

Residential Infill Project Stakeholder Advisory Committee Charter

Purpose: The Residential Infill Project Stakeholder Advisory Committee (SAC) has been formed to help staff understand the benefits, burdens, and tradeoffs associated with different regulatory approaches through the lenses of key stakeholders who may be affected directly or indirectly by project outcomes. The purpose of this charter is to define the roles and responsibilities of the SAC, City staff, facilitator and consultants and describe how the SAC meetings will be conducted.

I. Background

A. Project Summary

This project addresses the City's *Title 33 Planning and Zoning Code* regulations for residential development in the single-dwelling zones. The project will be focused on three primary topics: scale of houses, narrow lot development, and alternative housing options.

By 2035, there will be approximately 260,000 more people in Portland living within 123,000 new households. Portland's Comprehensive Plan Update focuses much of the anticipated new household growth in mixed-use centers and corridors; however, an estimated 20 percent of the new housing built will be single-dwelling attached or detached units. Even today, single-dwelling residential areas of the city are experiencing new investment and increased building pressure. This has led to a number of house demolitions with one or more units replacing the original house, or new homes being built on vacant or underdeveloped lots between existing homes.

This new development is often larger in scale than neighboring houses, or built on smaller lots. Narrow lots (typically less than 36 feet wide) present design challenges in fitting with a pattern of existing development already situated on wider lots. Also, as the cost of housing continues to rise and people are drawn to areas with higher levels of convenient amenities (shops, parks, jobs, schools), demand is rising for alternative housing options that accommodate additional housing units within a typical single-dwelling building form.

The Residential Infill Project will make recommendations on the scale and form of infill housing, evaluate the standards for determining when and what primary structures are allowed on substandard lots and develop new standards for single-dwelling development on these lots, and explore new alternatives to help implement the Access to Housing concepts that emerged with the Portland Plan's *Economic Prosperity and Affordability* strategy. Examples of such alternatives include internal house conversions, secondary accessory dwelling units, cottage cluster development, and stacked flats.

The City has convened a SAC for the Residential Infill Project. The advisory committee will be just one part of a broader, inclusive public engagement effort — including regular project updates, online surveys, public events and hearings — to gain input and help formulate policy recommendations. The outcome of the project will be a revised set of zoning code regulations for single-dwelling development that take into consideration City policies, current trends of construction, building industry constraints/opportunities and potential impacts of the development on surrounding neighbors.

II. Charge

The zoning code amendments that result from the Residential Infill Project will be approved through a legislative process. The Bureau of Planning and Sustainability, considering input from the SAC and the general public, will develop proposals for the Planning and Sustainability Commission's (PSC) consideration. The PSC will hold a public hearing, deliberate and make recommendations to the City Council. City Council will hold a public hearing on the PSC's recommendations and vote to approve, amend, or send the recommendations back to the PSC for reconsideration.

The SAC is advisory to City staff. From September 2015 through winter 2017, the SAC will meet to discuss issues identified in the work plan and project parameters documents. Each member is asked to:

- Discuss and critique proposals through the lens of each member's professional and/or personal experience and expertise. When needed, articulate for City staff and other SAC members the basis of the member's perspectives.
- Use the member's affiliations and networks to disseminate information about the project's status and upcoming public events. Each SAC member nominated by an organization will determine the most appropriate methods and venues for communicating with the member's organization. When meeting time permits, each member will be encouraged to share the issues/comments that the member has received from his or her respective organizations and networks.
- Work towards fair, practical and durable options that reflect the diverse interests of the SAC and the Portland community as a whole.
- Respectfully listen to others' perspectives to broaden each member's understanding of the various implications of potential approaches. This does not suggest that SAC members must work toward consensus. It is more valuable to City staff for SAC members to better understand the positive and negative implications of proposed alternatives from a variety of perspectives, than to spend a lengthy amount of time discussing issues toward building consensus.

III. Membership and Support

A. SAC Members

The SAC has broad representation that reflects the diverse interests that may be impacted by decisions made as a result of this project. SAC members were selected to ensure the committee includes individuals representing the local residential development community, neighborhood interests, housing design experts, and others concerned about equitable access to housing. The City asked organizations with broad member bases interested in residential infill development and well-established networks to nominate a SAC member. These organizations include neighborhood district coalitions, Home Builders Association of Metropolitan Portland, United Neighborhoods for Reform, East Portland Action Plan, and the Diversity and Civic Leadership partners. In addition, 10 at-large applicants were selected to ensure a wide variety of perspectives and citywide representation. Members were sought with interests, skills, knowledge and expertise in the areas of housing affordability, architecture, urban design, historic preservation, real estate and financing, alternative forms of housing, social and housing services, and sustainable development.

Following the application process, Mayor Charlie Hales made the following appointments:

	Appointee	Affiliation
1	Linda Bauer	East Portland Action Plan (EPAP)
2	Sarah Cantine	Scott Edwards Architecture
3	Alan DeLaTorre	Portland Commission on Disability
4	Jim Gorter	Southwest Neighbors, Inc. (SWNI)
5	John Hasenberg	Oregon Remodelers Association
6	Marshall Johnson	Energy Trust of Oregon
7	Emily Kemper	Residential and Manufactured Structures Board
8	Douglas MacLeod	Home Builders Association (HBA) of Metropolitan Portland
9	Mary Kyle McCurdy	1000 Friends of Oregon
10	Maggie McGann	Habitat for Humanity Portland/Metro East
11	Rod Merrick	Merrick Architecture Planning
12	Rick Michaelson	Neighbors West/Northwest (NWNW)
13	Mike Mitchoff	Portland Houseworks
14	Michael Molinaro	Southeast Uplift (SEUL)
15	Danell Norby	Anti-Displacement PDX
16	Douglas Reed	East Portland Neighborhood Office (EPNO)
17	Vic Remmers	Everett Custom Homes
18	Brandon Spencer-Hartle	Restore Oregon
19	Eli Spevak	Orange Splot LLC
20	Barbara Strunk	United Neighborhoods for Reform (UNR)
21	Teresa St. Martin	Planning and Sustainability Commission (PSC)
22	Young Sun	Immigrant and Refugee Community Organization (IRCO)
23	David Sweet	Central Northeast Neighbors (CNN)
24	Eric Thompson	Home Builders Association (HBA) of Metropolitan Portland
25	Garlynn Woodsong	Northeast Coalition of Neighborhoods (NECN)
26	Tatiana Xenelis-Mendoza	North Portland Neighborhood Services (NPNS)

B. SAC Alternates

A SAC member may not have an alternate. A member may have an individual attend a meeting in his or her capacity for the purpose of reporting meeting highlights back to the SAC member. This individual will sit with the general public and may provide comments only during the opportunities provided to other non-SAC members during the meeting.

C. SAC Withdrawals and Replacements

Members who wish to withdraw from the SAC, shall be replaced as follows:

- Members nominated by an organization: A SAC member nominated by an organization must coordinate with his or her respective organization to identify a qualified replacement. A replacement nominee must submit a Statement of Interest to the City staff before attending their first SAC meeting.
- Members not nominated by an organization: The Bureau of Planning and Sustainability will determine whether or not to replace an SAC member who was not nominated by an organization. The Bureau may consider recommendations from the SAC. The decision to replace a withdrawing member will depend on factors such as how far along the group is in process, and whether the loss of the interests represented by the withdrawing member creates a critical gap on the committee in terms of expertise and/or interest.

D. SAC Member Commitments

The SAC is expected to meet as a committee at least 11-13 times over the 18-month project duration.

Each SAC member commits to the following ground rules:

- 1) Prepare for and dedicate time for SAC meetings and Residential Infill Project events. This commitment includes reading email correspondence, reviewing meeting summaries and handouts, attending relevant public events, and communicating with his or her respective affiliations and networks.
- 2) Participate fully, honestly and fairly, and provide comments that are constructive and specific.
- 3) Speak respectfully, briefly and limit repetitive comments.
- 4) Respect fellow SAC members by refraining from speaking again on a subject until other members desiring to speak have had the opportunity to do so.
- 5) Speak from interests, not positions.
- 6) Respect differences of opinion and allow other SAC members and attendees to openly speak without fear of reprisal.
- 7) Avoid side conversations during SAC meetings.
- 8) Refrain from using cellular phones and disabling ringers during SAC meetings.
- 9) Generate and assess proposed alternatives on their merits with an open mind, and listen to different viewpoints with a goal of understanding the underlying interests of other SAC members.
- 10) Seek clarity on areas of agreement and disagreement, and the real and perceived impacts of alternative approaches on different stakeholders.
- 11) Bring a spirit of negotiation and creativity to solutions.
- 12) Be willing to put issues outside purpose/agenda into a "parking lot".
- 13) Report on notable communications or conversations with his or her respective networks or affiliations, or with other SAC members.

E. Project Staff

The City's project staff will provide logistical and technical support throughout the SAC's process. The City's primary goal is to provide a process that is honest and transparent.

Project staff commits to:

- 1) Be accessible, inclusive, timely, and fair. This includes providing information in advance as much as practical.
- 2) Ensure a collaborative planning process.
- 3) Provide an ongoing record of public comment, questions and responses, as well as a mechanism to make this information available to the public and SAC members.
- 4) Collaborate with the facilitator to provide interactive meeting formats to ensure a balanced and fair discussion of issues, and ensure that all perspectives are heard.
- 5) Provide the SAC with timely, relevant, and objective information that is necessary to effectively inform and guide the SAC. Presentations will provide facts surrounding specific issues in a readily understandable format.
- 6) Provide the policy context and consider interconnections surrounding the issues of residential infill.
- 7) Be responsive to SAC requests for information that is relevant to the project scope.
- 8) Work with the facilitator and SAC members to ensure an accurate summary of key points of agreement, disagreement and associated trade-offs are reflected in the meeting notes.

F. The Facilitator

An independent facilitator helps prepare meeting agendas, design appropriate meeting processes and facilitate meetings, ensure that the SAC process is fair, well run, and productive. This includes keeping the meeting to the identified start and end times and ensuring that all members have meaningful opportunities to provide input. The facilitator will serve as a resource to City staff when minor conflicts arise and process improvement are warranted. As a neutral collaborative process provider, the facilitator will not be an advocate for any substantive issue. The facilitator does not have authority to make decisions on any substantive issues discussed by the SAC.

It will be the facilitator's responsibility to encourage objectors on any particular component or issue to raise their concerns in a constructive way. The facilitator will determine when to thank the participants for their responses and move on, and when it's productive to continue the discussion. It is not the facilitator's job to insist that the SAC reach consensus. If the SAC members are able to reach consensus on components or issues by means of compromise, that is encouraged.

G. Consultants

The Bureau of Planning and Sustainability will engage urban design and economic development consultants to assist City staff when developing key analyses and work products throughout the process. Consultants will attend SAC meetings and related events as needed to accomplish work tasks and provide and communicate key information.

IV. Meeting Guidelines

A. Attendance

Consistent attendance is essential. It is expected that each SAC member will attend all meetings. If a SAC member cannot attend a meeting, he or she should inform City staff in advance of the meeting. If a SAC member is unable to attend a meeting, he or she should contact City staff to receive meeting handouts and provide contributions/responses to work done during the missed meeting (as indicated below, meeting summaries will be provided electronically to all SAC members). A member who does not attend a meeting may not seek to revisit issues from the missed meeting that were listed on the agenda and on which discussion was completed at the missed meeting. If a SAC member misses two consecutive meetings, the Bureau of Planning and Sustainability may opt to replace the member.

B. Open Meetings and Public Comment

Meetings of the SAC are open to the public and subject to Oregon's Public Meetings Law. Members of the public are welcome to attend and listen. Only City staff, invited speakers, and members of the SAC may sit at the table. Notice of SAC meetings will be posted on the project website in advance of meetings. SAC meeting agendas will include opportunities for verbal public comment at the end of each meeting. Typically, comments will be limited to a maximum of three minutes per person. However, the facilitator may shorten the time allotted to each commenter if needed to keep the SAC's work on schedule. Written comments received during a SAC meeting will be included in the meeting summary. While the SAC will consider and may discuss written comments in its deliberation, SAC members nor staff will not respond in writing to individuals submitting comments.

C. Meeting Agendas and Meeting Materials

Project staff and the facilitator will develop agendas for SAC meetings. Meeting agendas and meeting materials will be sent electronically to SAC members one week in advance of the meetings and will be posted on the project website. Hard copy packets will be provided at the meeting.

D. Meeting Summaries

City staff will prepare draft and final SAC meeting summaries. Draft meeting summaries will be provided electronically for correction and comment. Any differences of opinion or conflicts about the content of the meeting summary will be addressed at the following meeting. Final meeting summaries will be posted on the project website.

E. Feedback Mechanism

As proposals come before the SAC for discussion, the facilitator may seek the collective opinion of SAC members by asking for a show of hands (1, 2 or 3 fingers) or green/yellow/red cards to signify “I like this approach;” “I can live with this approach but I have some reservations;” or “I have significant problems with this approach.” Other methods for collective input may also be used. The facilitator may then ask SAC members to identify concerns and inform City staff and SAC members the basis for his or her concerns. This process is intended to identify tradeoffs and potential red flags.

V. Additional Understandings

A. Communications Outside of SAC Meetings

SAC members may respond to media inquiries, but may not speak on behalf of the group, project staff, or other individual SAC members. As a courtesy, SAC members will notify City staff and the facilitator of press or public inquiries directed to them that may impact SAC discussions.

B. Communication with City Decision-Makers

The SAC is advisory to City staff and will not make a recommendation to the Portland Planning and Sustainability Commission or Portland City Council. City staff will include highlights of SAC discussions and deliberations in their reports to decision-makers. SAC members may testify at Portland Planning and Sustainability Commission and/or Portland City Council hearings as individuals on the Residential Infill Project and may communicate relevant SAC discussions in his or her testimony.

C. Public Records and Confidentiality

Oregon’s Public Records Law applies to the SAC. This means that agendas, minutes or transcripts, discussion drafts, meeting summaries, formal documents and exhibits, correspondence, written notes, pictures, and diagrams that are presented to and discussed by the SAC are public records. Public records also include emails or written communications between SAC members or between SAC members and BPS staff and the Facilitator that pertain to the SAC’s work—regardless of whether these communications are written on public or personal computers. The City is required to allow members of the public to review and obtain copies of public records on request.

BPS staff will establish a method for collecting and keeping all public records pertaining to the SAC and its work. Documents, correspondence, and email of SAC members that are purely private in nature and unrelated to the SAC or its work are not public records subject to the Public Records law.

D. Conflicts of interest

SAC members must comply with applicable laws and rules regarding ethics and conflicts of interest. City staff will provide training on these topics and will ask members to complete and submit a conflict of interest form.