



## **CITY COUNCIL RETREAT & GOAL SETTING MINUTES**

**February 25, 2023 at 9:00 AM**

**Wilsonville City Hall**

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A Retreat and Goal Setting of the Wilsonville City Council was held at the Wilsonville City Hall beginning at 9:00 a.m. on Saturday, February 25, 2023.

### **PRESENT**

Mayor Fitzgerald  
Council President Akervall  
Councilor Linville  
Councilor Berry  
Councilor Dunwell

### **STAFF PRESENT**

Amanda Guile-Hinman, City Attorney  
Andy Stone, IT Director  
Bryan Cosgrove, City Manager  
Chris Neamtzu, Community Development Director  
Delora Kerber, Public Works Director  
Dwight Brashear, Transit Director  
Jeanna Troha, Assistant City Manager  
Keith Katko, Finance Director  
Kimberly Veliz, City Recorder  
Kris Ammerman, Parks and Recreation Director  
Matt Lorenzen, Economic Development Manager  
Robert Wurpes, Chief of Police  
Shasta Sasser, Library Director

Consultant Sara Singer Wilson of SSW Consulting supported by Ashley Sonoff facilitated the Retreat and Goal Setting.

### **CALL PUBLIC MEETING TO ORDER**

The Mayor called to order the Retreat and Goal Setting at 9:01 p.m.

## **WELCOME + AGENDA OVERVIEW: center on purpose and intention**

The Consultant provided an overview of the agenda and expected outcomes.

Next, Council and staff competed in the Team Warm-up Marshmallow Challenge.

The group then discussed ground rules necessary to make the Retreat and Goal Setting successful.

Next, the Mayor shared some welcoming comments.

The Consultant shared a review the Goal Setting process.

## **ENVIRONMENTAL SCAN: build a shared understanding of the current environment**

Councilors and City staff acknowledged 2021 -2022 accomplishments. This was followed by a City of Wilsonville environmental scan that reviewed work underway or in the pipeline, input from boards/commissions, and other context considerations.

## **CITY COUNCIL GOAL DISCUSSION: Goal Review + Idea Mapping**

Discussion ensued on the current vision and goals of Council.

Council and staff were separated into groups to brainstorm refinements and new goals for the next two years. The groups then reported back to the larger group on the ideas they came up with during the brainstorming exercise.

## **CITY COUNCIL GOAL DISCUSSION: GOAL REFINEMENT**

Council and staff discussion ensued in order to refine and clarify proposed goals.

## **REVIEW**

There then was a review 2023-2025 Council Goals.

## **REFLECTION + WRAP-UP**

Due to a lack of time the team agreement discussion was skipped.

The Consultants shared the next steps in the Goal Setting process.

Reflection on the goals and the day occurred before the adjournment of the Retreat and Goal Setting.

*Attached are the Retreat and Goal Setting graphic notes with additional details of items discussed and the draft Council Goals.*

## **ADJOURN**

The Retreat and Goal Setting adjourned after 3:00 p.m.

Respectfully submitted,

DocuSigned by:  
*Kimberly Veliz*  
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Kimberly Veliz, City Recorder

# WELCOME + AGENDA OVERVIEW

## WILSONVILLE

2023 CITY COUNCIL RETREAT  
FEBRUARY 25, 2023  
AGENDA

- 9:00 WELCOME + AGENDA OVERVIEW
- 9:45 ENVIRONMENTAL SCAN
- 10:40 MORNING BREAK
- 10:50 CITY COUNCIL GOAL DISCUSSION: GOAL REVIEW + IDEA MAPPING
- 11:45 LUNCH
- 12:15 CITY COUNCIL GOAL DISCUSSION: GOAL REFINEMENT
- 1:30 AFTERNOON BREAK
- 1:40 GOAL REFINEMENT (CONT.)
- 2:45 GOAL REVIEW
- 2:30 REFLECTION + WRAP-UP
- 3:00 ADJOURN

### OUTCOMES

- IDENTIFY COUNCIL GOALS THAT WILL GUIDE THE DEVELOPMENT OF A WORK PLAN + BUDGET ALIGNED WITH CAPACITY + RESOURCES
- BUILD A SHARED UNDERSTANDING OF THE COMMUNITY + ORGANIZATIONAL CONTEXT TO INFORM COUNCIL'S GOALS
- BUILD A STRONG + COHESIVE TEAM AMONG COUNCIL + STAFF TO ADVANCE THE GOALS

### RULES FOR SUCCESS

- BE ENGAGED
- TAKE RISKS + BE BOLD
- BUILD ON IDEAS, REFINED + COLLABORATE
- BE SPECIFIC
- BE VISIONARY + LOOK TO FUTURE
- GOALS MOVE FWD WITH CONSENSUS OR MAJORITY

### ROLES + EXPECTATIONS

**COUNCIL POLICY**

- SET 'THE WHAT'
- REPRESENT CONSTITUENTS + KEEP STAFF INFORMED
- SET GOALS, PRIORITIES + DIRECTION
- APPROVE CONTRACTS + BUDGET

**STAFF ADMINISTRATION**

- DETERMINES 'THE HOW'
- PROVIDES TECHNICAL EXPERTISE
- ALIGNS GOALS WITH RESOURCES
- CARRIES OUT PROJECTS + PROGRAMS

#### EXPECTATIONS:

- BE FORTHRIGHT IN EXPRESSING IDEAS
- BE PREPARED + ENGAGE IN INFORMED/CIVIL DISCUSSION
- BE RESPECTFUL OF STAFF, THE COMMUNITY + ONE ANOTHER
- BE OPEN TO HEARING ALL ANSWERS/ADVICE FROM STAFF
- MAKE DECISIONS + OPERATE AS ONE BODY

### AGENDA

- 9:00 AM Welcome + Agenda Overview
- 9:45 AM Environmental Scan
- 10:40 AM BREAK
- 10:50 AM City Council Goal Discussion: Goal Review + Idea Mapping
- 11:45 AM LUNCH
- 12:15 PM City Council Goal Discussion: Goal Refinement
- 1:30 PM AFTERNOON BREAK
- 1:40 PM Goal Refinement, cont.
- 2:15 PM Goal Review
- 2:30 PM Reflection and Wrap-up
- 3:00 PM Adjourn

### ROLES

**Sara Wilson**  
SSW Consulting  
Facilitate, guide the process

**City Council + City Staff**  
Participate and engage

### OUTCOMES

- Identify City Council goals that will guide the development of a work plan and budget that aligns with staff capacity and resources
- Build a shared understanding of the community and organizational context to inform the Council's goal discussion
- Build a strong and cohesive team among the Council and with staff to advance the Council's goals

### RULES

- Be engaged
- Take risks + be bold
- Build on ideas, refine + collaborate together
- Be specific - clearly defined goals
- Be visionary and future-focused: short-term and long-term
- Be okay with disagreement + different perspectives
- Be inclusive and collaborate
- Goals will move forward with consensus or majority

### Marshmallow Challenge Warm-up Activity

**How did it feel in the beginning?**  
Chaos, lots of ideas going around

**How did you get started? Did you assign roles? Did you check in on skill sets?**

**What about when you hit some frustration or roadblocks?**  
Humor, reinforcements, helping each other

**When you're faced with challenges, how do you face them?**

#### Group 1

Kristin  
Katie  
Bryan  
Kris  
Shasta  
Keith

#### Group 2

Julie  
Amanda  
Matt  
Dwight  
Andy

#### Group 3

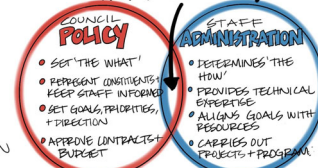
Joann  
Chris  
Delora  
Rob  
Kim  
Jeanna

## POLITICS + ADMINISTRATION

### HOW THE ROLES EVOLVED



### PARTNERSHIP!



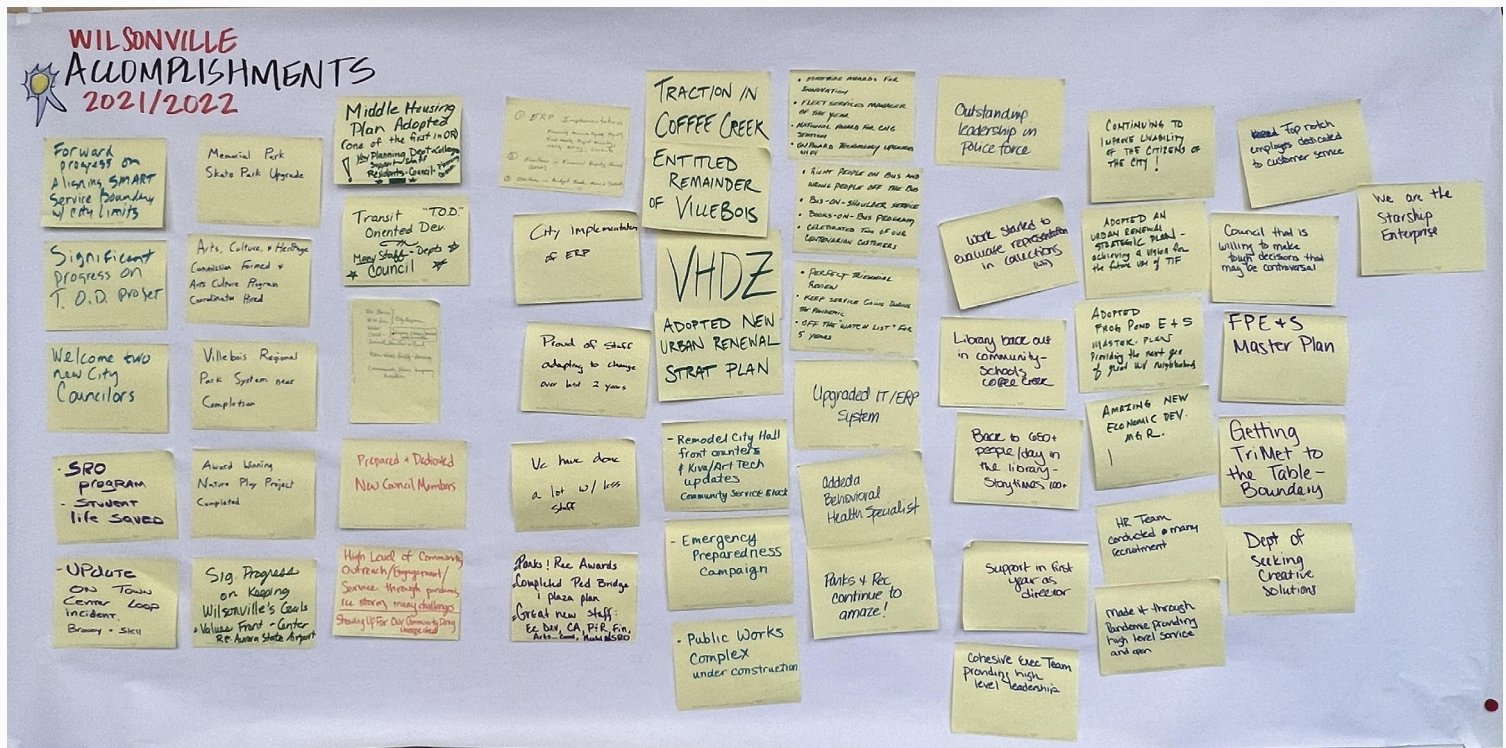
### EXPECTATIONS:

- Be forthright in expressing ideas
- Be prepared and engage in informed, civil discussions
- Be respectful of staff, the community, and one another
- Be open to hearing all answers/advice from staff
- Make decisions and operate as ONE BODY
- Be prepared to carry out the vision
- Treat everyone with courtesy and respect
- Embody the 4 C's: Confidence, Customer Service, Commitment, and Collaboration
- Provide neutral advice and present policy options for all



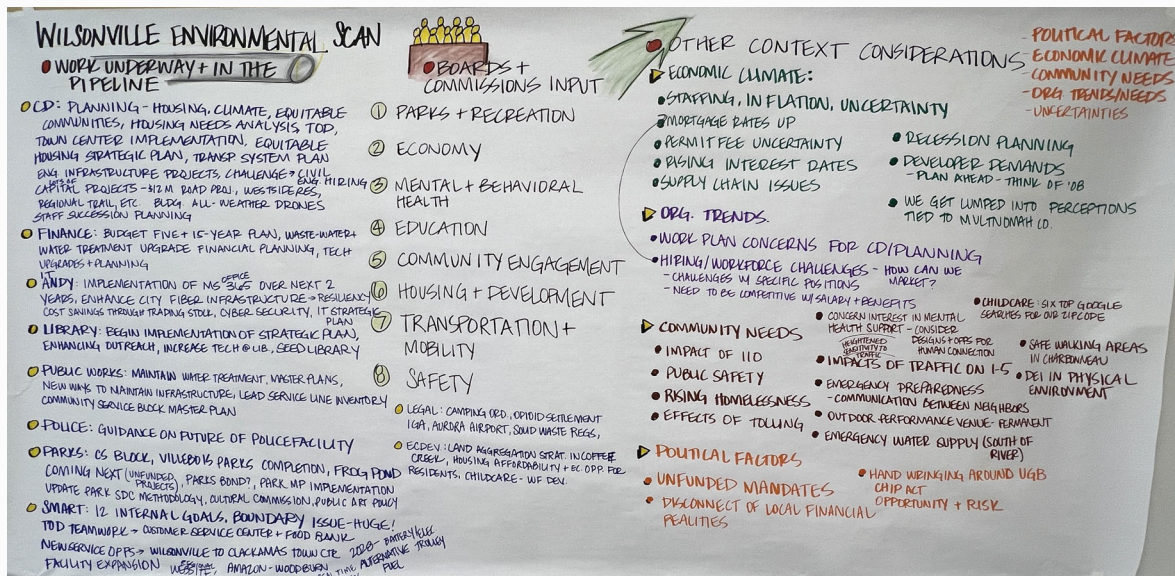


## 2021-2022 ACCOMPLISHMENTS



SRO Program - life saving of student	Update on town center	Memorial Park Skate Park update completed	New Arts Culture program and hired Arts Coordinator	Nature Park project completed and won some awards	Forward progress aligning SMART service boundary with city limits	Transit celebrated Centenarian community members	Perfect triennial review with	Added behavioral health specialist	Parks and Rec
Significant progress keeping goals moving forward on airport	Middle housing update completed	Transit-oriented development	City response to natural disasters, pandemic	Libraries staying open during COVID	Welcome new Council members	Shout out to being welcoming and supportive	Library back to pre-pandemic levels	Library community events back up	Work started to evaluate representation in collections
Smart shoulder program	Prepared and dedicated new Council members	High level of community outreach, engagement, service	ERP implementation- huge lift	Excellence in Finance Reporting award - 25 years going strong	GFOA award for budget	New and wonderful ED Manager	HR conducted many successful recruitments	Remained open and provided high-level service during pandemic	Proud of executive team and leadership
Proud of staff for adapting to a lot of change recently	Proud of IT staff work with limited staff	Parks and Rec awards	Completed pedestrian bridge and plaza plan	Wonderful new staff members	Significant progress on TOD project	Adopted Frog Pond E + S plans	Getting TriMet to the table on Boundary	Dept of seeking creative solutions	We are the starship enterprise where people want to be!
Traction with Coffee Creek project	Entitlement remainder of Villebois	Vertical housing zone	New Urban Renewal Strategic Plan adopted	Remodeled City Hall front counters for better community service	Welcome two new City Councilors	Outstanding leadership in police force	Urban renewal strategic plan	Amazing staff	Great Council willing to make tough decisions
Emergency preparedness campaign	Public works complex under construction	Fleet Services Manager of the Year award	Transit national awards	Free wi-fi on all buses	Bus on shoulder service to operate on Interstate	Improving livability	Adopted Frog Pond E + S master plans		

# ENVIRONMENTAL SCAN



## CONTEXT MAP IN THE PIPELINE

**CD:**  
Planning - housing, climate, equitable communities, housing needs and analysis, TOD, town center implementation, equitable housing strategic plan, need economic needs analysis, transportation system plan

Engineering - infrastructure projects to support Coffee Creek, difficulty finding civil engineers, upcoming project completions - road expansion, trails,

Building - increased use of drones for building inspections, 50% of staff division will be retiring in next three years (need succession planning)

**Finance:**  
Budget (5-year plan and 15-year plan), wastewater and water treatment upgrade financial planning, trying to stay on top of future growth of community, use of technology

**IT:**  
Provide support internally, Microsoft 365 implementation to support hybrid and Cloud, looking for ways to enhance City fiber infrastructure, partner with Sherwood to increase fiber resiliency, cyber security threats evolving and adding additional layers of security/training, new IT strategic plan work to lay out vision/work for next 5-years

**Library:**  
Beginning to implement strategic plan, reduce barriers to service, reducing fines, focus on outreach to bring services to people who can't come to library, adding more technology to library, implementing a seed library for garden

**Public Works:**  
Water treatment expansion plant, wastewater and storm water master plan for maintenance and plans for future growth, looking for new ways to maintain infrastructure, lead service line inventory Federal mandate, community service block master plan - looking at needs and gap assessment for police and parks

**Police:**  
Community service block master plan to give guidance on future of police department

**Transit:**  
12 internal goals for the year, Boundary issue - getting Tri-Met to the table is a big step, TOD teamwork with CD, customer service center and community food bank, working on new service opportunities (Wilsonville-Clackamas Town Center, Wilsonville-New Amazon Center in Woodburn), goal to be off gas/diesel by 2028, RFP for facility expansion to add bus parking, washing/fueling, new regional website coming (grant-funded) Ride Clackamas, 21 new readers - big city technology to a small city, hope to bring first battery trolley in Oregon, off the watchlist for financial security

**Attorney:**  
Camping ordinance project complete for July 1 effective date, anticipate opioid settlement agreement with Clackamas County, pending court appeals case with Aurora Airport, new regulations re: solid waste (could be impactful for our contracted system)

## POLITICAL FACTORS

- Unfunded mandates
- Disconnect of local financial realities and State Legislature
- Hand wringing around UGB
- Chip Act
- Opportunity and risk

## ECONOMIC CLIMATE

- Staffing, inflation uncertainty
- Rising interest rates
- Supply chain issues for projects
- Pending recession - how do we prepare?
- Developer demands (plan ahead, think of '08)
- We get lumped into perceptions of Multnomah County and tax infrastructure although we are in a different place

## ORG. TRENDS

- Work plan concerns for CD/Planning
- Hiring/workforce challenges - how can we market? challenges with specific positions, collective bargaining - need to be competitive with salary + benefits

## TECHNOLOGY FACTORS

## CUSTOMER NEEDS

- Increase in homelessness
- Impact of I10
- Public safety
- Effects of tolling
- Impact of traffic on I-5 (heightened sensitivity to traffic)
- Emergency preparedness - communication between members
- Outdoor performance venue - permanent
- Adequate safe walking areas for Charbonneau
- DEI in physical environment
- Emergency water supply (south of river)
- Concern/interest in mental health - consider opportunities and support for human connection
- Childcare - six top Google searches for our zip code

## UNCERTAINTIES

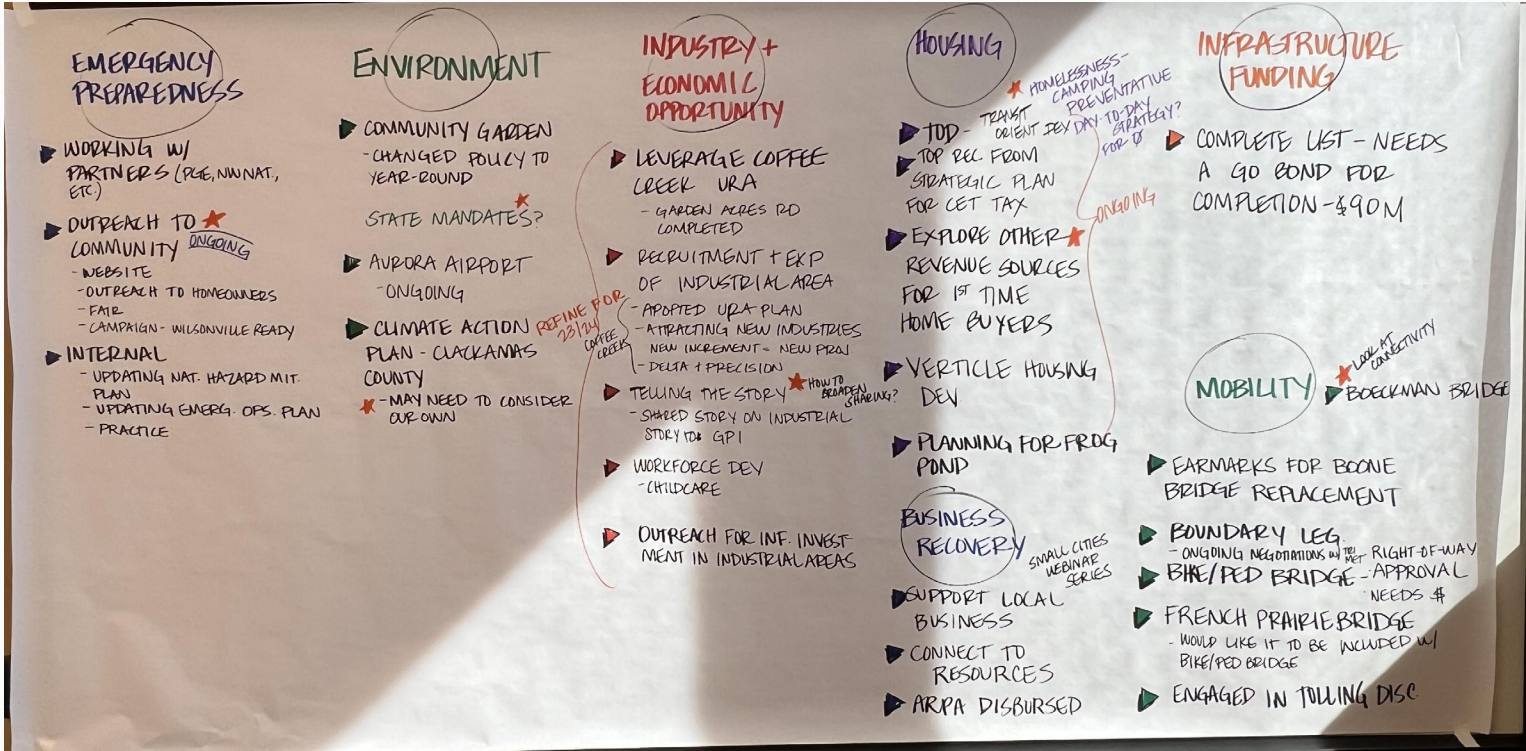
## BOARDS AND COMMISSIONS

- Parks and Recreation
- Economy
- Mental and behavioral health
- Education
- Community engagement
- Housing and development
- Transportation and mobility
- Safety

© THE GROVE



# 2021-2023 GOAL REVIEW



GOAL 6	GOAL 7	GOAL 4	GOAL 3	GOAL 5	GOAL 1	GOAL 2
<div>Emergency Preparedness</div> <div>Working with partners (PGE, etc.)</div> <div>Outreach to community<ul style="list-style-type: none"><li>Website</li><li>Outreach to homeowners</li><li>Fair</li><li>Campaign - Wilsonville Ready</li></ul></div> <div>Internal<ul style="list-style-type: none"><li>Updating natural hazard mitigation plan</li><li>Updating emergency operations plan</li></ul></div>	<div>Environment</div> <div>Community garden<ul style="list-style-type: none"><li>Policy change to year-round garden</li></ul></div> <div>State mandates?</div> <div>Aurora Airport<ul style="list-style-type: none"><li>Ongoing</li></ul></div> <div>Climate Action Plan<ul style="list-style-type: none"><li>Clackamas County</li><li>May need to consider our own</li></ul></div>	<div>Economic Development</div> <div>Leverage Coffee Creek Urban Renewal Area<ul style="list-style-type: none"><li>Garden Acres RD completed</li></ul></div> <div>Recruitment and exp of industrial areas<ul style="list-style-type: none"><li>Adopted URA plan</li><li>Attracting new industries (new increment = new projects)</li><li>Delta and Precision</li></ul></div> <div>Telling the story<ul style="list-style-type: none"><li>Shared story for industrial development + Greater Portland Index (GPI)</li></ul></div> <div>Workforce development<ul style="list-style-type: none"><li>Childcare</li></ul></div> <div>Outreach for infrastructure investment in industrial areas</div>	<div>Housing</div> <div>Top recommendation from strategic plan for CET - construction excise tax</div> <div>TOD - transit-oriented development</div> <div>Explore other funding revenue sources for first-time home buyers</div> <div>Vertical housing development zones to incentivize market-rate and affordable housing</div> <div>Planning for Frog Pond</div>	<div>Infrastructure Funding</div> <div>Complete list - needs G.O. bond for completion - \$90m</div>	<div>Mobility</div> <div>Earmarks for Boone Bridge Replacement</div> <div>Boundary legislation<ul style="list-style-type: none"><li>Ongoing negotiations with Tri-Met</li></ul></div> <div>Bike/Pedestrian Bridge<ul style="list-style-type: none"><li>Right of way</li><li>Approval</li><li>Shovel-ready</li><li>Needs funding</li></ul></div> <div>French Prairie Bridge<ul style="list-style-type: none"><li>Would like to be included with bike/ped bridge</li></ul></div> <div>Engage in tolling discussion</div> <div>Beckman Bridge<ul style="list-style-type: none"><li>Look at connectivity</li></ul></div>	<div>Business Recovery</div> <div>Support local business<ul style="list-style-type: none"><li>small cities webinar series</li></ul></div> <div>Connect to resources</div> <div>ARPA disbursed</div> <div>Could probably come off list</div>

★ = Needs refinement

# GOAL REFINEMENT

**WILSONVILLE**  
**IDEA MAPPING + GOAL REFINEMENT**

**EMERGENCY PREP + PUBLIC SAFETY**  
**OUTCOMES:**  
• SAFETY  
• CONFIDENCE OF COMMUNITY RESPONSE FOR A BIG DISASTER  
• INDIVIDUAL PREP/RESPONSIBILITY

▶ COMPLETE UPDATE OF EMERG OPS PLAN  
▶ CREATE INFRASTRUCTURE RESILIENCY PLAN, PRIORITIZE + FUND PROJECTS  
▶ INDIVIDUAL PREP - USE NEW TECH. SUSTAINED ATTENTION, CURRENT EFFORTS  
▶ POLICE FACILITY PLANNING - SHORT + LONG TERM  
▶ POLICE DEPT. STAFFING STUDY

**ENVIRONMENT**  
**OUTCOMES:**  
• BUILD COMMUNITY AWARENESS  
• BASELINE DATA ON CITY'S PRACTICES/OPERATIONS

▶ INVENTORY OF CURRENT PRACTICES + OPERATIONS  
▶ EDUCATION CAMPAIGN

**ECONOMIC DEVELOPMENT**  
**OUTCOMES:**  
• ECONOMIC OPPORTUNITY FOR ALL  
• INCREASE INVESTMENT IN INDUSTRIAL AREAS

▶ STRIKE FUND FOR HIGH POTENTIAL PROP  
▶ PRIORITIZE IMPLEMENT RECS. FROM URBAN RENEWAL STRATEGIC PLAN - FEASIBILITY MAP TO TOWN CTR  
▶ FACILITATE CONNECTIONS BETWEEN INDUSTRY + EDUCATION PARTNERS  
▶ CONVENE CONSORTIUM OF CHILDCARE PARTNERS

**HOUSING**  
**OUTCOMES:**  
• EQUITABLE HOUSING OPPORTUNITIES  
• MORE PEOPLE EXITING HOMELESSNESS THAN ENTERING

▶ PRIORITIZE + IMPLEMENT EQUITABLE HOUSING STRATEGIC PLAN  
▶ COMPLY WITH STATE + CIRCUIT COURT RULES  
▶ TRAINING INV STAFF + WORK WITH PARTNERS TO SERVE HOMELESS  
▶ FIP - CREATE INTERNAL TASK FORCE

**PARKS + FACILITIES**  
**OUTCOMES:**  
• PRIORITIZE PARK + FACILITY PROJECTS

▶ WITH A RECOMMENDED FUNDING PLAN + TIMELINE  
▶ PRIORITIZE PARK + FACILITY PROJECTS

**COMMUNICATIONS + ENGAGEMENT**  
**OUTCOMES:**  
• INCREASE STAFF CAPACITY TO SUPPORT COMMUNICATIONS + ENGAGEMENT  
• TERMINAL MARKETING - SOCIAL MEDIA  
• SUPPORT BILINGUAL OUTREACH - INCREASE YOUTH OUTREACH / SCHOOL DIST. PARTNER  
• CITIZEN + NEIGHBORHOOD ENGAGEMENT FOR COMMUNITY SAFETY

*Creative Employee Bonuses/Incentives City Hiring/2023*



## EMERGENCY PREPAREDNESS + PUBLIC SAFETY

**Outcomes:**

- Safety
- Confidence of community response for a big disaster
- Individual preparation/responsibility

Create emergency operations plan

Create infrastructure resiliency plan, re-prioritize and fund projects

Individual preparation - Use new technology, sustained attention, continue current effort

Explore new technologies, increase outreach to individuals (opt-in).

Police facility and staffing planning - short-term and long-term

Police Department staffing study

Emergency preparedness and in-person presentations	Gainify emergency preparedness to encourage community participation	Cybersecurity protocols
Develop database for neighbors to help neighbors	New police facility	Don't de-prioritize seismic upgrade of PD
Community service block - public safety facility	Proactive growth of public safety staff	Inventory and report back to Council on above-ground utilities and plan to get them under ground



## ENVIRONMENT

**Outcomes:**

- Build community awareness of City efforts
- Have baseline data about City practices and operations

Create an inventory and gap analysis of current City practices and operations (consideration of County and State direction, mandates)

Community education campaign

Develop and market climate action plan to community

Consider distinct climate action plan



## ECONOMIC DEVELOPMENT

**Outcomes:**

- Economic opportunity for all
- Increase investment in industrial areas

Develop strategy to capitalize a strike-fund for high value properties aligned with community vision

Prioritize and implement recommendations of Urban Renewal Strategic Plan (funding allocated to those)

- Feasibility analysis in town center
- Some administrative stuff to clean up

Facilitate connections between industry and education partners

Convene childcare partner consortium

- Understand barriers, challenges, opportunities
- Consider potential actions by the City

URA land aggregation	Land acquisition and disposition strategy (revolving fund)	Continue to invest in plans/projects that result in employment and ec. dev.
Marketing Coffee Creek and Town Center	Facilitate connections between industry and education partners	Childcare



## HOUSING + HOMELESSNESS

**Outcomes:**

- Equitable housing opportunities for all
- Prioritize City efforts to get to functional zero homelessness
- More people exiting homelessness than entering homelessness

Prioritize and implement the equitable housing strategic plan

Training City staff + work with partners to serve the houseless population - create internal task force

Implement City ordinance to come into compliance with State + Circuit Court Rules

Creative strategies to build affordable housing	low cost housing incentives/land acquisition strategy
Comprehensive strategy to address homelessness	Strategize to commit resources to Clark Co. coordinated housing access/ community policing/ LEAD (Gresham and Milwaukie)



## PARKS + FACILITIES

**Outcomes:**

- To be determined

Council prioritize park and facility projects with a recommended funding plan and timeline by July 30 2023

Considering equity and distribution of projects

Mobility - continue to expand bike/ ped opportunities with focus in underserved areas	Gap inventory	DEI - heritage and history signage	Resources for community outreach, bilingual
Explore funding opportunities for unfunded projects	Consider parks bond	Strategize GO bond	Children's outreach and partnerships
Finance parks and police community projects	Expand outdoor performance venues		



## COMMUNICATIONS + ENGAGEMENT

**Outcomes:**

- To be determined

Increase capacity to support communications + engagement

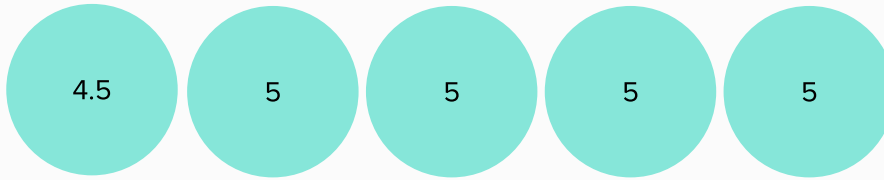
- Marketing (website)
- Social media
- Bilingual outreach
- Increase youth outreach/School District Partner

Citizen + neighborhood engagement for community safety



## REFLECTIONS + PARKING LOT

### HOW DOES COUNCIL FEEL ABOUT THESE GOALS SO FAR?



### TEAM REFLECTIONS ON THE DAY



### PARKING LOT



Council direction to check if Council goals align with values and vision for environment

Emerald ash boar - urban forestry resiliency

Explore/Test various funding mechanisms (GO bond scenarios, etc.) and determine whether or not to submit measure (public outreach, polling, etc.)

Creative employee benefits incentives to attract City staff

City already offers voucher for gym, flex spending for childcare

Could have Jeanna present to Council information on current efforts and things they're looking at for the future



## Wilsonville 2021-2023 Council Goals

Council Goal	Outcomes	Strategies	Team Refinement Notes	Sponsor	Project Lead	Timeline
Improve the City's Emergency Preparedness + Public Safety	<ul style="list-style-type: none"> <li>Increased safety</li> <li>Improved confidence for readiness in the event of a significant disaster</li> <li>Increased individual preparedness and responsibility</li> </ul>	Develop an emergency operations plan				
		Develop an infrastructure resiliency plan and reprioritize and fund recommended projects				
		Expand support for individual emergency preparedness through increased outreach and the exploration of new technologies to engage and connect people in emergencies				
		Conduct short-term and long-term planning for a police facility aligned with community growth and needs				
Protect and preserve Wilsonville's environment	<ul style="list-style-type: none"> <li>Build community awareness of City efforts</li> <li>Develop baseline data about City climate friendly practices and efforts</li> </ul>	Complete a police department staffing study				
		Develop a climate inventory and gap analysis of city practices and operations				
		Conduct a community education campaign to build awareness of climate friendly practices	Consider the County direction and state mandates			
Attract high-quality industry and support economic opportunity for all in Wilsonville	<ul style="list-style-type: none"> <li>Economic opportunity for all</li> <li>Increase investment in industrial areas</li> </ul>	Develop a strike fund to pursue development opportunities for high value properties aligned with the City's economic development goals				
		Prioritize and implement recommendations of the Urban Renewal Strategic Plan				
		Facilitate connections between industry and education partners				
		Convene a childcare partner consortium to understand the barriers, challenges, and opportunities for increasing childcare opportunities in Wilsonville. Consider the City's role and potential actions for supporting the outcomes.				
Increase housing opportunities for all and reach functional zero homelessness	<ul style="list-style-type: none"> <li>Equitable housing opportunities for all</li> <li>Prioritize City efforts to reach functional zero homelessness</li> <li>More people exiting homelessness than entering homelessness</li> </ul>	Prioritize and implement the equitable housing strategic plan				
		Train city staff and work with partners to better serve the houseless population through the creation of an internal task force				
		Adopt ordinances to bring the city into compliance with state and circuit court rules				
Parks + Facilities	<ul style="list-style-type: none"> <li>TBD</li> </ul>	Review and prioritize park and facility projects and recommend a funding plan and timeline	By July 30, 2023			
Communications + Engagement	<ul style="list-style-type: none"> <li>Increase the City's reach through diverse engagement tools</li> <li>Foster a safer and more connected community</li> </ul>	Increase capacity to support communications and engagement through tools including marketing, social media, bilingual outreach, youth outreach/partnerships, and others				
		Conduct increased citizen and neighborhood engagement for community safety				