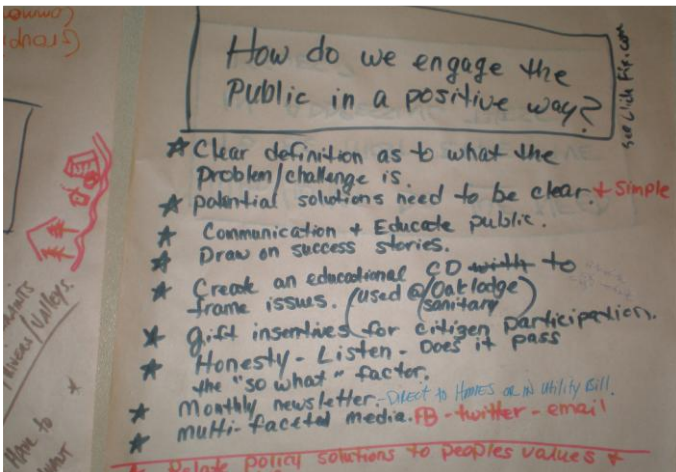




Clackamas  
County  
Coordinating  
Committee

*Promoting partnership between the County and its Cities and Special Districts*



## Summary Report

# 2011 C4 Retreat

September 8-9, 2011

The Resort at the Mountain, Welches, OR

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## Executive Summary

### Introduction

The Clackamas County Coordinating Committee (C4) held its annual retreat on Thursday, September 8 and Friday, September 9, 2011 at the Resort at the Mountain in Welches. The retreat was led by Commissioner Paul Savas, C4 Co-chair, and facilitated by John Morgan of the MorganCPS Group. Attendance was excellent with over 40 representatives of the County, Cities, Special Districts, Villages, Hamlets, and CPOs all actively participating in the work. A list of retreat attendees is included in the introduction to this report.

### Retreat Goals & Process

For two days, retreat participants worked in small groups and in large group dialogue to frame the issues facing Clackamas County, articulate strengths, and identify opportunities and emerging trends on which to build. Using the World Café technique, participants were split into small discussion groups to discuss seven broad questions. These questions were selected to assist participants in eventually answering three major, over-arching questions posed by the C4 membership. Finding answers to the three major questions defined the **retreat goals**:

#### The Three Major Questions

- *What do we need to do to compete regionally for jobs in terms of transportation and land use?*
- *How do we create regional equity in terms of transportation funding?*
- *What do we want to accomplish in the coming year?*

### Finding the Answers

The following is a summary of action items proposed by retreat participants in response to the three major questions. Full details are included in the body of this report.

#### What do we need to do to compete regionally for jobs in terms of transportation and land use?

- Focus on preservation and maintenance of the current transportation system and maximize current resources including freeway assets (I-205).
- Encourage land uses that do not overburden the current transportation system. Ensure a housing/jobs balance and focus on regional centers to prevent system overload.
- Ensure that sufficient industrial land is available in the county to meet economic development goals.
- Increase cooperation, collaboration, and communication among jurisdictions on projects, resources, needs, and forecasts.
- Provide C4 with a leadership role in creating regional economic development initiatives.

## How do we create regional equity in terms of transportation funding?

- Develop a County-wide capital improvements program to compensate for the reduction in federal and state transportation funding. Explore new and/or innovative sources of transportation funding and involve the public in these activities.
- Devise a system for prioritizing transportation projects in the County.
- Provide a unified front for County transportation projects at the regional level. Advocate with one voice for prioritized projects.

## What do we want to accomplish in the coming year?

- **Improve Communication:** Improve C4's internal and external communication by enhancing access to information and providing innovative ways to exchange data. Share C4's work with the public.
- **Develop a Transportation Funding Strategy:** Identify the County's current transportation needs and funding sources, determine funding gaps, and explore possible funding solutions. Engage the public – particularly the youth – in identifying the County's transportation needs and devising solutions to meet those needs.
- **Collaborate and Share Resources:** Improve collaboration among county, cities, special districts, hamlets, villages and CPOs and identify ways to work together cross-jurisdictionally to share expertise and resources to address common needs.
- **Strengthen C4 Operations:** Ensure appropriate staff levels to carry out the work of C4. Explore the possibility of a “technical committee” comprised of city and county staff to support C4 operations.

## Next Steps

This report will be distributed to C4 members and the Executive Committee and will be used to guide membership in the development of a committee work plan.

## Introduction

On September 8 and September 9, 2011, members of the Clackamas County Coordinating Committee (C4) gathered at the Resort at the Mountain in Welches for the annual C4 retreat. The retreat was led by Commissioner Paul Savas, C4 Co-chair, and facilitated by John Morgan of the MorganCPS Group. The retreat focused on transportation and economic development, with a significant amount of time dedicated to discussing how Clackamas County can meet its transportation and economic development needs both in terms of policy and funding.

Attendance was excellent with over 40 representatives of the County, Cities, Special Districts, Villages, Hamlets, and CPOs all actively participating in the work. The retreat was attended by the following participants:

Aaron Deas, <i>TriMet</i>	Commissioner Jim Bernard, <i>Clackamas County</i>
Commissioner Ann Lininger, <i>Clackamas County</i>	Councilor Jody Carson, <i>City of West Linn</i>
Mayor Becky Arnold, <i>City of Estacada</i>	John Hartsock, <i>Boring Fire District</i>
Commissioner Betty Mumm, <i>City of Oregon City</i>	John Morgan, <i>Retreat Facilitator</i>
Bill Merchant, <i>Beavercreek Hamlet</i>	Mayor Lori DeRemer, <i>City of Happy Valley</i>
Bob Reeves, <i>Villages at Mt. Hood</i>	Kara Verdoorn, <i>Villages at Mt. Hood</i>
Councilor Brian Hodson, <i>City of Canby</i>	Mark Ottenad, <i>City of Wilsonville (staff)</i>
Cam Gilmour, <i>Clackamas County (staff)</i>	Mary Lynn Jacob, <i>City of Molalla</i>
Councilor Carlotta Collette, <i>Metro</i>	Councilor Markley Drake, <i>City of Happy Valley</i>
Charlene DeBruin, <i>Eagle Creek – Barton CPO</i>	Mike Wagner, <i>Mulino Hamlet</i>
Chair Charlotte Lehan, <i>Clackamas County</i>	Commissioner Paul Savas, <i>Clackamas County</i>
Chris Roth, <i>Clackamas County (staff)</i>	Ree Armitage, <i>Congressman Earl Blumenauer</i>
Dave McTeague, <i>Clackamas Fire District #1</i>	Sally Quimby, <i>Stafford Hamlet</i>
Councilor Debbie Rogge, <i>City of Molalla</i>	Councilor Shirley Craddick, <i>Metro</i>
Councilor Donna Jordan, <i>City of Lake Oswego</i>	Steve Gaschler, <i>City of Damascus (staff)</i>
Mayor Doug Neeley, <i>City of Oregon City</i>	Steve Wheeler, <i>Clackamas County (staff)</i>
Gary Schmidt, <i>Clackamas County (staff)</i>	Susan Hansen, <i>Molalla Prairie Hamlet</i>
Councilor Hal Busch, <i>City of Gladstone</i>	Mayor Tim Knapp, <i>City of Wilsonville</i>
J. Michael Read, <i>Oak Lodge Sanitary District</i>	Toby Forsberg, <i>Clackamas Fire District #1</i>
Commissioner Jamie Damon, <i>Clackamas County</i>	Troy Rayburn, <i>Clackamas County (staff)</i>
Jared Anderson, <i>Clackamas County (staff)</i>	Wilda Parks, <i>North Clackamas Chamber</i>
Jason Tuck, <i>City of Happy Valley (staff)</i>	William Wild, <i>Oak Lodge Sanitary District</i>
Councilor Jenni Tan, <i>City of West Linn</i>	

## Retreat Goals & Process

### Goals

The retreat focused on answering three major questions. Finding answers to these questions defined the **retreat goals**:

#### The Three Major Questions

- *What do we need to do to compete regionally for jobs in terms of transportation and land use?*
- *How do we create regional equity in terms of transportation funding?*
- *What do we want to accomplish in the coming year?*

### Process

After introductions, the retreat started with a discussion on whether to provide Villages, Hamlets and CPOs a single seat on the Executive Committee. There was general consensus to allow this seat, and the matter will come before the full C4 Committee for discussion and decision in a regular meeting.

Cam Gilmore, Director of Clackamas County's Department of Transportation & Development, made a presentation concerning the status of land use and transportation development in the County and highlighted current and projected transportation funding gaps. With dwindling state and federal funds flowing to local government, the County should explore alternative options to finance local transportation needs.

Following Mr. Gilmore's presentation, participants broke into seven small table groups using the World Café technique. At each table a separate question was posed. These seven questions were selected to assist participants in finding answers to the three major questions noted above that define the retreat goals. The questions were as follows:

#### World Café Questions

1. How are we working well as a team to best serve the County in a regional context?
2. How are we meeting our aspirations? Are they still relevant? How can we better support each other?
3. What are the priorities for transportation in relation to jobs and economic development?
4. What innovative things should we be doing to meet our needs? What are the next steps?
5. How do we engage the public in a positive way?
6. Who and what do we need to be most effective in addressing these issues?

The groups took approximately 20 minutes discussing their assigned questions and writing comments on paper spread across each table. At the end of the initial discussion period, participants moved to different tables and spent time working on answers to the questions posed

at those tables. This process was repeated seven times, allowing each participant to spend time at each table working with each of the seven questions.

The papers from each of the seven tables were posted on the wall and a group discussion was held to understand and summarize the numerous points, comments, ideas, and proposals.

The group was then broken into two subgroups, one for urban participants and one for rural participants. Each of the groups worked through the seven questions, within the context of the gross results of the table discussions, to create four to five major recommendations on ways to respond to the question.

These recommendations were reported out to the full group. The group then linked these recommendations back to the three major questions that define the retreat goals and synthesized them into a final action plan. That plan focused on answering the question: “What do we want to accomplish in the coming year?”

The retreat closed with another brief discussion concerning the C4 structure and process. There was consensus that the current systems were working well and would be revisited at a future date.

This report will be distributed to C4 members and the Executive Committee and will be used to guide membership in the development of a committee work plan.

## Presenting the Data

This report presents the proceedings and findings of the retreat in reverse order as the major conclusions – the answers to the Three Major Questions – are the most important to present. The foundations of those conclusions – the answers to the World Café Questions – are presented last and will carry the reader deeper into the thinking of retreat participants.

## Finding the Answers – The Three Major Questions

The **retreat goals** were defined as finding answers to the three major questions listed below. The following is a summary of the most important action items identified by retreat participants for each of the three questions.

### What do we need to do to compete regionally for jobs in terms of transportation and land use?

- Focus on preservation and maintenance of the current transportation system and maximize current resources including freeway assets (I-205). Address basic rural transportation needs such as safety and the filling of ditches.
- Emphasize smart land use planning and encourage land uses that do not overburden the current transportation system. Focus on the development of regional centers. Provide industry with local housing options to ensure a housing/jobs balance to prevent system overload and allow for the smooth passage of freight.
- Ensure that sufficient industrial land is available in the county to meet economic development goals.

- Increase cooperation, collaboration, and communication among jurisdictions on projects, resources, needs, and forecasts. Develop technologies or systems which will allow C4 members to share expertise and pool resources to meet common needs.
- Provide C4 with a leadership role in creating initiatives to inventory and promote land appropriate for economic development, create systems for effectively marketing economic development lands and opportunities, and provide for a coordinated and proactive approach to economic development.

### **How do we create regional equity in terms of funding?**

- Develop a County-wide capital improvements program to compensate for the reduction in federal and state transportation funding. Explore new and/or innovative sources of transportation funding and engage the community – particularly the youth – in determining the best way to meet the County’s transportation needs.
- Devise a system for prioritizing transportation projects in the County. Take a “big look” at local needs and work together to rank projects.
- Provide a unified front for County transportation projects at the regional level. Advocate with one voice for the County’s projects and work together to secure project funding, regardless of the location of the project.

### **What do we want to accomplish in the coming year?**

#### **Improve Communication**

- C4 should develop new internal communication strategies and systems to improve communication among its members. The goal is to improve members’ ability to leverage each others’ expertise and take advantage of common interests and shared resources. Ideas include internal information-sharing websites, online forums and list serves.
- Strengthen the information-exchange between the political sphere and city/county managers. Encourage city managers to attend C4 meetings.
- Improve information-sharing with the public. Publicize C4 activities and engage the public through an improved website and other tools.
- Focus on youth engagement and find ways to integrate youth in C4 activities as a means of providing them with meaningful civic involvement opportunities.

#### **Develop a Transportation Funding Strategy**

- Transportation is critical to creating an environment that encourages and supports job creation. Local funding strategies should be analyzed in light of declining state and federal transportation revenues.
- Conduct a comprehensive analysis of the County’s transportation needs, funding sources, and funding gaps.
- Explore alternative transportation funding solutions.
- Engage the public – particularly the youth – in identifying the County’s transportation needs and devising solutions to meet those needs.

## **Collaborate and Share Resources**

- Improve collaboration among county, cities, special districts, hamlets, villages and CPOs and identify ways to work together cross-jurisdictionally to share expertise and resources to address common needs. This can lead to much greater efficiency and better use of limited resource.
- Develop a system for members to explore and develop opportunities for collaboration and consolidation.

## **Strengthen C4 Operations**

- Ensure appropriate staff levels to carry out the work of C4.
- Explore the possibility of a “technical committee” comprised of city and county staff to support C4 operations.
- Conduct outreach to those C4 members that do not regularly attend meetings.
- Explore the possibility of including local School Districts as C4 members, or at a minimum reach out to district staff and invite them to attend meetings.

## **Finding the Answers – World Café Questions (Urban & Rural Responses)**

The group was broken into two subgroups, one for urban participants and one for rural participants, and asked to work through the seven World Café questions. Their task was to create four to five major recommendations or action items in response to each question. These seven questions were selected to assist participants in eventually answering the three major, over-arching questions listed in the previous section.

The following is a transcription of those responses.

### **Question 1 – How are we working well as a team to best serve the county in a regional context?**

#### **Response from rural participants**

- Create rural bylaws
- Improve orientation and mentoring
- More coordination between cities, county, Hamlets & Villages and CPOs
- Create webpage
- Form ACT

#### **Response from urban participants**

- Create website, online forum or list serve to share information
- Conduct outreach to members who are not participating (peer to peer or elected to elected)
- Enhance Clackamas Cities Dinner with speaker focused on specific issue
- Improve interface between city/county managers and C4 and involve managers in C4 meetings and activities

**Question 2 - How are we meeting our aspirations? Are they still relevant? How can we better support each other?**

**Response from rural participants**

- Respect differences
- Encourage more Hamlets & Villages in higher density areas (Alder Creek, Colton, Redlands, Eagle Creek)
- Improve communication structures
- Conduct leadership training in high schools

**Response from urban participants**

- Prioritize and focus on one or two issues
- Improve public communication

**Question 3 - What are the priorities for transportation in relation to jobs and economic development?**

**Response from rural participants**

- Fill ditches
  - Molalla 212-213 from Safeway
  - Carver/Barton bridge turn lane
  - Beavercreek curves/Leland speed limit sign
  - Stafford North Tualatin roundabout bridge
  - Welches Road (keep safety corridor on Highway 26)
- Keep rest area at Government Camp open
- Improve speed limit enforcement

**Response from urban participants**

- Get most efficiency out of current transportation system
- Encourage land uses that support effective use of transportation system
- Plan for distribution and creation of regional centers and transportation corridors
- Support existing industry with development of clusters and target job-rich industries, e.g. agribusiness, medical services/support

**Question 4 - What innovative things should we be doing to meet our needs? What are the next steps?**

**Response from rural participants**

- Get focused on one or two items
- Improve coordination among jurisdictions (contracts, services, etc.)
- Improve trust: “Say what you do. Do what you say. Say what you did.”
- Improve communication among jurisdictions. Create an “experience bank” or information pipeline among members.

### **Response from urban participants**

- Improve communication with media in all formats, e.g. social media, etc.
- Identify innovative ways to fund transportation projects, e.g. tolling, studded tire fee, VRF
- Identify innovative ways to collect money from visitors to area, e.g. fee on rental cars, etc.
- Improve traffic management

### **Question 5 - What have been our barriers to our productive partnership in the past?**

#### **Response from rural participants**

- 2 C4 meetings. Evaluate goals, progress, evaluation
- Share failures
- Increase regional consensus
- Minimize urban/rural divide
- Balance economic development needs with lifestyle/quality of life issues

#### **Response from urban participants**

- Identify and create new source of transportation funding (regional fund, county fund)
- Create public/private partnerships
- Tell the story of what is being done—success of projects
- Evaluate advantages/disadvantages of consolidation of services

### **Question 6 - How do we engage the public in a positive way?**

#### **Response from rural participants**

- Webpage
- Local press
- Youth/mentor (next generation)
- Social media—Facebook etc.
- County cable TV
- Civic class/county issues program

#### **Response from urban participants**

- Provide food at events
- Ensure a balance of opinions on advisory groups/boards
- Create new forums—bring the meeting to the people
- Be creative in getting information to the public, e.g. booths at farmers market, use realtors to share info with new home owners, use schools, community advocates, joint county newsletter with all jurisdictions and districts

## Question 7 - Who and what do we need to be most effective in addressing these issues?

### Response from rural participants

- Respect
- Ensure appropriate staff levels to carry out C4 goals
- Recruit city staff to help county staff C4
- Make transportation a priority

### Response from urban participants

- Coordinate follow up and prioritize
- Increase public/private partnerships
- Save urban renewal/be cohesive in efforts
- Find the right tool to bring/keep new industry/business here

## Finding the Answers – World Café Questions (Full Group Responses)

Retreat participants broke into seven small table groups using the World Café technique. At each table a separate question was posed. At the end of the initial discussion period, participants moved to different tables to work on the questions posed at those tables. This process was repeated seven times, allowing each participant to respond to each of the seven questions.

The following is a transcription of those responses.

### 1. How are we working well as a team to best serve the county in a regional context?

- C4 provides a broad and diverse perspective not only to the county but also to the individual member jurisdictions
- C4 is successfully having more substantive discussion, not just receiving information and reports
- Staff support has improved and is vital to success of C4
- We identify varying needs from across the county
- We are talking to each other!
- County Commission is more connected to mutual concerns
- C4 relationships are less politically charged
- 2 day retreat format is good!
- Outside facilitator is helpful
- Congressional perspective: county/city coordination at this level is great
- Broad participation
- We've become partners—moved beyond parochialism
- Home rule mixed with rural identity
- Being honest
- Recognizing differences and focusing on common areas
- Routine meetings
- Listening to each other and taking each other seriously
- C4 is the vehicle

- BCC has a pool of diverse experience
- Executive Committee is functioning better
- Having subcommittees has been very beneficial
- Working together on regional issues
- Communicate the role and success of C4, e.g. improved website, press releases, etc.
- Improve communication between urban and rural members (the separation of urban and rural members in subcommittees is divisive)
- Have legislators appear at C4 meetings to discuss issues of county-wide interest

## 2. How are we meeting our aspirations? Are they still relevant? How can we better support each other?

- We have not been successful in working together
- We are learning to be a new family; this is good
- Problems in rural areas are similar to those experienced by those within the UGB.
- We need to work as one; stop division between urban and rural members
- Improve collaboration
- Respect for various leaders from inside/outside UGB.
- Communication needs to be an expectation
- Improve transparency
- Let's not have division between cities and hamlets/villages
- Work together on agritourism
- The 1 voting hamlet member needs to better represent all hamlets
- No consistent mechanism for giving input into county/state issues
- Stick to agendas
- County not helping smaller cities define their aspirations and attract funding
- More guidance needed for realistic goals
- Knock down barriers to working together as one county; library was county issue that affected all residents and is a good example of success; let's mirror that process
- 50% of Oregon City not served by public transit
- Develop relationships between urban and rural members
- C-4 website hosted by Clackamas County
- C-4 dues to support C-4?
- Develop some tools to measure progress
- C-4 working better together; inform the public of our successes
- Report card of accomplishments
- Are there areas/ways where we can work together cross-jurisdictionally, and share resources?
- Create a unified, county voice at the regional level
- We are becoming a stronger voice
- Five commissioners is a good thing
- Who can we tax that should be paying more?
- Secure sustainable and attainable funding
- Relationships are improving between hamlets, villages, CPOs and cities
- Urban/Rural reserves solved

- We need to determine how to use this improved committee structure to achieve our aspirations; what are the strategies, objectives and action plans?

### 3. What are the priorities for transportation in relation to jobs and economic development?

- Safety
- Link transportation to job creation
- Bike-it Map
- Radial connections (vs. spoke/hub)
- Coordinate industrial and job land with transportation system
- County needs to guide cities to realistic picture of what their prospects are given geographical and population constraints
- Clackamas County doesn't have equal jobs with Washington County; improve transportation arteries to Washington County from Clackamas
- Open up major employment land by improving 212/162nd Avenue.
- More residential options close to industry
- Improve the Locks; it's an underutilized asset
- Complete light rail connections
- Milwaukie to Lake Oswego bridge
- Freight safety
- Highway 26
- Focus on maintenance; fix what we have first
- I-205 is our lifeblood
- Serve employment lands
- Plan for transportation to industrial lands
- Provide affordable housing near work areas
- Create walkable communities
- Employer incentives to encourage employees to share transportation or use mass transit
- Carver Bridge not for urbanization
- Transportation needs to be available to connect residential areas to employment areas
- Explore tolling options
- Expand the use of intelligent transportation systems (ITS)
- Inform and engage the public in the transportation funding crisis; secure their participation and support
- Focus on regional center
- Securing stable funding sources for transportation is the number one priority; without it, you can't attract jobs and economic development.
- Maintain existing roads
- Signage
- Jobs/housing balance
- Freight rail
- Multi-story industrial
- Tax tourists
- License plate readers

- Recover existing lines and expand rapid rail
- Appropriate staffing (not just county) and stronger leadership
- Keep existing employers in the area
- Multi story internet call centers
- Lower electric rates

#### 4. What innovative things should we be doing to meet our needs? What are the next steps?

- Find-create mutual funding mechanics
- C-4 should create a vision for the County and encourage the public to carry it out
- Create a map/matrix of jurisdictional aspirations to find commonality and share solutions
- Explore alternative transportation funding mechanisms for locations inside and outside the UGB; create a countywide mechanism (like TIF in Washington Co.)
- Improve equity
- Focus more on smaller, realistic goals and less on grandiose plans
- Report and publicize our accomplishments
- Consolidate road maintenance
- Pick two things in common and focus on those issues
- Focus on agribusiness and ways to augment food production and distribution
- FOCUS, pick a project and do it!
- Inform public of transportation needs
- Charge for shredded tires
- Form the ACT
- Be flexible about population influx and demographics of population
- Define our collective needs
- C-4 needs to pick something and do it
- Develop a focus
- Stop talking and do it
- Explore options to consolidate services cross-jurisdictionally
- Governance cooperation
- Seek out new road surface material & technology that will be more efficient and reduce road degradation
- Stronger emphasis on land use as the basis of our transportation needs; you can't fix poor land use planning by pouring more and more money into transportation.
- Coordination of needs
- Find a way to make urbanized unincorporated north county incorporate into cities

#### 5. What have been our barriers to our productive partnership in the past?

- Lack of innovation
- Grouping common interests
- Need to agree on problem
- Lack of stable funding
- Differing needs
- Fragmentation (ex: BLM and Forest Service)
- Lack of communication

- Lack of education on the issue
- Lack of participation
- Lack of coordination between jurisdictions and county
- Differing regulatory requirements/standards
- Differing expectations
- Lack of collaboration
- Failure to mutually identify common needs/expectations
- Failure to recognize C4 potential
- Convert mutual needs to mission/vision
- Provincial viewpoints
- Lack of public trust and apathy
- C4 diversity; too many different needs reflected in C4 membership
- Physical barriers
- Local ownership
- Inertia
- Sacred cows
- Administration/council communication
- Lack of blog/linkage for communication
- Empty pockets
- Glass half full or empty?
- What we have to do vs. want to do
- Physical constrains, e.g mountains, rivers and valleys
- Urban/rural divide

## 6. How do we engage the public in a positive way?

- Strong neighborhood associations and CPOs; have county/city staff relate information from neighborhood groups to county/city manager and department heads.
- Provide a venting mechanism
- Use agreed upon process for communication/engagement
- Simplify communication; use bullet points
- Be clear and transparent; don't use acronyms
- Ask people what is working/not working
- Be proactive and open
- Door-to-door is needed if you are campaigning
- More face-to-face communication.
- Emphasize the greater good
- Show me (citizens) the problem
- Use the media
- See [www.clickfix.com](http://www.clickfix.com)
- Clearly define the problem and challenges; potential solutions need to be clear and simple
- Engage and educate the public
- Draw on success stories
- Create an educational CD to frame issues (used @oak lodge sanitary)
- County/city cooperation

- Give incentives for citizen participation
- Honesty—listen—does it pass the “so what” factor
- Monthly newsletter directed to homes
- Neighborhood Associations
- Schools
- Multi-faceted media, e.g. facebook, twitter, email
- Relate policy solutions to peoples’ values and everyday lives
- Follow through on decisions made with public input
- Improve customer service
- Let citizens report problems with cell phone picture and location; jurisdiction decides who owns/fixes problem
- Neighborhood meetings
- CPO meetings
- Hamlet/Village meetings
- Do outreach in small groups, e.g. coffee meetings, house parties; helps overcome balkanization in existing structures
- Picnic/open house to discuss “Sense of Place” book (like building book clubs)
- When launching a project, anticipate the “antis” and incorporate them into the process
- Outreach to rotary, other clubs
- Go in person to where people are; develop personal relationships
- Draw public into process of defining the problem and the priority
- Let public help tell government what they see as the important problems and then the proposed solutions
- To succeed, public needs to “own” the problem and the solutions

## 7. Who and what do we need to be most effective in addressing these issues?

- Conduct outreach well in advance of proposed projects
- Better outreach on issues
- Need funding; clearly state how funding is to be used after public engagement results in perception that the needs are real
- Coordinated agreements on priorities among all jurisdictions
- Need to show tangible benefits of policies to all voters in all areas
- Identify local issues vs. regional issues
- Education on the impact of local issues on regional issues
- Raise money, e.g. tolls, utility fees, registration fees
- Provide facts and figures (quantify)
- Collaboration
- Equity
- Engage citizens, CPOs, legislative and elected officials
- Education
- Marketing and outreach
- Endorsement/buy-in
- Symbiotic projects
- Open doors

- Research/innovation
- Best practices
- Clearly identify the needs, vision, mission
- ACT is priority
- Define adequate staffing levels to implement plans
- Do we have enough grant writers?
- Strengthen C4 to obtain more clout for funding and projects
- Shared vision between jurisdictions
- Choose the battles carefully
- Stronger leadership