

**CITY OF WILSONVILLE**  
**CITY COUNCIL RETREAT AND GOAL SETTING**  
**APRIL 19 AND 20, 2019**

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The City Council Retreat and Goal Setting for the Wilsonville City Council was held at the Wilsonville Water Treatment Plant beginning at 5:00 p.m. on Friday, April 19, 2019 and to be continued to Saturday, April 20, 2019 at 9:00 a.m.

**APRIL 19, 2019**

The City Council Retreat and Goal Setting began at 5:18 p.m.

The first day of the City Council Retreat and Goal Setting focused on the Council's relationship in governing together therefore; the session was not open to the public.

**April 19, 2019 Attendee List**

Facilitator:

Julia Novak, the Novak Consulting Group

The following City Council members were present:

Mayor Knapp  
Council President Akervall  
Councilor Stevens  
Councilor Lehan  
Councilor West

Staff present included:

Bryan Cosgrove, City Manager  
Jeanna Troha, Assistant City Manager  
Barbara Jacobson, City Attorney  
Kimberly Veliz, City Recorder

The facilitator reviewed the agenda and norms then turned to the group for introductions and expectations.

**Introductions**

Welcome and introductions  
Agenda review

**Agenda**

Norms for the Retreat included the below:

- Listen with respect
  - Let others finish before you start talking
  - Be attentive to the speaker
  - Disagree agreeably

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- Be
  - **BOLD**
  - positive and realistic
  - candid and honest
  - patient and self-aware
  - engaged and fully present
- Strive for consensus
  - Look for opportunities to agree
  - Remember the power of “if” and “and”
- Have fun!

The outcome for this agenda item is to create a safe environment for an honest exchange of ideas.

**Expectations**

Each person was invited to introduce himself or herself and share their expectations for the retreat.

The Facilitator expected the following of Council:

- Our prior goals were ambitions; we have gotten a lot done – let us identify new goals.
- Receive one another’s ideas with good intentions.
- Looking for consensus from our diverse perspectives; learning.
- Winning!
- Open, honest dialogue; Council Vision for the future and how staff can help!
- Complexity – Wilsonville’s place in the region; find our way forward as a Council.
- Honest dialogue between the Council and how staff can serve you better; clear goals to implement.
- Review prior goals – Where are we? How do we build on these and add new things?
- We had great consensus in prior years – want that again!

**"Why I serve..."**

Council was given an opportunity to share their reflections on governing and serving the City of Wilsonville.

The outcome for this agenda item is for Council to develop an understanding of the various perspectives of individual members of the governing body.

Each member of the City Council was invited to share a reflection on why they run for office and choose to serve their community as a member of this governing body. The following was shared:

**Mayor Knapp** – born in Maine; have lived in nine different cities in my lifetime, mostly small towns; somehow, something of those different experiences soaked in and made me think about what are the qualities that make a place a better place to live; came to Wilsonville in 1986, for many of the same reasons people still come here today; feel vested in the future of the community and want it to be as positive as possible; want to participate in the decisions and direction.

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**Councilor Lehan** – deep roots here; feel like I have always been here and still live in the family home but have also lived in seven different cities up and down the West Coast – Pasadena, Seattle, Lake Oswego, Tigard, etc.; I-5 is my road! Never lived more than 20 minutes from I-5 and have never been away from I-5 for more than three weeks in my life! I have that perspective. I left, I came back, and I know why I came back. Have been impressed with Wilsonville since I permanently returned in 1989 and have been impressed compared to all these other places with how Wilsonville is and wanted to be a part of that. My mother was part of incorporating the City in the late 1960s and was on the first budget committee. A lot of depth and connection to the original founders of this City, people who made sure we had a strong sign code. For a bunch of farmers who were incorporating the City, they did an excellent job putting things in place to make it a successful city. I am committed to it continuing to grow – a city is never done. It is always growing and always changing, and it is important work.

**Councilor Stevens** – grew up in a suburb of Milwaukee with a big factory in the middle of town; that factory used to run three shifts; now, it runs one shift, and the area has not thrived. It does not have flowers and greenery along the street. There is no beautiful streetscape. My parents were engaged in raising my six siblings and me, so I learned about that when we came to Oregon. Became the director of a large homeowners association in Wilsonville (Charbonneau), a mini city with amenities to care for, etc. and had gotten to know many City staff from this experience. I was always impressed with the City staff – with their competence, how easy it was to work with them, etc., and everyone was great. Therefore, I experienced the City operationally vs. policy and give credit to others who are brave enough to join the Council while raising kids. Waited ‘til my kids were grown. I wanted to get involved and started attending meetings, etc.; was worried about engaging when I had this job but made it work. Some people run to fix a problem. For me, I ran because this was a great City, and I wanted to keep it that way! I ran, ran again, and it has been a great experience. It was more fulfilling than I thought! The learning curve is difficult! You walk in, and so much is going on.

**Council President Akervall** – grew up in Newberg, Oregon – different environment; lived on the Southside of Chicago; lived in Salem, Tualatin, and Stockholm, Sweden. Love to travel, love to absorb new experiences, and part of that is what brought me to the City Council. When Odessa was almost two, she climbed out of the crib, and there was a dawning that people will move outside the boundaries that you have set for them, so the scope needed to be bigger! Work full time, parent, spouse – it takes time, but it is important to be engaged outside of the immediate environment. Therefore, I am trying to live that. We have all talked about how “where we are from” shaped us, and I know that where my daughter is from will shape her in the future. Everyone deserves a great community – your zip code will affect your life outcome. I appreciate the professionalism of the team. I like the feeling of doing something well. I like being part of that and contributing to a professional team. I like to learn. Travel a lot. The Council gives you so many opportunities to learn about things you would never have delved into otherwise. Therefore, this affects how I digest the world – go on vacation and now take pictures of recycling containers. Fascinating! It makes my life richer. I also believe in service. The motto of Willamette University was “not unto ourselves alone are we born...”, and this was instilled in me. I recognize that today, I am experiencing the rewards of other people’s work and I have a responsibility to continue that.

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**Councilor West** – Have not lived many places – grew up in North Portland in family home in a neighborhood that was not always considered nice. Wilsonville is the furthest I have lived from Portland – share the proximity of I-5 as part of my existence. Grew up in a blue-collar family. We learned growing up that there is dignity in a good day's work no matter, what your role is. Grew up knowing America is special – our history, what we have struggled through; have a strong thirst for knowledge of our history and being engaged civically and want to make a difference. Was launched to spotlight with the issue of marriage equality; adopted a child from the Oregon foster care system, and he is now thriving in this community. Moved to Wilsonville with a group of friends, and the City has become a key to our family success. Our child is now thriving in the Wilsonville schools. We have dear friends, neighbors, Fourth of July and National Night Out - it is the place to be! It is idyllic. Never experienced that until I moved to Villebois. Made a career shift as well to become a nurse and I know every day I am making an impact. That is why I want to be involved in public service. Proud to be part of this group and know we have diverse perspectives. Majority of the time, I feel like we are learning and I hope I can be collaborative and continue to work with people in the future. When I travel and come home, I get a great sense of pride when I return. We affect the lives of 25,000+ people. Excited to grow and to serve with each of you. Lots of learning in this first six to twelve months. Looking forward to that. We have great staff.

Council drafted the below list for why they ran and/or serve:

- Care
- History
- Community
- Recognition the City is and always will change
- Continuity of vision – importance of that
- Dedication
- Appreciation for Quality of Staff

### **Governing Together**

Council was asked to share their responses to a series of questions about governing together:

Question: What does good governance look like to you?

Answers:

- Being effective without being intrusive
- Respectful through investigation
- Thoughtful construction
- Remember who you represent
- Vote and as a unit
- Leading not too far ahead but not waiting to see where people are
- Represent even those who are not born constituents are those who vote
- Keep an open mind – find balance take in all the information be willing to have your mind changed
- Thinking about the entire community now and in the future

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Question: What values are important to you in governing?

Answers:

- Stewardship of resources – make ethical decisions
- Empath
- Vision of the future
- Faith – believe – take a risk
- Protection of our heritage and our natural resources the environments – with in our community and around us
- Community – aware of the needs of people of all stages of life – what their needs are
- Inclusivity
- Economic stability and growth (planning)
- Commitment to vision - courage

Question: What is important to remember when you are on the prevailing side of a vote, and when you are not?

Answers:

- It is never done – issues will evolve – there will be other decisions – always need for more “farmland protection”.
- Move on as a unit focus energy on moving on.
- Once the vote is taken – do not undermine, do not create dissention – do not pick it apart.
- Remember your base and be willing to make decisions for the greater good.

Question: What do you hope this governing body will be known for?

- Fix the traffic problem
- Vision
- Consistency
- Responsibility
- Sustainability
- Thoughtful and mindful
- If people love the City and do not know who we are, we have done well.

**Governing Body Roles and Effectiveness**

The Facilitator introduced six roles that she and Dr. John Nalbandian have identified that the Council must fulfill as a governing body and how that contributes and/or detracts to the group’s effectiveness.

The outcome for the agenda item is to identify strategies to raise awareness and improve governance.

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<b>Governance Roles</b>	<b>Role Description</b>
<b>Strategic/Vision – Big Picture Thinker</b>	<ul style="list-style-type: none"> <li>• Focus here is on decisions that can have significant impact on the city. Can be long term or short term.</li> <li>• Often focus is on the future and what might make a significant difference.</li> <li>• Seeing possible connections and relationships.</li> <li>• Thinks beyond present data and constraints.</li> </ul>
<b>Trustee – Steward</b>	<ul style="list-style-type: none"> <li>• While listening and respecting constituent views, the trustee feels responsible to the city as a whole and to future residents.</li> <li>• The trustee will make uncomfortable decisions that may run counter to constituent wishes because the decision is in the greater good.</li> </ul>
<b>Representative – Constituent Advocate</b>	<ul style="list-style-type: none"> <li>• In this role, the council member acts as a “customer service representative.”</li> <li>• The council member is a conduit between citizens and city services.</li> <li>• Often, citizens see this council member as most responsive to their individual concerns.</li> </ul>
<b>Community Builder – Bringing People Together</b>	<ul style="list-style-type: none"> <li>• In the community builder role, the council member focuses on relationships and consensus building.</li> <li>• The community builder fosters relationships and is able to work through differences.</li> <li>• Community is not just a casual word to the council member who gravitates to this role.</li> </ul>
<b>Decision-Maker</b>	<ul style="list-style-type: none"> <li>• The decision maker sees his/her role much like a judge.</li> <li>• Information is presented, and the decision maker votes it up or down.</li> <li>• This is not an easy role, but often it is a fairly passive role in contrast to that of the community builder.</li> </ul>
<b>Oversight</b>	<ul style="list-style-type: none"> <li>• In this role, the council member retains a measure of distance from the staff.</li> <li>• The focus is on accountability of staff to the council.</li> </ul>

Below displays each Council members list of governance roles in order of importance:

**Mayor Knapp**

1. Community Building
2. Strategic Vision
3. Trustee – Steward
4. Constituent Advocate
5. Decision Maker
6. Oversight

**Council President Akervall:**

1. Community Building
2. Trustee – Steward
3. Strategic Vision
4. Decision Maker
5. Constituent Advocate
6. Oversight

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**Councilor Stevens**

1. Strategic Vision
2. Trustee – Steward
3. Community Builder
4. Constituent Advocate
5. Decision Maker
6. Oversight

**Councilor Lehan**

1. Trustee – Steward
2. Strategic Vision
3. Decision Maker
4. Community Builder
5. Constituents Advocate
6. Oversight

**Councilor West**

1. Constituent Advocate
2. Trustee – Steward
3. Community Builder
4. Decision Maker
5. Strategic Vision
6. Oversight

**Council Overall**

1. Trustee – Steward
2. Strategic Vision
3. Community Builder
4. Constituent Advocate
5. Decision Maker
6. Oversight

**Focus for Effectiveness**

1. Strategic Vision
2. Trustee – Steward
3. Community Builder
4. Constituent Advocate
5. Decision Maker
6. Oversight

**The Ideal Member of the Governing Body**

Council considered how different groups might describe an “ideal” member of the governing body. Council was asked to reflect on and identify what others might be looking for in a member of Council. They considered three perspectives: the public, the staff, and their Council colleagues.

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The outcome for the agenda item is to gain empathy for the perspective of various constituencies as the individuals fulfill their roles as Councilors.

Council came up with the below lists for each category:

**Public**

- Good communication about what is going on
- Be engaged
- Stable, consistent
- Ethical
- Honest
- Approachable
- Responsive
- Listen
- Polite
- Transparency
- Action
- Empathy
- Advocacy
- Thoughtful
- Protect the City we love

**Staff**

- Polite
- Open to ideas
- Listen
- Innovation
- No infighting
- Clear direction
- Informed
- Read the packet
- Realistic
- Vision
- Stable/Consistent
- Ask questions in advance of the meeting if possible
- No surprises

**Council Colleagues**

- Open minded
- Visionary
- Leadership
- Cooperative
- Thoughtful
- Thoughtful decisions



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- Polite
- Shared Goals
- Respect
- Ask for clarification when needed
- Kindness
- Hear all members
- Exchange of ideas
- Put in the work
- Read the packet
- Be respectful
- Respectful, thoughtful discussion
- Be courageous
- Vote your heart
- Collaborate
- Respectful listening
- Council Responses

It was noted that “listening” and “respect” were in all three areas.

#### **Meeting Matters**

Council discussed how meetings are currently working and explored ideas to improve the experience of governing together.

Council noted the importance of protecting the Wilsonville brand on the dais and making positive connections between their statements, their votes, and the role of the City. They also discussed Council protocols for representing the City in intergovernmental relations as well as the importance of clarifying when they are and are not “officially” representing the City when interacting with other elected officials.

The intended outcome is for all to have a better understanding of how people experience governing together during regular meetings.

#### **Parting Thoughts**

- Constructive conversation – do not want people to feel beat up, but this will help us be more effective.
- Like finding the commonalities – we have more that is similar than is not! Look forward to tomorrow; look forward to working with you to make Wilsonville better; we do have many commonalities.
- Fabulous folks who work hard for the City.
- Appreciate the honesty tonight – shared a lot – appreciate it; thanks for your service.
- Not an easy conversation to have – we have differing viewpoints; ultimately, we are all looking out for the community and need to be willing to hear each other about what that means in how we go about it. Worked very hard for years on external relations; it is hard. Need to work together in a positive and collaborative way.

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- There is no growth in the comfort zone; you have to be willing to have those and hope you all heard each other – there is very little that separates you in terms of shared values and vision. Have a little fun along the way.
- Surprised about the Governance Roles alignment – I think it is a group that has good potential to be a good working group. No one has to be on the outside – do not put yourself there. We are all welcome at the table.

**Adjourn**

The City Council Retreat and Goal Setting evening session adjourned at 9:06 p.m. To be continued to Saturday, April 20, 2019 at 9:00 a.m. at the Willamette River Water Treatment Plant.

**APRIL 20, 2019**

Day 2 of the City Council Retreat and Council Goal Setting training of the Wilsonville City Council was held at the Wilsonville Water Treatment Plant beginning at 9:00 a.m. on Saturday, April 20, 2019.

The City Council Retreat and Goal Setting began at 9:05 a.m.

**April 20, 2019 Attendee List**

Facilitator:

Julia Novak, the Novak Consulting Group

The following City Council members were present:

Mayor Knapp

Council President Akervall

Councilor Stevens

Councilor Lehan – Arrived at 10:20 a.m.

Councilor West

Staff present included:

Bryan Cosgrove, City Manager

Jeanna Troha, Assistant City Manager

Barbara Jacobson, City Attorney – Arrived at 9:14 a.m.

Kimberly Veliz, City Recorder

Pat Duke, Library Director

Mike McCarty, Parks and Recreation Director

Zoe Monahan, Assistant to the City Manager

Patty Nelson, City Engineer

Andy Stone, IT Manager

Chris Neamtzu, Community Development Director

Dwight Brashear, Transit Director

Cathy Rodocker, Finance Director

Delora Kerber, Public Works Director

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The City's Department Directors joined Council, City Manager, Assistant City Manager, City Attorney, and City Recorder for the second day. The Facilitator reviewed the agenda, noting today was about reaching consensus on the Council's goals for the next two years.

**Expectations and Reflections**

Council and staff were asked to introduce themselves and share either a reflection from the April 19 session or an expectation they have for the current day.

Council created the following list and staff present:

- Impressed with the conversation.
- Clear goals for staff.
- Goals that are clear and challenge the staff to reach beyond!
- Clarify goals vs. "watch" list.
- Staff engagement – do not hold back!
- Hearing and understanding the goals and getting to know the City Council.
- Love challenges – work together to ensure we have the resources to achieve the goals.
- Hear Council talk about goals – understand that what we are doing is creating a community.
- Enjoyed last night – good to see the alignment on Governance Roles; conversation about protocols was difficult and appreciate doing that to help the group work together even better.
- Collaboration – kind honesty
- Worried my goals may be too BOLD but am all in for the Council's goals!
- Reflect on past success – be brave enough to take on the new journey.
- Learned that everyone here loves Wilsonville!
- Boldly go where no small city has gone before.
- Feedback – how to get where we want to go; beyond Parks and Recreation, hoping to implement the Master Plan.
- Listen to the conversation – context; how can we achieve the goals?
- How can Finance partner to achieve all the goals?

**Goals and Progress**

City Manager Cosgrove reviewed the prior work plan and provided an update to Council. Many goals were accomplished, and several items will carry over to this 2019-2021 work plan. After the review, Council commented on how much the City did accomplish and expressed appreciation for staff's efforts. Department Directors then shared with Council the insights on potential priorities for Council's to consideration as they establish goals for 2019-2021.

**Goals and Priorities**

Council identified goals and priorities they want to focus on using the below Key Performance Areas:

- Organizational Excellence and Continuous Improvement
- Stewardship of the Environment and Natural Resources
- Effective Governance and Regional Influence
- Safe, Livable, and Engaged Community

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- Thoughtful, Inclusive Built Environment
- Strategic Economic Development and Community Prosperity
- Arts Culture and Community Amenities
- Expand and Maintain High Quality Infrastructure

After identifying several potential initiatives, Council determined priorities for 2019-2021. Carryover priorities were identified and several administrative directives were captured in the category of “Excellence and Continuous Improvement.”

Key Performance Area	Council Priorities
<p><b>Organizational Excellence and Continuous Improvement</b>  <i>(These are Administrative Directives or Implementation Initiatives and did not require prioritization.)</i></p>	<ul style="list-style-type: none"> <li>• Complete Kinder-Morgan safety enhancements</li> <li>• Complete the preliminary work necessary to begin soliciting bids on Phase 1 of the Boone Ferry/Brown Farm Road project</li> <li>• Implement the Town Center Master Plan</li> <li>• Implement the Wayfinding Program</li> <li>• Implement the Street Tree Replacement Program</li> <li>• <b>Policy directives:</b> <ul style="list-style-type: none"> <li>○ Promote farm and forest land protection</li> <li>○ Strive to make new City buildings LEED certified</li> <li>○ Encourage civic involvement of youth</li> <li>○ Encourage Clean Industry</li> <li>○ Engage the community on important issues (Town Halls, etc.)</li> </ul> </li> <li>• <b>Capital Projects:</b> <ul style="list-style-type: none"> <li>○ Build Garden Acres Road</li> <li>○ Build Old Town Escape</li> </ul> </li> </ul>
<p><b>Stewardship of the Environment and Natural Resources</b></p>	<p><b>Council Goal:</b></p> <ul style="list-style-type: none"> <li>• Reduce, monitor, and report on the use of toxins by the City of Wilsonville</li> </ul>
<p><b>Effective Governance and Regional Influence</b></p>	<p><b>Council Goals:</b></p> <ul style="list-style-type: none"> <li>• Advocate for expanded travel choices in the I-5/WES Corridor</li> <li>• Advocate for building Boone Bridge Facility Plan on I-5</li> <li>• Develop a process, timeline and recommendation for Council compensation</li> </ul>
<p><b>Safe, Livable, and Engaged Community</b></p>	<p><b>Carryover Council Goal:</b></p> <ul style="list-style-type: none"> <li>• Complete the equitable housing study and develop affordable housing strategies</li> </ul>

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**Thoughtful, Inclusive Built Environment**

**Council Goals:**

- Research and explore new residential codes to accommodate electric vehicle charging
- Evaluate parking strategies and policies to reduce conflict
- Initiate dialogue with property owners at Arrowhead Creek to develop a long-term land use and development strategy
- Develop funding strategies and a plan to construct the French Prairie Bridge

**Key Performance Area**

**Council Priorities**

**Strategic Economic**

**Council Goal:**

**Development and Community Prosperity**

- Create a Basalt Creek Master Plan

**Arts Culture and Community Amenities**

**Carryover Goals:**

- Install interpretive signage for the Beauty and the Bridge and on mosaic architectural features; inventory all public art with interpretive recognition
- Explore the establishment of an Arts and Culture Commission based on the results of the Arts and Culture Commission Study and develop a strategy to reinstitute the Sculpture program

**Council Goals:**

- Explore options for adding additional resources to elevate the city's efforts around arts and culture, including the possibility of adding staffing
- Build a safe kayak entry to the river
- Site and fund a new community garden and continue efforts to promote more bee friendly habitat

**Expand and Maintain High Quality Infrastructure**

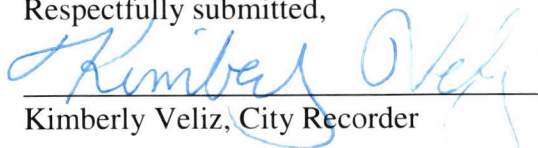
**Council Goals:**

- Complete conceptual design and funding plan for a new, consolidated Public Works Facility
- Obtain boundary adjustment for SMART to align with the City limits
- Develop strategies for building the I-5 Bike/Pedestrian Bridge to Town Center

**Adjourn**

The City Council Retreat and Goal Setting adjourned at 2:58 p.m.

Respectfully submitted,



Kimberly Veliz, City Recorder