled meetings of the Planning Commission and City Council, at the Hillsboro Civic Center.

4.2. Ongoing activities

Public outreach for the project will include a number of ongoing activities, meetings, and resources, detailed below.

4.2.1. Web site, Social Media, and E-Mail

The project will have a dedicated Web site, separate from but coordinated with the City's main Web site. The Web site will provide a platform for awareness and communication, but the overall goal of the project's Web presence will be to also provide a hub for ongoing dialog, input, and discussion about key issues. Public Online Reviews of each set of draft goals and policies will take place on the Web site through the use of discussion and commenting features. The Web site will also be the primary outlet to report out to the public on progress made during the project and how the project has utilized public input.

Having a dedicated site allows the project to support Web features not available in the City's content management system, including interactive discussions, questionnaires, mapping, interactive

⁴ The Community Summits for Cultivating Transportation Options are being planned as part of the Transportation System Plan Update project, and are not outlined in this PIP. Although the structure of the Public Involvement process for the Transportation project may differ slightly, the goals, objectives, and desired outcomes are closely aligned with the Comprehensive Plan update.

documents, and the like. After much research, staff has selected the EngagingPlans platform for the project site, produced by Urban Interactive Studio. This solution is built by a team of planners and software developers, and is specifically designed for use in complex land use and transportation projects like the Comprehensive Plan update. EngagingPlans has been employed at the local, regional, and state levels across a wide variety of projects with differing levels of public engagement, with a focus on driving awareness and facilitating engagement online in tandem with traditional in-person events.

The site will launch with basic functionality in summer 2015, with additional features enabled at a later date. The site will remain online through the end of the implementation phase.

4.2.2. Social Media and E-mail

Social media will be a central component of the project's outreach strategy, including a Twitter feed and potentially a Facebook account. These accounts will be managed in coordination with the City's Communications and Marketing team overseeing existing City social media accounts. E-mail lists will also be utilized in conjunction with the existing City implementation of Constant Contact. Both social media and E-mail will be used primarily as awareness tools. Calls to action would involve encouraging people to participate in online discussions or activities, or in-person events.

4.2.3. Community Organization Outreach

Following the public project launch, project staff will begin reaching out to local organizations to involve them and their membership in project events and activities. This outreach will likely include a number of presentations to local groups and organizations representing various segments of the community, including various faith communities. This may also include targeted questionnaires, discussions, or small meetings where focused attention to one particular issue may yield input beneficial to the project.

City staff will coordinate with the Citizen Advisory Committee and other groups such as the Latino Engagement Committee to brainstorm a set of organizations to approach. The host organizations will determine to what extent events or meetings will be open to the public, although a full list of all meetings held will be maintained on the Web site.

4.2.4. Public Meetings

The project's Citizen Advisory Committee advises staff and provides recommendations to the Planning Commission and City Council regarding the Comprehensive Plan update. CAC membership will draw from existing City boards and commissions, Planning Commission, City Council, Vision Implementation Committee, the Hillsboro School District, Chamber of Commerce, Latino Engagement Committee, a young adult, and other at-large positions as deemed necessary. The CAC will meet at least monthly to review progress and provide input on the various focus areas under consideration. These meetings will be open to the public (although they are not public hearings). Public comment will be received for up to ten minutes per CAC meeting.

Planning Commission and City Council will consider the Comprehensive Plan update at a series of public work sessions and public hearings, arranged by focus area. Wherever possible, hearings and work sessions will occur during regularly-scheduled meetings following existing meeting rules. Additional special meetings may be necessary. These meetings will be conducted in accordance with Oregon Public Meetings Law.

Both types of meetings will be prominently publicized on the project Web site, the City’s meeting calendar, and in public outreach materials.

4.2.5. ACCI/CIAC review

At two points during the project, staff will meet with ACCI and CIAC to review the public involvement program, report on progress, and solicit input to refine the PIP. These meetings will include a description and brief evaluation of the public involvement conducted to that point, along with any specific questions or points where input would be helpful. The evaluation will cover the points discussed in section 5 below.

ACCI and CIAC will also meet to consider an update to the PIP to cover activities in the Implementation Action development phase in late 2016. A similar progress check-in meeting will likely be held during the Implementation phase in mid-2017.

4.3. Quarterly Milestones (Projected)

Public involvement milestones have been defined for the first phase of the project, including both scheduled major events and ongoing activities, listed in the table below. Similar milestones for the implementation phase will be developed at a later date.

Schedules in this section are early projections and subject to change to accommodate the actual pace of work. Please note that activities related to the Cultivating Transportation Options focus area of the plan (to be developed as part of the Transportation System Plan update) are not yet included in this table. This schedule will be updated at the ACCI/CIAC review meetings listed below.

Period	Scheduled Major Events	Ongoing Activities
2015 Q3		<ul style="list-style-type: none"> • ACCI/CIAC approval of PIP • Website launched • Social media launched • Community organization outreach begins
2015 Q4	<ul style="list-style-type: none"> • Project public rollout 	<ul style="list-style-type: none"> • Citizen Advisory Committee meetings begin • Planning Commission reviews begin • ACCI/CIAC review #1
2016 Q1	<ul style="list-style-type: none"> • Community Summit 1: Bolstering Community Involvement; Enhancing Livability and Recreation 	
2016 Q2	<ul style="list-style-type: none"> • Community Summit 2: Promoting Health, Wellness, and Safety; Fostering Healthy Ecosystems; Advancing Environmental Sustainability 	<ul style="list-style-type: none"> • City Council reviews begin • Public Online Reviews: Bolstering Community Involvement; Enhancing Livability and Recreation • ACCI/CIAC review #2 (tentative)
2016 Q3	<ul style="list-style-type: none"> • Community Summit 3: Building Economy and Infrastructure 	<ul style="list-style-type: none"> • Public Online Reviews: Promoting Health, Wellness, and Safety; Fostering Healthy Ecosystems; Building Economy and Infrastructure; Advancing Environmental Sustainability

Period	Scheduled Major Events	Ongoing Activities
2016 Q4/ 2017 Q1	<ul style="list-style-type: none"> Adoption hearings begin for Comprehensive Plan Goals and Policies 	<ul style="list-style-type: none"> ACCI/CIAC review PIP update for Implementation Phase
2017	<ul style="list-style-type: none"> Implementation phase begins (tentative) 	

4.4. Strategies to address challenges

The project will emphasize the following strategies to mitigate key engagement barriers and challenges discussed earlier in section 2.2:

Challenge	Strategies
Multilingual content	<ul style="list-style-type: none"> <i>Web Site:</i> The Web site will prominently include an option to enable automated translation⁵ into various languages. Where possible, use of this feature will be measured to determine how often materials are translated, what pages are most popular, and what languages are being used⁶. <i>Physical Materials:</i> Key flyers, posters, and other handouts will be made available in English and human-translated Spanish. Wherever possible, all handouts or materials will also be posted to the Web site in HTML format, enabling the use of automated translation. <i>Effective Content:</i> In all Web and printed materials, use active-voice language that minimizes jargon and colloquialisms to enable effective translation. Use graphics that reinforce the text to help draw attention and convey the intended message. <i>Public Events:</i> Wherever possible, Spanish speakers will be available at public events. Other native language speakers may be recruited based on expected attendance. For activities such as discussion groups or tables, staff will attempt to have one or more tables facilitated primarily in Spanish. <i>Public Hearings:</i> Pursuant to Oregon Public Meetings Law, translation and interpretation services will be available upon request.
Diverse customs and practices	<ul style="list-style-type: none"> <i>Public Events:</i> During planning of public events, staff will work with representatives of community organization, the Citizen Advisory Committee, and other bodies as appropriate to ensure that the design of the event is appropriate. <i>Venues:</i> Where possible and appropriate, venues outside of the Civic Center will be utilized. Each event will include a question on the public evaluation asking how the event could have been made easier to attend or participate in.

⁵ Automated translation features will be designed to utilize Google Translate, although should also be accessible to other tools that translate public Web pages.

⁶ Staff is confirming the availability of this feature with our Web service provider.

Challenge	Strategies
Family-friendly events	<ul style="list-style-type: none"> • <i>Public Events:</i> Wherever possible, public events will be scheduled to avoid conflicts with existing events and major school functions. Some public events may be held multiple times to allow for schedule conflicts. Public events will include project-related activities for school-aged children. Where possible, events will be held in venues that are convenient to families. • <i>Access to event materials:</i> All materials, handouts, and presentations will be posted to the Web site for review by those who could not attend. Wherever possible, follow-on questions posted to the Web site will attempt to continue the discussion at the meeting, while allowing those who could not attend to participate. • <i>Web Site and Event content:</i> Where possible, categorize events and other content on the Web site by topic, geographic area, or other attributes to allow participants to easily access (and, if possible, subscribe to) information that is most relevant to their families.
Youth outreach	<ul style="list-style-type: none"> • <i>Social Media and Technology:</i> Emphasize frequent use of social media, texting, and other technology-facilitated communication in a manner that facilitates youth awareness and participation. • <i>Public Events:</i> All events will include project-related activities for school-aged children. Older children will be encouraged to participate in discussions and activities. • <i>School Outreach:</i> Staff will work with local high schools to involve their student organizations, classes, or other groups in public events and activities. • <i>Youth Advisory Council:</i> Staff will involve representatives from the Youth Advisory Council to design youth-specific activities and events.
Renters and Owners	<ul style="list-style-type: none"> • <i>Notification:</i> When sending formal public notices, staff will investigate ways to broaden traditional owner-directed mailing lists to also include resident-directed mailings. • <i>Web Site and Social Media:</i> All public notices will be accompanied by notices posted to the project and City Web sites, social media, and other City outlets including Stay Connected. • <i>Data Collection:</i> When requesting demographic information or targeted input from owners, also gather the length of their residency in the City to allow for further analysis of different opinions based on the time spent here, and to enable further follow-up to understand what drives their choice to live here.

5. Assessment

Considering the length of the Comprehensive Plan Update project, ongoing assessment will allow staff to continually improve engagement efforts to yield maximum participation. Each activity in the public

involvement program will be designed with evaluation in mind, and a periodic review of our performance will allow for adjustment. This section details our plans and expectations for assessment.

5.1. Overall indicators and metrics of outreach

Periodically examining key indicators and metrics can help determine the overall performance of the public involvement program, and can help illustrate what areas need additional attention or improvement. There are many metrics that can be helpful, but at a minimum, staff intends on tracking the following information about the project on an ongoing basis:

General Participation	<ul style="list-style-type: none"> • Number of people participating • Frequency of people participating (number of “touches”) • Share of repeat participants
Communications Channels	<ul style="list-style-type: none"> • Numbers and types of venues for presentations • Attendance at public events (formal, informal, meetings, tabling, etc) • Number of page views • Number of social media likes/followers/retweets • Number of media mentions
Input Characteristics	<ul style="list-style-type: none"> • Types of activities either online or at public events • Number and means of comments (written, online, email, meetings, etc) • Overall topic mix of comments • Quality of comments versus what was expected
Broad Engagement	<ul style="list-style-type: none"> • Number of organizations engaged • Number of non-English speakers participating in public events • Frequency of translation or use of translated materials • Demographic information about participants (where possible)
Improvement Opportunities	<ul style="list-style-type: none"> • Suggestions for improvement gathered from participant evaluations • Number and frequency of requests for assistance in locating project resources

5.2. Participant evaluation and assessment

Each event and activity will involve some sort of participant assessment designed to provide feedback on the overall quality and effectiveness of the event or activity, the strategies outlined in section 4.4, and input to the overall metrics and indicators discussed above. Evaluations will be short, simple, and tailored to the type and intent of the specific event and activity. Evaluations may be requested at the event venue, online, or both. Staff will follow up directly with participants providing specific suggestions or requests for future events.

5.3. Assessment outcomes and deliverables

Assessment data will be shared with ACCI and CIAC at two review sessions midway through the project. At these sessions, staff will share the successes and challenges of public involvement encountered thus far, highlight any revisions or refinement to the existing PIP, share metrics and set metric goals, and solicit input or suggestions for further improvement.

Staff will also publish progress report summaries of community engagement on the Web site for public review, including a summary of the overall metrics listed above, and a particular emphasis on

demonstrating what we've learned and how public input has shaped the outcomes and deliverables of the project. This summary may be a Web page, a downloadable document, or both.

Citizen Involvement

Background Report FINAL DRAFT

1. Introduction

Proactive and effective citizen involvement is a cornerstone of planning practice, and focused public engagement is crucial to achieve success in land use and transportation planning initiatives that often impact the entire community. Hillsboro residents have consistently expressed an expectation that the City prioritize public engagement to maintain transparency and encourage participation through feedback in the Hillsboro 2020 and 2035 projects, including providing avenues for meaningful citizen involvement, access to information, and opportunities for collaboration, with transparent and inclusive public engagement practices. Citizen involvement is the first of Oregon's Statewide Planning Goals, and a number of laws and regulations at the federal and state level compel local governments to conduct citizen involvement efforts.

This Citizen Involvement background report is one of a series of papers identifying recommended policy questions and updates to the Hillsboro Comprehensive Plan. The intent of this report is to examine the City's citizen involvement efforts as they relate to land use and transportation planning, and evaluate these efforts against relevant policies, goals, and regulations as well as emerging issues and trends. The outcome of this report is a series of policy questions and recommendations to inform the update of the Bolstering Community Involvement section of the City's new Comprehensive Plan. This background report was prepared by City of Hillsboro Planning staff, and will be refined and reviewed through a process including a Citizen Advisory Committee, the Planning Commission and City Council.

2. Background

The Hillsboro Planning Department conducts a number of citizen involvement activities including:

- Public notification of land use applications,
- Meetings and events for various planning projects,
- Providing public information available at the counter and online, and
- Conducting research and producing reports to understand how the City is growing and how to involve citizens in guiding that growth.

Citizen involvement is addressed in Section 1 of the existing Comprehensive Plan, including goals, oversight structures, and policies related to public records availability, communication, citizen feedback, and citizen involvement-related budget needs. All of these activities are guided by Statewide Planning Goal 1, discussed in further detail later in this report.

Many land use applications require some level of citizen involvement, ranging from mailed public notices to open houses or other forums for informal discussion and input from residents, as required by procedures outlined in the Comprehensive Plan and Community Development Code (which, in turn, implement state statute and administrative rules). Some required community meetings are coordinated

by the applicant, rather than the City, with the applicant submitting documentation that requirements were met. In 2014, approximately 130 applications were filed that required some level of public notice.

The department also conducts various long-term planning and transportation projects such as the South Hillsboro master planning project, overhaul and maintenance of the Community Development Code, and strategic initiatives such as the Comprehensive Plan Update project. Most of these projects have employed some sort of Web site for publicity, along with stakeholder or focus groups, and open houses to solicit input from the public. Most also result in work sessions and public hearings at Planning Commission and/or City Council. Some projects have used additional outreach and public involvement methods such as surveys, design charrettes, outreach at public events, newsletters, public tours, or other methods.

2.1. Planning Commission and Planning and Zoning Hearings Board

There are two governing bodies overseeing planning decision-making in the City: the Planning Commission, and the Planning and Zoning Hearings Board, as defined in the Hillsboro Municipal Code.

The Planning Commission is a seven-member body appointed by the City Council, to advise on land use issues and priorities, make quasi-judicial land use decisions,¹ and make legislative recommendations. The Commission is also charged with reviewing and approving public participation measures, including public involvement plans for individual planning projects. No more than two members may be engaged in the same occupation or profession. As discussed in more detail below, all members of the Planning Commission also serve on the Citizen Involvement Advisory Committee.²

The Planning and Zoning Hearings Board (PZHB) conducts public hearings for certain land use applications, such as conditional use permits and variances. Board membership includes three hearings officers, who must be accredited law school graduates, and six lay members. Although the scope of PZHB does not itself involve citizen involvement oversight, two PZHB members currently serve on the Advisory Committee for Citizen Involvement.³

2.2. Citizen Involvement Advisory Committee (CIAC) and Advisory Committee for Citizen Involvement (ACCI)

Goal 1 requires cities to establish a citizen involvement committee responsible for oversight and evaluation of the city's citizen involvement efforts related to land use planning. The Citizen Involvement Advisory Committee (CIAC) was established in the 1977 Comprehensive Plan as "a group of citizens selected by the City Council to conduct the Citizen Involvement Program".⁴ Initially, the members of the Planning Commission served as the members of CIAC, with additional members appointed at the discretion of the City Council.

¹ A quasi-judicial land use decision (as defined by Community Development Code section 12.70.050) is made by an elected or appointed Review Authority, and requires substantial exercise of discretion and judgment in applying approval criteria. Type III procedures defined in the City's Community Development Code are quasi-judicial; these include most adjustments, conditional uses, non-conforming use expansions, planned unit developments, subdivisions, variances, and zone changes, among other application types.

² See Hillsboro Municipal Code Subchapter 2.40.

³ See Hillsboro Municipal Code Subchapter 2.44.

⁴ Section I(II)(A), Hillsboro Comprehensive Plan, adopted in Ordinance No. 2793-4-77.

In 1996, Section 1 of the Comprehensive Plan was overhauled as part of the City's Periodic Review Work Program to bring the citizen involvement program into compliance with Statewide Planning Goal 1. These revisions included restructuring the CIAC into 18-member panel with broad geographic representation throughout the City based on designated sub-areas. This structure proved difficult to maintain both due to the size of the committee, as well as the sporadic nature of the committee's work (coinciding mostly with the initiation of major planning projects).

In 2011, the CIAC was once again restructured and returned to its original (and present) structure with the Planning Commissioners serving as CIAC members.⁵ This restructuring also required the creation of a separate, smaller citizen advisory committee providing input to the CIAC, currently called the Advisory Committee for Citizen Involvement (ACCI, originally named the Public Process Advisory Committee and subsequently renamed by citizen request).⁶ The statewide Citizen Involvement Advisory Committee (which reviews all changes to Goal 1-related Comprehensive Plan policies) supported the restructuring, but requested language to ensure that members would be broadly representative of the Hillsboro community. This feedback is reflected in the current structure of the ACCI:

- One liaison each from the Planning Commission and Vision Implementation Committee,
- One citizen from each City Council ward, and
- Up to four additional citizens "representative of a broad spectrum of the community selected from an open nomination process".⁷

As currently structured, ACCI reviews Public Involvement Plans developed by staff for proposed plan revisions, major plan amendments, or upon request of the City Council or CIAC. ACCI gives feedback to staff to refine these Public Involvement Plans, and ultimately provides a recommendation to CIAC for approval, revision, or denial of proposed Public Involvement Plans. Originally, ACCI was conceptualized as a committee that could conduct more holistic reviews of communications techniques and methods across the Planning Department (and potentially for other City departments), but the committee has not been engaged in this capacity thus far.

Despite the changes made in the 2011 restructuring, ACCI membership and engagement has remained sporadic and inconsistent. In an attempt to address ongoing vacancies on the board, the City Council approved a recommendation from Planning staff to add two representatives from the Planning and Zoning Hearings Board to ACCI. As of March 2015, ACCI had four active members, with vacancies including required representatives from the Vision Implementation Committee and Council Ward 1. Staff intend to nominate a new VIC representative in spring 2015. All current members of ACCI are engaged with other City governing bodies or advisory committees.

To date, ACCI involvement has been typically limited to reviewing proposed public involvement plans for discrete planning projects such as community plans or amendments to the Community Development Code. Staff could find no record of an ACCI review of the department's overall communications efforts.

⁵ Case File Hillsboro Comprehensive Plan 6-09, adopted as Ordinance No. 5987.

⁶ Ordinance No. 6009.

⁷ Hillsboro Comprehensive Plan Section 1(II)(E)(iv).

3. Hillsboro 2020 and Hillsboro 2035

For nearly 20 years, the Hillsboro Vision and Action Committee has been one of the key driving forces behind citywide civic engagement in Hillsboro. After experiencing significant economic and residential growth beginning in the 1960s and 1970s, the community became economically self-sufficient with a strong and diverse industrial base and vital retail areas. The City also began to experience the associated challenges with growth as it more than doubled in physical size and tripled in population. As a result, the City began to face questions about how the community’s character and identity would adapt.

The City began its visioning project, called Hillsboro 2020, in 1997. The Hillsboro Vision and Action Committee reached out to more than 1,500 citizens to create a common vision for the City, along with strategies and actions to implement this vision. The resulting Vision Action Plan was adopted by City Council in 2000, and subsequently updated in 2005 and 2010. Vision 2020 was named a project of the year by the International Association for Public Participation in 2002.

Beginning in 2013, the City began a project to develop its next community vision, the Hillsboro 2035 Community Plan, building on the success of the original visioning project. The Plan is scheduled for release in late 2015.

3.1. Vision 2020

The 2020 Vision and Action Plan⁸ was organized into a series of focus areas, strategies, and actions. The actions most related to citizen involvement are listed below, with a brief note on the implementation status of each action.

Action & Summary	Status
1.1 <i>Citizen Involvement Advisory Committee:</i> Implement CIAC consistent with Section 1 of the Hillsboro Comprehensive Plan.	Implemented, although some challenges remain (see section 2.2).
1.2 <i>Promote Participation in Local Decisions:</i> Develop dialogue between the City, citizens, and stakeholders to promote regular participation in local decisions and encourage volunteerism.	Implemented and ongoing
1.3 <i>Building Community:</i> Facilitate opportunities to build community at the neighborhood level and improve dialogue on local issues.	Implemented and ongoing
1.4 <i>City-Neighborhood Communications:</i> Facilitate direct communication with neighborhoods and districts on critical issues through HOAs or multifamily housing contacts.	Implementation anticipated in 2016-2020 timeframe.
2.2 <i>Access to the Web:</i> Promote, encourage, and develop online access to the City and other local government resources.	Implemented and enhanced most recently in 2013 with the launch of a new City Web site supporting mobile device access.
8.2 <i>Student Involvement in Government:</i> Develop avenues for high school/college student involvement in local government.	Implemented via the Mayor’s Youth Advisory Council, discussed in section 7.2

⁸ Hillsboro 2020 Vision and Action Plan, Revised August 2010 (http://www.hillsboro2020.org/FileLib/H2020ActionPlan2010_Web.pdf).

Action & Summary	Status
13.2 <i>Bicycle and Pedestrian Advisory Committee</i> : Establish an advisory committee for active transportation investments.	Previously implemented but not currently active. This group, or a new group in a similar role, will be formed as part of the Transportation System Update project.
15.1 <i>Hillsboro Historic Landmarks Advisory Committee</i> : Establish an advisory committee on historic landmarks	Implemented and currently active, coordinated by Planning Department staff.

3.2. Hillsboro 2035

Although the Hillsboro 2035 Community Plan has not yet been finalized, the program’s community outreach program over the past two years has solicited thousands of comments from community members on a broad assortment of topics. These comments can be used to help identify general policy questions to be explored, and shape specific policy recommendations to reflect community values. Community members contributed over 100 comments related to citizen involvement, generally along two themes: the need to broaden community engagement; and the need to embrace the diversity of the Hillsboro community in our outreach efforts. Comments received in these two areas are summarized below:

- Broaden Community Engagement
 - Build awareness and participation by improving publicity and communications efforts;
 - Create opportunities for community members to be “active citizens” and build a “sense of ownership” of the City;
 - Place more emphasis on collecting community input and recruiting community participation, and demonstrate that all opinions are valued;
 - Demonstrate how community input is utilized and how it has impacted decisions that were made;
 - Use community engagement not just to collect opinions but also to identify resources and opportunities to collaborate;
 - Examine our meeting and event practices to see if we can make meetings more interactive for citizens;
 - Utilize technology more effectively as a communications and engagement tool.

- Embrace the diversity of the Hillsboro Community
 - Continue to focus on outreach opportunities to the Latino community, while also expanding our focus to other ethnic communities that are growing in Hillsboro;
 - Expand youth engagement in decision-making processes, not just to get broad opinions, but as a way to prepare the next generation of City leadership;
 - Identify ways where the City’s processes can adapt to other cultural norms, rather than expecting members of ethnic communities to adapt to the City’s processes;
 - Engage organizations and communities that are sometimes overlooked in our outreach efforts, including faith communities, social organizations, and the like;

- Look at diversity in a very broad way, going beyond language and ethnicity to consider age, ability, religion, educational background, vocation, family construct, sexual orientation, family construct, and other factors;
- Don't simply address diversity: create a welcoming environment for all.

As the 2035 Vision process proceeds, this section (and the policy questions and recommendations in Section 8) may need to be revised.

4. Existing Comprehensive Plan Goals

From the beginning, the City's comprehensive planning efforts have included significant citizen involvement in plan development and adoption. The original Hillsboro Comprehensive Plan was adopted in 1977,⁹ although citizen involvement in planning and development dates back to the early 1970s when the City began its initial planning work.

Section 1 was significantly revised in 1996¹⁰ to modernize Plan language to comply with Oregon Statewide Planning Goal 1, as part of the City's Periodic Review program. Section 1 currently includes four goals related to citizen involvement:

- A. Design, and implement citizen involvement programs, which facilitates public involvement in major Comprehensive Plan and implementing land use ordinance revisions and assures that such actions are based on factual and complete available information. At a minimum, such public involvement programs will provide for adequate notice on citizen involvement activities; advanced information on matters under consideration; and opportunities for citizen involvement as determined by the CIAC.
- B. Inform the citizens of the Hillsboro planning area of the opportunity to participate in all phases of planning through the citizen involvement program.
- C. Encourage and actively solicit citizen participation through a diverse and wide-ranging communication program.
- D. Develop, through education, a citizenry capable of effective participation in the planning process.

A fifth goal was deleted in 2011 in conjunction with the CIAC/ACCI restructuring discussed in Section 2.2. This goal stated:

Establish a City Citizen Involvement Program to be conducted by the CIAC that provides individual public involvement programs for plan revisions and major plan amendments to the Comprehensive Plan that are consistent with State Planning Goal 1 and the financial resources of the City. At a minimum, such a public involvement program will provide for adequate notice on citizen involvement activities; advanced information on matters under consideration; and opportunities for citizen participation as determined by the CIAC.

Section 1 includes one map, Figure 1-1, designating eight planning subareas that were formerly used as the basis for CIAC representation. The language in the 2011 update removed all reference to this figure,

⁹ Ordinance No. 2793-4-77

¹⁰ Case File Hillsboro Comprehensive Plan 8-96, adopted as Ordinance No. 4491.

but the map itself remains in the document. Figure 1-1 should be updated and referenced, or removed. Section 1 also includes public notice, hearings, and other notification requirements related to major and minor plan amendments that are more procedural in nature. Although these topics involve public notice and communication, they should be relocated to the Land Use Procedures section of the comprehensive plan.

5. Regulatory Context

5.1. Federal Regulations

Citizen involvement in local land use processes is not explicitly regulated at the federal level, although the City should be prepared to address specific requirements in cases where they are applicable (often due to federal funding being used for a particular project).

5.1.1. Civil Rights Act of 1964

Title VI of the Civil Rights Act of 1964 prohibits discrimination based on race, color, religion, sex, or national origin in all government programs and activities receiving federal financial assistance. Two federal Executive Orders reinforce Title VI by requiring recipients of federal funding to address potential discrimination and barriers to broad public participation:

- Executive Order 12898 requires compliance with federal agency environmental justice programs, ensuring that diverse population groups are included in data collection, public participation, and decision making processes.
- Executive Order 13166 requires that reasonable steps be taken to ensure meaningful access to programs and activities by limited English-proficient speakers.

5.1.2. Americans with Disabilities Act

Title II of the Americans with Disabilities Act requires local governments to ensure equal access for individuals with disabilities in all programs, services, and activities, regardless of whether those programs receive federal assistance. Title II includes regulations addressing communications and meeting venues, among other topics.

5.1.3. Age Discrimination Act of 1975

The Age Discrimination Act of 1975 prohibits discrimination on the basis of age in any program or activity receiving federal financial assistance.

5.1.4. Other federal acts

Other individual federal acts (for example, federal transportation or environmental protection legislation) may include more specific citizen involvement requirements, often including broad identification of interested parties, public outreach plans and programs, public meetings and events, mechanisms for comment, advisory panels, and public access to documents and technical information.

5.2. Statewide Regulations

5.2.1. Statewide Planning Goals

Oregon Statewide Planning Goal 1 addresses Citizen Involvement.¹¹ Municipalities are required to employ an involvement program to ensure the opportunity for citizens to have meaningful involvement throughout the land use planning process. Goal 1 requires municipalities to incorporate six key components in their citizen involvement program:

- Citizen Involvement: An officially-recognized committee for citizen involvement broadly representative of geographic areas and interests related to land use and land-use decisions to provide for widespread citizen involvement;
- Communication: Mechanisms for effective two-way communication between citizens and elected/appointed officials;
- Citizen Influence: Opportunities for citizens to be involved in all phases of the planning and decision-making process;
- Technical Information: Access to technical information used in the decision-making process, provided in an accessible and understandable format;
- Feedback Mechanisms: Programs to ensure that citizens receive responses from policy-makers and that a written record for land-use decisions is created and made accessible; and,
- Financial Support: Adequate resources allocated for the citizen involvement program as an integral component of the planning budget.

In addition to these requirements, Goal 1 also provides a number of guidelines that can be used to shape and enhance a citizen involvement program, including:

- Developing a comprehensive communications strategy including a variety of media;
- Involving local educational institutions and land-use-related partner agencies to develop strategies for educating local residents on land use and land use decision processes;
- Developing strategies to include local residents in data collection, plan preparation, formal decision making, implementation, evaluation, and revision phases of planning projects;
- Provision of comprehensive technical information including a variety of data sources and types, including both maps and photos; and,
- Clearly identifying how citizen feedback will be received and considered in planning processes, and reporting out what feedback was received and how it was used.

5.2.2. Statewide Public Meetings & Records Laws

The Planning Commission, CIAC and ACCI are considered public bodies; as such, meetings must comply with Oregon Public Meetings Law.¹² Public meetings must be held in a place accessible to persons with disabilities, and the City must provide reasonable accommodations for those with communications challenges. Records of these meetings, in addition to established records kept in land use decision-making processes, must be retained and made available to the public in compliance with Oregon Public Records Law.¹³

¹¹ Oregon Administrative Rule 660-015-0000(1).

¹² Oregon Revised Statutes 192.610 to 192.690.

¹³ Oregon Revised Statutes 192.420 to 192.505.

5.3. Metro Regulations

Metro implements its own citizen involvement program apart and separate from city or county citizen involvement programs required under Goal 1. Metro codes guide citizen involvement programs for the regional government itself, and do not generally place additional requirements on member municipalities. Metro ordinances have set guiding principles for citizen involvement¹⁴ and actions to ensure diversity and equity in its community engagement activities.¹⁵ Although compliance with these ordinances is not explicitly required, these principles and objectives should be considered when setting City goals for citizen engagement.

6. Other Plans, Programs, or Reports

6.1. City of Hillsboro Mission, Core Values, and Strategic Plan

In 2007, the City began a strategic planning process intended to “enhance delivery of City services in the context of our current and future community needs”.¹⁶ This process yielded goals, strategies, and actions to focus the City’s work toward meeting its mission and core values; those most relevant to citizen involvement are included in the table below. Although the Planning Department is not necessarily responsible for the implementation of all of these measures, this information illustrates the City’s aspirations for citizen engagement in general.

Goal	Strategy	Action
2. Anticipate and prepare for change and its potential opportunities and challenges	2.1. Forecasting	2.1d. Develop an education and communication program to inform employees and the public about trends and future needs, including a yearly economic and demographic “trends briefing”
4. Nurture a culture of trust and engagement with all Hillsboro residents and community partners	4.4 Public Engagement and Outreach	4.4a. Develop and implement departmental outreach plans that: <ul style="list-style-type: none"> Engage inter-jurisdictional stakeholders, business community, individuals and other partners Engage non-traditional or underrepresented communities, including different cultures, socioeconomic groups, age groups, individuals and new residents
		4.4b. Develop print, web and other media materials that educate the community about opportunities to volunteer or participate in city programs
5. Ensure City services are responsive, equitable, and accessible	5.1. Inclusive Services	5.1a. Assess city services to identify barriers (language, cultural, socio-economic or physical). Develop and implement solutions to those barriers.
	5.4. Education, Communication, and Transparency	5.4a. Develop public information materials that communicate departmental objectives and define and explain city services.

¹⁴ Metro Ordinance 97-2433.

¹⁵ Core Area 3, Metro Diversity Action Plan, adopted as Metro Ordinance 12-4375.

¹⁶ City of Hillsboro Strategic Plan (January 2010).

The Strategic Plan also set specific performance measures to evaluate progress toward meeting goals and aligning with the mission and core values. These performance measures identified outcomes, potential indicators, and data gathering methods to measure progress toward meeting goals. Performance metrics for Goals 4 and 5 were most relevant to citizen involvement, summarized in the table below:

Desired Outcomes	Potential Indicators	Data Gathering
<i>Goal 4: Nurture a culture of trust and engagement with all Hillsboro residents and community partners</i>		
<ul style="list-style-type: none"> Public and Partners are actively included in decision-making. A wide range of engagement methods is employed. Processes are clearly defined and communicated Outreach efforts maximize opportunities for participation Ongoing education/outreach is conducted outside of specific projects Adequate time included in projects to be collected Public informed about how they influenced decisions Public is satisfied that they have been heard. 	<ul style="list-style-type: none"> Increase in public satisfaction with outreach opportunities Attendance at community meetings Number of respondents to surveys and online questionnaires 	<ul style="list-style-type: none"> Polling Attendance Counts Respondent Counts Evaluation analysis Interviews
<i>Goal 5: Ensure city services are responsive, equitable and accessible</i>		
<ul style="list-style-type: none"> Access to services is open to all All members of the community have clear access to information Specific groups are not given inappropriate priority Services are continuously evaluated and improved to reflect the needs of the community 	<ul style="list-style-type: none"> Increased public satisfaction Increased participation Number of bilingual staff 	<ul style="list-style-type: none"> Public polling Attendance counts

6.2. Related City Advisory Committees

A handful of advisory committees beyond those mentioned earlier also provide avenues for citizen engagement in planning programs:

- Mayor’s Youth Advisory Council: A group of 20-25 high school students whose mission in part includes providing review and comment to elected officials and City decision-makers regarding issues that have an impact on youth. YAC is administered by the Human Resources Department.
- Historic Landmarks Advisory Committee: A seven-member committee whose mission includes general public outreach and specific assistance to owners of historic properties in the City. HLAC is administered by the Planning Department.
- Transportation Committee: A four-member committee comprised of three City Councilors and a non-voting citizen advisor to advise on transportation and traffic system issues, plans, and programs. Transportation Committee is administered by the Public Works Department.

6.3. Metro Public Engagement Guide

In 2013, Metro updated its Public Engagement Guide,¹⁷ which governs the organization's approach to citizen involvement, including an extensive outreach effort to solicit community input into how Metro conducts its engagement efforts. Although this publication is not binding on the City, the public comments received during this project provide some insight on public sentiments and expectations from a citizen involvement program.

6.4. American Institute of Certified Planners Code of Ethics

The American Institute of Certified Planners (AICP) Code of Ethics and Professional Conduct¹⁸ discusses citizen involvement in its principles regarding responsibility to the general public. Related principles include:

- We shall provide timely, adequate, clear, and accurate information on planning issues to all affected persons and to governmental decision makers.
- We shall give people the opportunity to have a meaningful impact on the development of plans and programs that may affect them. Participation should be broad enough to include those who lack formal organization or influence.

Although the AICP Code of Ethics is not binding on the City, a number of planners within the Planning Department and elsewhere in the City are AICP-certified and are required to follow this code of ethics.

6.5. City Strategic Communications and Marketing Group

The City Manager's Office includes Communications and Marketing group that manages the City's overall branding, communications strategies, outreach to the media and to the public, and the usage of technologies such as the City Web site and social media resources. The group is developing a citywide strategic communications and marketing plan that aims to address, among other topics, the means by which City departments communicate and engage with residents, and how those communications and events are planned, implemented, and evaluated. This plan is currently under development.

7. Emerging Issues, Challenges, and Trends

The City faces a number of issues and challenges to conducting a successful public participation program. This section examines these issues, and also explores some emerging trends and opportunities that the City could leverage to improve its overall citizen engagement work.

7.1. Issues & Challenges

7.1.1. Citizen involvement oversight structure

Despite its most recent restructuring, the current CIAC/ACCI arrangement continues to suffer from lack of full participation and lack of broad representation. The membership of both citizen involvement oversight boards consists mostly of members of other City planning-related boards and commissions. There is no geographic representation requirement of CIAC, and the geographic representation on ACCI consists of just one representative from each of the three council wards. Although the CIAC (by virtue of having the same membership as the Planning Commission) requires

¹⁷ Metro Public Engagement Guide Final Adoption Draft, November 2013 (<http://www.oregonmetro.gov/public-engagement-guide>).

¹⁸ <https://www.planning.org/ethics/ethicscode.htm>

occupational diversity, the structures of ACCI and CIAC do not specifically address participation from youth, minorities, or underrepresented populations.

The current CIAC/ACCI structure is technically allowed under Goal 1, but may not withstand scrutiny from DLCD and the statewide CIAC upon plan amendment review as the ACCI has not provided the broad representation anticipated (and upon which the statewide CIAC conditioned its approval). The statewide CIAC has stated that a citizen oversight board independent from other governing bodies is the preferred option for local governments.¹⁹ Moreover, the CIAC/ACCI structure is difficult to administer, and may not be the best approach for meeting stated citizen preferences (from Hillsboro 2020/2035) and City strategic goals. No periodic evaluation of overall citizen involvement or review of approved outreach plans has been implemented.

7.1.2. Departmental Public Involvement Plan

The Planning Department does not currently have a centralized, departmental Public Involvement Plan from which citizen involvement activities can be planned, implemented, and evaluated. Without such a plan in place, efforts to foster innovation and continual improvement are complicated, and it precludes evaluation, which is a key aspect of Goal 5 of the City's Strategic Plan.

A departmental Public Involvement Plan (informed by, but separate from, the Comprehensive Plan, Vision Action Plan, and City Strategic Plan) should address how the department approaches citizen involvement in a variety of scenarios, segments of the community, and types of projects. The Plan should also specify what sort of research and data-gathering should be conducted prior to beginning projects (such as demographic research, identification of key desired outcomes, and unique barriers/assets to participation), and should also specify how evaluation of individual projects is used to enhance future efforts.

7.1.3. Multilingual content

In Hillsboro, over 2,000 households (or 6.2% of the total households in the City) report some level of linguistic isolation.²⁰ This is higher than the rate for Washington County (4.9%) and the Portland Metropolitan Statistical Area (4.0%). Hillsboro residents that are linguistically isolated most commonly speak Spanish, Vietnamese, Chinese, and Korean.²¹ In fact, Hillsboro has nearly double the rate of linguistically isolated households speaking Spanish than the Portland MSA as a whole (4.2% in the City versus 2.0% in the region).

Currently, the Planning Department offers 2 of its 35 land use applications (Home Occupation and Mobile/Temporary Business) in Spanish. The department has not produced public notices or most meeting materials in Spanish. Counter assistance is available in Spanish when fluent employees (typically from the Building Department) are available. Web site information is available translated via Google Translate. Although the department offers translation services at public hearings,

¹⁹ *Putting the People in Planning: A Primer on Public Participation in Planning*, Third Edition (May 2008). Oregon Citizen Involvement Advisory Committee, Department of Land Conservation and Development.

²⁰ American Community Survey, 2013 (Table B16002, 5-year estimate). NOTE: A "limited English speaking household" is defined in the ACS as one in which all members 14 years old and over have at least some difficulty with English.

²¹ American Community Survey, 2012 (Table 150001, 5-year estimate).

meetings, and events, staff could not recall a request for translation in the last decade. Other than the Web site, no materials are translated to languages other than Spanish.

The lack of materials available in Spanish or other languages may be a barrier to participation for certain community groups. Comments collected from citizens in Hillsboro 2035 clearly indicate the community's desire to expand engagement within the Latino community; thus, the City may need to expand the amount of multilingual information that it makes available.

7.2. Emerging Trends & Opportunities

In addition to the challenges listed above, looking at emerging best practices and opportunities can help to identify areas to focus on when crafting goals and policies. Some examples are discussed below.

7.2.1. Collaborative Community Engagement

Some local governments are beginning to turn to a more collaborative approach to community engagement, particularly for projects that need to focus on outreach to historically underrepresented communities in order to be successful, or where the broadest possible involvement throughout a community is desired. In a collaborative arrangement, the City partners with existing organizations performing outreach to the target communities, providing subject-matter expertise, resources, and sometimes even funding to the partner organization, who then coordinates the outreach activities.

Locally, Washington County used this approach in the Aloha-Reedville Study and Livable Community Plan project completed in 2014. The project was structured to have an overall Citizen Advisory Committee consisting of representatives of local organizations and institutions, but also explicitly leaving space for additional members to be added later in the process as more participants expressed interest. The project also specifically involved organizations representing Spanish-speaking residents, and included outreach to faith-based organizations established in the area. In some cases, funding was provided to some partner organizations to support their efforts. As the County found,²² these sorts of engagements can improve engagement in underrepresented communities, although they can also significantly complicate project management, overhead, and costs.

7.2.2. Youth Engagement

There are over 6,500 high school students enrolled in the Hillsboro School District,²³ yet Planning Department outreach activities often overlook these citizens. Through the Mayor's Youth Advisory Council, the City has a strong program encouraging youth involvement and civic engagement. Harnessing the participation of youth leaders on project-based and standing advisory committees, or even in governing bodies themselves, could lend an important and innovative perspective to existing citizen involvement efforts.

Some cities have included youth-specific events and materials in their public involvement for long-term planning projects, including working with local schools to engage students and their families

²² Public Involvement Report, Aloha-Reedville Study and Community Plan (April 2014). Washington County Department of Land Use and Transportation.

²³ Facts and Figures, Hillsboro School District Public Data Portal (<http://www.hsd.k12.or.us/AboutHSD/PublicDataPortal/FactsandFigures.aspx>).

about cities and land use planning. Other cities have expanded youth participation beyond project-based engagement and into the governing bodies themselves, in both voting and advisory capacities. Locally, the City of Tualatin allows (but does not require) appointment of a youth representative to the Planning Commission.

Finally, technology (discussed in section 7.2.3 and 7.2.4) plays a critical role in youth engagement: 95% of teens use the Internet; 47% use a smartphone; and 81% use social media to some extent. Many teens have a basic expectation that most information should be quickly and easily accessible online.²⁴ Thus, expanding the technical capacity of the department is critical to sustaining youth engagement.

7.2.3. Web and mobile technologies

Hillsboro, like most cities, maintains a planning Web site to provide access to meeting agendas, ordinances, application forms, maps, and other information. The Planning Department Web site is well-used, with both the Department's home page and codes and standards page in the City's top 30 Web destinations (by page views). The most popular department Web pages contain information on maps, regulations, zoning, applications, forms, and major projects. Content on the department Web site is typically static text, pictures, and diagrams. Feedback from Hillsboro 2020/2035 has indicated that citizens desire enhanced access to Web resources for City services and the use of technology as an engagement tool. Offering enhanced Web services is also consistent with City Strategic Plan actions addressing communication, community engagement, public information, and innovation.

Cities seeking to extend the capabilities of their sites have integrated more interactive tools such as games and discussion forums, online surveys, streaming video of meetings or other presentations, and more multilingual content. Cities have also been turning to existing technologies such as e-mail services to allow citizens to receive public notices and other information electronically.²⁵ In addition, placing more content on the Web allows for the use of automated translation services such as Google Translate, which while providing somewhat inconsistent or rudimentary translation at times, can still help to bridge linguistic gaps and allow more of the community access to planning information.

Mobile technologies present an exciting opportunity to expand awareness and engagement. Sixty-seven percent (67%) of Washington County respondents to a recent Metro survey²⁶ report owning a smartphone, slightly less than other counties in the region. Half of these people report that they would be somewhat or very likely to use a free mobile app that would facilitate engagement with the City. Washington County respondents also rated the ability to connect from home or through a mobile device as the most important way that Metro could improve engagement.

Typically, mobile technologies are oriented toward improving awareness (for example, using GPS to show information about resources or projects nearby) or engagement (for example, by allowing users to interact with the City on their phone). The existing Hillsboro Web infrastructure

²⁴ Rainie, L. Pew Research Center (Internet, Science, and Tech) (2014). *13 Things to Know About Teens and Technology* (<http://www.pewinternet.org/2014/07/23/13-things-to-know-about-teens-and-technology/>).

²⁵ Evans-Cowley, J., & Kitchen, J. (2011) Planning Advisory Service Report 565: *E-Government*, American Planning Association.

²⁶ Metro Opt In Public Engagement Survey, DHM Research, 2013.

automatically converts most Web content to be more effectively displayed on smartphones and tablets. The Planning Department does not currently offer mobile-specific content, services, or downloadable applications.

7.2.4. Open Data and Civic Hacking

Open data multiplies the effectiveness of the City’s technology investment by enabling interested community members to use City public data to build new tools and applications that can address issues in the communities. These grassroots public-private partnerships with “civic hackers” can yield innovative and scalable solutions that the City is unlikely to be able to efficiently implement on its own. Data sets could include land use applications, natural resource inventory information, long-range plan data, or the like. For example, King County, Washington, has published a public data set of all 27,000+ planning applications that they have received, including the case file number and address.²⁷ The department could also publish some data that it is already collecting internally – population growth, demographics, and development history are just some examples. Applications also exist beyond the realm of land use and transportation to other City functions. Similar efforts in Philadelphia have grown to regional approaches involving data from a variety of sources, including cities, transit districts, and service providers.²⁸

Even small steps toward open data are beneficial: the City, for example, does not provide a way to query currently pending land use applications. Providing additional transparency into planning decisions supports transparency and engagement directives from Goal 1, is consistent with transparency and innovation elements of the City Strategic Plan, and addresses Vision comments encouraging better use of technology.

8. Recommended Plan Updates and Policy Questions to Consider

Citizen Involvement is poised to play a significant role in the implementation of a new Comprehensive Plan, taking the discussion of citizen involvement in the Plan beyond something that we have to do in order to comply with state law, and instead positioning it as something that we want to do in order to achieve our goals, measure our success, and improve our work in the future.

The key policy question to consider at this time is the structure of citizen involvement oversight. The existing ACCI/CIAC structure has not proven to be effective, but more complicated structures attempted in the past were too unwieldy. What should the role of the Planning Commission be in Citizen Involvement oversight? How do we integrate and engage youth and underrepresented communities?

In addition to this key question, the following updates are recommended based on the issues outlined in this report:

1. Create a dedicated section just for Citizen Involvement, relocating application and procedural issues to the Land Use Procedures section.
2. Ensure that policy language regarding Citizen Involvement oversight addresses both the language in Statewide Planning Goal 1, as well as language from the statewide CIAC manual and previous

²⁷ Dataset available at <http://www.civicdata.com/dataset/d1536163-66bf-4477-89ba-fbb78bd52fa3/resource/cc9fd7fd-2602-459d-805a-f259d9a9e18a>.

²⁸ *Bright Spots in Community Engagement*. National League of Cities, April 2013.

direction given to the City at CIAC meetings. Give preference to an independent oversight body. (See related policy question in section 8.1.)

3. Create Goals and/or Policies that:

- a. Foster a culture of civic engagement, public participation, and volunteerism by creating a Planning Department Public Involvement Program that actively involves all segments of the community in planning processes by analyzing issues, generating ideas, developing plans, monitoring outcomes, and reporting achievements.
- b. Create outreach strategies to engage the Latino community and other ethnic communities that are growing in the City. Addresses providing multilingual content to citizens, both in person and online.
- c. Develop collaboration and engagement strategies that help us reach populations that typically aren't involved, working with existing community organizations, service providers, businesses, and faith communities.
- d. Employ innovative techniques and tools for communication and engagement, including Web, mobile, and social media technologies.
- e. Regularly publish planning-related statistics and data for public use.
- f. Create opportunities for youth engagement, including youth-focused initiatives and regular outreach to youth and the educational community during planning projects.
- g. Promote transparency and accountability by creating effective means of two-way communication between City government and the Hillsboro community, emphasizing how decisions are made, how people can provide input, and how that input is taken into account.
- h. Provide information in an accessible and easy to understand format.
- i. Utilize broadly representative citizen advisory bodies to provide input on Comprehensive Plan implementation, major planning initiatives, and other projects as appropriate.
- j. Provide adequate resources to support the City's land use related Citizen Involvement program.

9. Resources

13 Things to Know About Teens and Technology, available at <http://www.pewinternet.org/2014/07/23/13-things-to-know-about-teens-and-technology/>.

American Institute of Certified Planners Code of Ethics, available at <https://www.planning.org/ethics/ethicscode.htm>

Bright Spots in Community Engagement. National League of Cities, available at <http://www.nlc.org/find-city-solutions/city-solutions-and-applied-research/governance-and-civic-engagement/democratic-governance-and-civic-engagement/bright-spots-in-community-engagement>

Metro Public Engagement Guide Final Adoption Draft, November 2013, available at <http://www.oregonmetro.gov/public-engagement-guide>

Putting the People in Planning: A Primer on Public Participation in Planning, Third Edition (May 2008). Oregon Citizen Involvement Advisory Committee, Department of Land Conservation and Development, available at http://www.oregon.gov/lcd/docs/publications/putting_the_people_in_planning.pdf

Citizen Involvement

Goals and Policies DRAFT – September 10, 2015

GOAL 1 Implement and maintain a comprehensive public information and citizen involvement program to spread outreach and involvement in land use-related projects, decisions, and initiatives.

POLICY 1.1 Develop and utilize a consistent set of procedures for notifying and soliciting input from citizens as appropriate to the scale and type of proposed action.

POLICY 1.2 Ensure and encourage ongoing dialog between citizens and the City regarding land use planning and decision-making.

POLICY 1.3 Create and maintain a departmental Public Communications and Engagement Program that outlines how staff will plan, implement, and evaluate citizen involvement activities within the context of individual planning projects and functions.

POLICY 1.4 Design departmental public engagement activities to be accessible, inclusive, and meaningful for participants.

POLICY 1.5 Provide information to the public in accessible and easy to understand formats, including multiple languages where appropriate.

POLICY 1.6 Provide adequate personnel, budget, and material resources to support the City's land use related Citizen Involvement program.

GOAL 2 Respect and cultivate community diversity and wisdom through inclusive, meaningful, and innovative community participation.

POLICY 2.1 Create a local Citizen Engagement Committee responsible for advising the City on land use-related citizen involvement practices and implementing related duties described in Goal 1 of the Statewide Planning Goals, structured to be geographically and demographically representative of the City as a whole.

POLICY 2.2 Develop strategies to facilitate meaningful participation in planning activities that aim to build engagement across the City's diverse communities.

POLICY 2.3 Engage existing community organizations, such as faith groups, business associations, and school districts to extend participation and engagement.

POLICY 2.4 Identify key participant demographics and participatory barriers in the design of public involvement plans.

POLICY 2.5 Evaluate the success of public involvement activities in mitigating barriers.

POLICY 2.6 Create opportunities for youth to be engaged in planning projects and decision-making processes.

POLICY 2.7 Utilize emerging technologies, methods, and techniques to enhance and extend public involvement.

GOAL 3 Ensure transparency and accountability into planning processes and decisions.

POLICY 3.1 Establish clear rights and responsibilities of applicants, decision-makers, staff, and other participants of planning projects, initiatives, and decision-making processes. Include City Boards and Commissions, committees, and other public bodies in these definitions.

POLICY 3.2 Define and consistently communicate which aspects of planning decisions and projects can be influenced through public participation, and clearly identify the level of engagement that can be expected in public processes.

POLICY 3.3 Maintain and publicize consistent public access to planning-related projects, statistics, data, decisions, initiatives, and documents, including both in-person and online access.

POLICY 3.4 Provide periodic reports and evaluations of the City's land use decision processes and citizen engagement processes for public comment.

Background Report/Goal & Policy Timeline - Apt to Change

Core Area	Board or Commission Contact	TAC Review	CAC Review
Bolstering Community Involvement	Reviewing w/ ACCI late September	October	October
Enhancing Livability and Recreation			
<i>Library</i>	Discussing w/ Library Board Oct. 15	October	October
<i>Historic Resources</i>	Reviewed w/ HLAC 3x	October	October
<i>Housing</i>	HNA Subcommittee Reviewing Goals/Policies Oct. 1	HNA Overview November	November
<i>Recreational Needs</i>	Reviewing w/ PRC Sept. 23 & October/November	December	December
<i>Urbanization</i>		December	December
<i>Design & Development</i>		January	January
Promoting Health, Wellness & Safety			
<i>Access to Local Food</i>		January	January
<i>Noise</i>		February	February
<i>Areas Subject to Natural Hazards</i>		February	February
<i>Police & Fire</i>		February	February
Building Economy & Infrastructure			
<i>Economic Development</i>		April	April
<i>Water Supply & Distribution</i>		May	May
<i>Public Facilities Plan (CIP, Comm)</i>		May	May
<i>Surface Water Management</i>		June	June
Fostering Healthy EcoSystems		June	June
Advancing Environmental Sustainability			
<i>Air Quality</i>		July	July
<i>Waste Water Collection & Treatment</i>		August	August
<i>Energy & Climate Change</i>	Sustainability Task Force Review	August	August
Cultivating Transportation Options			
Land Use Procedures			

Updated September 9, 2015



COMPREHENSIVE PLAN

Citizen Advisory Committee Charge Statement

PURPOSE

The purpose of the Citizen Advisory Committee (CAC) is to advise staff and provide recommendations to the Planning Commission and City Council regarding the update of the Hillsboro Comprehensive Plan. The Comprehensive Plan represents the long term vision for the City and includes planning policies that guide City decisions on land use, transportation systems, utility systems, and other aspects of City government.

BACKGROUND

The City of Hillsboro has not conducted a major update of its Comprehensive Plan since 1984 although the City did complete a state mandated “periodic review” beginning in 1995 that required the City to update goals and policies related to Citizen Involvement, Transportation, Natural Resources, as well as an updated Public Facilities Plan and revisions to several area specific plans. At the time of acknowledgement the city was a community of around 30,000 people that was best known as the Washington County seat. Over the past three decades the city tripled in population, doubled in geographic area, and became the home of Oregon’s largest traded sector employer (Intel).

Rapid population and economic growth necessitated adjustments to the Comprehensive Plan and Community Development Code, including the addition of multiple community plans designed to address immediate expansion needs within the city. While these residential, mixed use and industrial area plans accomplished their purpose by establishing a framework for land use regulation and infrastructure delivery in newly developing areas, they resulted in a piecemeal approach to managing the city’s urban form and infrastructure systems.

The Comprehensive Plan Update will provide the opportunity to systematically apply city policy directives in the areas of land use, economic development, open space and natural areas management, transportation, public facilities and services, etc. It also provides an opportunity to make policy enhancements to reflect the priorities and strategies produced by the City’s Hillsboro 2035 visioning project. The process of updating the Plan will educate City Staff and citizens about how the Plan can be used to guide growth comprehensively and systematically and be reflective of the current values of citizens.

COMMITTEE CHARGE

The Citizen Advisory Committee serves at the request and direction of the City Council. The charge of the committee is to:

- Provide thoughtful and creative recommendations to the Planning Commission and City Council regarding:
 - Background elements of the Comprehensive Plan
 - New or amended Comprehensive Plan goals and policies
 - New or amended Comprehensive Plan maps

- Consider the changing circumstances since the 1984 plan was completed including changes in the regional planning context, population and employment, and demographic shifts. Integrate outcomes from recent City visioning work into the Comprehensive Plan goals and policies.
- Make recommendations that assist the City in meeting Statewide Planning Goals and Administrative Rules, and Metro functional plan requirements.
- Act as the liaison between their constituent group and the CAC. CAC members shall engage their constituencies in the update of the Plan, by encouraging them to participate in public events, read background materials, attend hearings and other events, and submit public comment. CAC members should also provide input to the project staff to refine and improve project public involvement and outreach efforts.
- Help engage the broader Hillsboro community in their review and comment on recommended plan products, with special attention given to underrepresented categories of Hillsboro citizens; including people of color, a Millennial (18-34 year old), youth, and the elderly.
- Form and work with subcommittees, if necessary, to address specific issues such as affordable housing, economic development, urban growth boundary expansion, transportation system planning, or other issues that require concentrated or focused attention.

MEMBER COMPOSITION AND SELECTION

The CAC will consist of 15 members. Members will be from several of the City’s Boards, Commissions, and Committees; the Sustainability Task Force; and at least one member from the City Council and Planning Commission. An additional five positions include a representative from the business community, the school district, a Millennial (18-34 year old), and two at-large positions. Some members may fill more than one qualification. The City Council will appoint the members via resolution.

The Council Liaison will serve as the chair of the CAC and will be the primary liaison between the committee and City staff, as well as serve as an ambassador for the committee throughout the process.

In the event that the term of a Board, Commission or Councilor position expires during this project, they should, if possible, continue to serve on the CAC until such time that the project is completed. Additionally, the member should continue to report back to the committee they originally represented. In the event that a member cannot serve out the term of this appointment or fulfill their responsibilities, the City Council shall appoint a successor at its discretion.

MEMBER RESPONSIBILITY

The Citizen Advisory Committee is expected to:

- Make recommendations that reflect the values of the community as a whole.
- Listen carefully, educate themselves, and ask questions so that they may make informed choices.
- Serve as host at public events, encourage other community members to attend and help present information or facilitate discussions, where appropriate.
- Provide updates and solicit feedback from the constituencies or interest groups which they may represent, including making presentations to those groups about the project.
- Review and comment on work products in a timely manner. Come to meetings prepared to make recommendations to staff, the Planning Commission, and City Council at key junctures throughout the process, including at adoption of the final Plan.

- Understand that the City has a limited budget and a two year deadline for developing goals and policies. Decisions will need to be made at times with limited information, therefore it is important to remain on schedule and within the scope of work.
- Attend and participate in the meetings of the CAC. Any member who misses three consecutive meetings, without an excused absence may be removed from the committee. Excused absences may include illnesses or other absences excused by the Advisory Committee Chair. If a vacancy exists on the committee, the City Council shall appoint a successor.
- Have fun!

QUORUMS AND DECISIONS

A majority of the members shall constitute a quorum for the conduct of CAC business. Members shall strive for consensus, but in the event consensus cannot be reached, the vote of the majority shall represent a decision of the CAC. For controversial issues, the CAC may include a minority opinion with the majority recommendation.

TIMEFRAME

Updating the goals and policies in the plan is expected to take no more than two years. A final plan is expected to be adopted in 2017. The CAC shall remain active until the plan is adopted. The CAC is expected to meet at least once a month. At times, more or less meetings may be required.

STAFF RESPONSIBILITIES

Hillsboro staff will be responsible for designing and organizing events, and developing draft goals and policies for the Plan update process. Staff will prepare meeting agendas by consulting with the Advisory Committee chair and prepare meeting summaries that focus on discussion topics and key agreements. Staff will serve as the primary contact point for inquiries regarding the activities of the committee.

PUBLIC RECORDS

Regular meetings of the committee are not public hearings. All meetings will be open to the public and subject to Oregon public meetings and records laws. All meetings will be open to the public; public comment will be received for up to ten minutes per CAC meeting.



COMPREHENSIVE PLAN

Citizen Advisory Committee Meeting Bylaws

I. Chair and Vice-Chair

The CAC will be chaired by the City Council member. The Planning Commission member will serve as vice-chair. The chair shall convene regularly scheduled committee meetings and insure the Bylaws are followed, and that all committee members are heard. The vice-chair shall perform the duties of the chair in the absence of the chair.

II. Commitment to Decision-making Process

The CAC will endeavor to reach consensus on decisions regarding the Comprehensive Plan; closely split votes will not be considered as a strong recommendation. A consensus process will enable the members to freely discuss issues and to arrive at a decision.

Consensus is a participatory process whereby, on matters of substance, the representatives strive for agreements that they can accept, support, live with, or agree not to oppose. Consensus means that no representatives voiced objection to the position and they agree not to oppose the position.

Expectations for the decision-making process include:

- A. The CAC agrees that consensus has a high value and that the members should strive to achieve it. As such, recommendations will be made by consensus of all present participating members in their representative capacity. They will be empowered to seek the opinions of and represent their constituency.
- B. The commitment to work for consensus means that members will participate in the give and take of the process in a way that seeks to understand the interests of all and will work together to find solutions workable for all.
- C. When consensus cannot be reached, the facilitator or chair may initiate or entertain a motion to vote on the issue. Members may make motions and seconds. All motions must be seconded to be acted upon.
- D. If no consensus is reached on an issue or recommendation, minority positions will be documented. Those with minority opinions are responsible for describing alternative solutions or approaches to resolve differences.
- E. Meetings will be conducted in a manner deemed appropriate by the chair and facilitator to foster collaborative decision-making and consensus building. Robert's Rules of Order will be applied when deemed appropriate by the chair.
- F. The CAC may establish work groups to address details within the Plan's seven focus areas (Bolstering Community Involvement; Enhancing Livability & Recreation; Promoting Health, Wellness and Safety; Fostering Healthy Ecosystems; Building Economy & Infrastructure; Advancing Environmental Sustainability; Cultivating Transportation Options) or to resolve differences about CAC recommendations. Working group and/or subcommittee deliberations will be open to all CAC members and the public.
- G. CAC members will honor decisions made and avoid re-opening issues once resolved unless agreed upon by a majority of CAC members.

- H. CAC members will strive to make decisions within the agreed-to timeframe.

Meeting summaries will be kept documenting decisions of the CAC. Members will have the opportunity to review, make corrections and then sign-off on the summaries.

III. Ground Rules for Conduct of the CAC

All participants agree to act in good faith in all aspects of the planning process. This includes being honest and refraining from undertaking any actions that will undermine or threaten this process.

Expectations for behavior of CAC members during and outside of meetings include:

- A. Members agree to be attentive and respectful at all times of other representatives, alternates and audience members. They will listen to each other to seek to understand the other's perspective, even if they disagree. One person will speak at a time. Side conversations and other meeting disruptions will be avoided.
- B. Members agree to make every effort to bring all aspects of their concerns about these issues into this process to be addressed.
- C. Members agree to refrain from personal attacks, intentionally undermining the process, and publicly criticizing or misstating the positions taken by any other participants during the process. Concerns regarding personal attacks or intentional misinformation will be brought to the attention to chair or facilitator. If evidence justifies, the offending member will be advised of such concerns. Continued violations of these ground rules may result in a recommendation to the City Council to remove the member from the CAC.
- D. Any written communications, including e-mails, blogs and other social networking media, will be mindful of these procedural ground rules and will maintain a respectful tone even if highlighting different perspectives. Members are reminded that e-mail, blogs and other social networking media are considered public documents. E-mails and social networking messages meant for the entire group will be distributed via the City staff so that a record is kept.
- E. Individual CAC members agree to not present themselves as speaking for the CAC, without specific direction and approval by the CAC chair
- F. As a courtesy to the entire group, members will notify the CAC of relevant media contacts or high-profile public discussions they have had since the last meeting”.
- G. Non-members may attend meetings as observers, provide comments during public comment periods, and submit written comments for distribution to the CAC, but will not otherwise participate in the CAC deliberations. The public comment period will typically be five minutes at the beginning and five minutes at the end of the meeting, however the chair will have the discretion to move the public comment period to the last ten minutes of the meeting. The amount of time allocated to any one person or group signed up to speak during the public comment period shall not exceed two minutes. If more than five speakers are signed up, the CAC chair shall manage the time as necessary to accommodate the speakers within the ten minutes or other options as determined by the chair.
- H. Public comments received outside of the regularly scheduled CAC meetings will be distributed to the CAC at the next public meeting.
- I. Requests for information made outside of meetings will be directed to the City staff. Responses to such requests will be limited to items that can reasonably be provided within a reasonable amount of time.
- J. All participation in this process is voluntary and may be withdrawn. However, members agree that before withdrawing, they will discuss the reason for their withdrawal with the chair and City staff and will give the CAC the opportunity to understand the reasons for the withdrawal. Members will be encouraged to continue to serve on the committee until a replacement is found, and where appropriate, to suggest potential replacements that represent similar constituencies.



MEETING PROTOCOL

1. Start and end meetings on time.
2. Members will read materials, minutes, etc., and be prepared to discuss at meetings.
3. Turn off cell phones or put on vibrate.
4. Stay on topic.
5. Avoid side conversations.
6. Listen to others. Don't interrupt.
7. Share speaking time, so everyone can participate.
8. While generating ideas, withhold debate and criticism.
9. Seek understanding before responding.
10. Listen to all perspectives respectfully.
11. Accept the fact that there will be differences of opinion.
12. Attack the problem, not the person.
13. Ask questions when you don't understand.



COMMONLY USED ACRONYMS

ACCI	Advisory Committee for Citizen Involvement	ESEE	Economic, Social, Environmental and Energy Consequences Analysis
ADA	Americans with Disabilities Act	FAR	Floor Area Ratio
ADT	Average Daily Traffic	FEMA	Federal Emergency Management Administration
ADU	Accessory Dwelling Unit	FHA	Federal Fair Housing Act of 1968 (Title VIII)
BGR	Background Report	FIRM	Flood Insurance Rate Map
BLI	Buildable Land Inventory	GIS	Geographic Information System
BPA	Bonneville Power Administration	HCP	Hillsboro Comprehensive Plan
CAC	Citizen Advisory Committee	HCT	High Capacity Transit
CBD	Central Business District	HDBA	Hillsboro Downtown Business Association
CDC	Community Development Code	HLAC	Historic Landmarks Advisory Committee
CIAC	Citizen Involvement Advisory Committee	HMC	Hillsboro Municipal Code
COH	City of Hillsboro	HNA	Housing Needs Analysis
CPO	Citizen Participation Organization	HNASC	Housing Needs Analysis Subcommittee
CRI	Cultural Resource Inventory	HOA	Homeowners Association
CUP	Conditional Use Permit	HUD	U.S. Department of Housing and Urban Development
CWS	Clean Water Services District	HUSA	Hillsboro Urban Service Agreement
DEQ	Oregon Department of Environmental Quality	HZO	Hillsboro Zoning Ordinance (replaced by Community Development Code)
DLCD	Oregon Department of Land Conservation and Development	IGA	Intergovernmental Agreement
DLUT	Washington County Department of Land Use and Transportation	LCDC	Oregon Land Conservation and Development Commission
DSL	Oregon Department of State Lands	LEED	Leadership in Energy and Environmental Design
DU	Dwelling Unit	LID	Local Improvement District
EIS	Environmental Impact Statement	LIDA	Low Impact Development Approach
EOA	Economic Opportunities Analysis		
EOASC	Economic Opportunities Analysis Subcommittee		

LOS	Level of Service
LRT	Light Rail Transit
LUBA	Oregon Land Use Board of Appeals
MFI	Median Family Income
MFR	Multi-Family Residential
MOU	Memorandum of Understanding
MPAC	Metro Policy Advisory Committee
MTAC	Metro Technical Advisory Committee
MU	Mixed Use
NWI	National Wetlands Inventory
OAR	Oregon Administrative Rule
ODOT	Oregon Department of Transportation
ORS	Oregon Revised Statute
PAPA	Post Acknowledgement Plan Amendment
PC	Planning Commission
PF	Public Facilities Plan
PIP	Public Involvement Plan
PUD	Planned Unit Development
ROW	Right-of-way
RTP	Regional Transportation Plan
SAP	Specific Area Plan
SCPA	Station Community Planning Area
SDC	System Development Charge
SFD	Single Family Dwelling
SFR	Single Family Residential
SHPO	State Historic Preservation Office
SNRO	Significant Natural Resources Overlay
SRTS	Safe Routes to School
TAC	Technical Advisory Committee
TDT	Transportation Development Tax
TGM	Transportation Growth Management
THPRD	Tualatin Hills Park and Recreation District

TOD	Transit-Oriented Development
TPR	Transportation Planning Rule (OAR 660-12-0060)
TSP	Transportation System Plan
TSPSC	Transportation System Plan Subcommittee
TVF&R	Tualatin Valley Fire and Rescue
TVWD	Tualatin Valley Water District
UGB	Urban Growth Boundary
UGR	Urban Growth Report
UPAA	Urban Planning Area Agreement
URA	Urban Renewal Area
VIC	Vision Implementation Committee
VMT	Vehicle Miles Traveled