

The meeting of the Bend City Council Community Building Subcommittee was called to order at 12:02 p.m. on Monday, August 12, 2024, in City Council Chambers, 710 NW Wall Street, and online.

1. Roll Call: City Councilors Anthony Broadman, Ariel Méndez, and Megan Norris.

2. Public Comment

None.

3. Approval of the June 13, 2024, Meeting Minutes

Councilor Broadman moved to approve the June 13, 2024, Community Building Subcommittee Meeting Minutes. Councilor Norris seconded the motion.

Voice Vote – Councilors Broadman, Méndez, Norris Yes 3 No 0.

4. Growth Management Workplan Outreach and Governance Structure

Long-Range Planning Manager Brian Rankin, Associate Planner Elyse Vukelich and Communications & Engagement Director René Mitchell gave the presentation.

Slides included:

- Community Engagement, Project Guidance & Communications for Growth Plan
- The Growth Plan
 - Equity & Community Engagement
 - Land Needs & How to Grow
 - Transportation
 - Climate & Resiliency
 - Infrastructure
- Overview
 - 1. Community Engagement – How we inform, involve, and collaborate with the community in the project through an equitable process
 - 2. Project Guidance – Defines who will be charged with reviewing and vetting materials to inform decisions. How decisions are made during the project.
 - 3. Communications – How we message the project to the community and media.
- Community Engagement Strategy for Growth Plan

- Two-Pronged Approach
 - Equity Based Engagement – Goal: Center the voices of historically underrepresented groups
 - Education of the General Public – Goal: Provide the public with better context to understand growth, land use, housing and transportation in Oregon
- Equity Based Engagement
 - BUILD relationships with historically under-engaged groups in Bend
 - EDUCATE those who have not traditionally held power about the systems we work within
 - ASK people about their experiences and opinions, but be clear and honest with them about how it will be used
 - ELEVATE their voices in the way that we package feedback
 - REPORT back to build trust and keep them in the loop
- Education of the General Public
 - CRAFT our messaging on the questions, topics, and comments we hear most often
 - REACH OUT using different avenues than we have used in the past to reach a wider audience
 - Educate on a widespread basis how land use works in Oregon
 - LISTEN and let people vent, growth can be frustrating!
 - LEVEL the voices of those who have traditionally
- The Process
 - Pre-Launch: Analyze population and demographics, build strategy, identify goals
 - Disperse: Community’s introduction to the project, widespread education
 - Discover: Listen to the community’s needs, equity analysis, in-depths value based conversation
 - Discussion: Governance, Decision making, Gathering and packaging feedback
 - Decisions: Integration of feedback into decision making process, Closing the loop
- Pre-Launch: Who
- Pre-Launch: What
- Pre-Launch: Why
- Project Guidance for Growth Plan
- Growth Plan Project
 - 20-year growth plan for housing, employment, transportation, and potentially a UGB expansion and urban reserve
 - High level of detail and technicality
 - Subject matter and resulting policy direction is important directly impacts how and where we grow

- Many small decisions to be made that shape the project's outcomes in multi-year process
- Project Guidance – 2016 Example: Project Approach & Governance
- Types of Guidance for Growth Plan
- City Council and Subcommittees
 - Benefits:
 - Full oversight of the project
 - Deep involvement in the details
 - Multiple touchpoints
 - Challenges:
 - Volume of information
 - Time
 - Competition with Council's other objectives
- Existing Boards and Commissions:
 - Benefits:
 - Already formed and existing resource
 - Specialization of feedback
 - Provides a variety of opinions
 - Challenges:
 - Requires management for individual liaisons
 - Absorbs some capacity of each commission
 - Less freedom to form new representation
- Committee of Committees
 - Benefits:
 - Diversity of opinion in the same room
 - Streamlined version of working with existing committees
 - Can be managed by Growth Management Department (GMD) staff
 - Challenges:
 - Resources and time to form a new committee
 - Taxing and fatiguing existing committee members
 - Composition is limited to members of current committees
- New Committee or Stakeholder Group
 - Benefits:
 - Customization of group
 - Opportunity to engage with a wider variety of groups
 - Flexibility in structure and process
 - Challenges:

- The formation and support of a new committee can be expensive & resource intensive
 - Ensuring equitable representation
- Some Combination Types
 - Does Council want to tackle the project themselves?
 - What do you hope some form of project guidance would provide for you?
 - Is there an option, or combination of options, that appeals to you the most?
- Communications for Growth Plan
- Communications Roadmap
 - Develop Themeline
 - Update website throughout project
 - Social media outreach and campaign
 - Multi-media campaign
- Communication Goals
 - Educate the community on the Land Use System
 - Encourage the community to participate & engage in the conversation
 - Inform the community on the City's current & future growth & infrastructure plan
 - Lay the foundation for a multi-media communications engagement campaign
- Communication Process [graphic]

Councilor Méndez commented that the engagement approach presented is similar to efforts attempted by other entities and asked if there are opportunities to partner or learn from other local entities.

Rankin answered that “collaboration with agencies” can occur in the engagement phase, and that these partnerships are in place or underway but need to be solidified. Prospective agency partners include Bend-La Pine School District, Bend Parks & Recreation District, Deschutes Public Library, and Deschutes County.

Councilor Méndez suggested the City hire someone who speaks another language to be involved in the engagement.

Vukelich responded that the Equity Department has a language access plan, and the GMD hopes to work with the Equity Department to include language access to the growth plan.

Rankin confirmed that consultants will not be the ones building relationships with community members, City staff will. Consultants will develop a plan and City staff will develop the relationships.

Councilor Norris commented that Council-initiated round tables and field trips have been successful forms of engagement in the past.

Councilor Broadman suggested a team of two Council members to follow the process through the full four years for consistency and efficiency.

Chief Operations Officer Russ Grayson reminded Councilors to consider how much technical detail Council wants to review and how much they want to rely on staff recommendations.

Councilor Broadman suggested informing neighborhood associations of the growth plan engagement project, as they have many engaged members who would be interested in becoming involved.

Rankin asked for feedback on what role the subcommittee envisions taking in the growth plan process.

Councilor Broadman supported a similar approach to that taken with the Transportation System Plan (TSP). Councilor Broadman suggested minimizing the number of Councilors working on it, as long as that approach is more efficient for staff. Broadman suggests limiting to two Councilor representatives with regular check-ins with Council.

Councilor Norris requested regular check-ins with Council, supported roundtables with stakeholders and Council, agreed with the TSP approach, and expressed concern over the workload for committee members if the governance was assigned to a Committee of Committees.

Councilor Méndez supported a hybrid of the Committee of Committees, for expertise, and the two-Councilor Liaison approach, for efficiency. Councilor Méndez felt this would need to be supplemented to include input from underrepresented groups, for example, through a Civic Assembly.

Rankin suggested the option of augmenting the Committee of Committees by appointing additional members to fill any representation gaps.

Councilor Broadman suggested adding some At Large positions to the Committee of Committees who would focus on particular areas that are not included in existing committees' purviews, such as youth. Councilor Broadman would like an efficient process.

Grayson outlined the next steps for the Growth Management Workplan Outreach and Governance Structure, and shared that Rankin will bring this presentation to the upcoming Stewardship Committee on September 9 and then bring to Council for additional discussion, focusing on answering the right question, identifying consultants and what type of governance structure Council prefers.

Councilor Broadman left the meeting at 1:01 p.m.

Councilor Méndez asked for details on the costs associated with creating a stand-alone committee.

Rankin answered that large groups require hiring facilitators and attendance of technical experts, both of which include billable hours and travel costs, resulting in costly meetings.

Councilor Méndez expressed concern about the workload for members of a Committee of Committees, and concern over whether some committees might not have any members interested in participating.

Grayson expressed concern over a Committee of Committees providing in-depth technical review and recommended that they provide input rather than in-depth technical review.

Councilor Méndez suggested the Committee of Committees advise technically as well as serve as ambassadors to the community and would like staff to provide formal guidance on how to serve as a community ambassador.

Rankin summarized the subcommittee's feedback:

- Regular check-ins with Council, possibly via roundtable discussions.
- Idea of two dedicated Liaisons from Council through the whole process and check-ins with full Council on a pre-determined schedule (for example, one or two times per year).
- Interest and concern with the Committee of Committees. Concerns included the capacity of members, how to define its role (technical v. outreach), gaps in representation and solutions included the option to add At Large members for broader representation.

- Bring subjects to subcommittees, based on topic. For example, land use topics would be brought to the Community Building Subcommittee.

City Manager Eric King pointed out that many community members have different views on how Bend should expand (outward growth v. infill), but those decisions are Legislative. King stressed the importance of setting those expectations early.

Councilor Méndez supported including an equity approach to include historically underrepresented groups on the Committee of Committees. Councilor Méndez did not feel that the City needed to strive for a consensus-based approach as allowing space for disagreement can be a useful tool and felt it is helpful to know the dissenting views of the community.

Grayson outlined the next steps for this subcommittee. The next meeting will be in October and will include a conversation on Septic to Sewer

5. Adjourned at 1:20 p.m.

Respectfully submitted,

Ashley Bontje
Deputy City Recorder



Accommodation Information for People with Disabilities

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