

**Yellow** = language unique to Task 3 findings

**Green** = language unique to Task 4 findings

## **Statewide Planning Goal 1 Findings**

**Goal 1, Citizen Involvement. To develop a citizen involvement program that insures the opportunity for citizens to be involved in all phases of the planning process.**

Goal 1 applies to all legislative land use decisions. Administrative rules under Goal 1 further require cities to:

- Designate a committee for citizen involvement;
- Provide for widespread citizen involvement with an opportunity for citizens to be involved in all phases of the planning process (developing, evaluating, and amending plans; and in the development, adoption, and application of legislation to carry out the plan - the subject of Periodic Review Task5);
- Adopt and publicize a program for citizen involvement that is appropriate to the scale of Portland's *Comprehensive Plan* update;
- Provide the opportunity for the public to be involved in data collection.
- To assure that technical information is available in an understandable form
- Assure effective two-way communication with citizens, including feedback mechanisms;
- Assure a sufficient level of funding and human resources are allocated to the citizen involvement program to make citizen involvement an integral part of the planning process.

These requirements apply to both the development of the plan, and to the ongoing involvement program that will be adopted by the plan.

### **Community Involvement Committee and Program**

Goal 1 allows the City Council three choices: it may appoint itself as the committee for citizen involvement, it may appoint the Planning and Sustainability Commission (PSC) as the committee, or it may appoint a committee separate from the Council or Commission. The City Council, exercising the third option, appointed a CIC. The appointment of the CIC is Periodic Review Task I, Subtask A, was approved by DLCD Order 001792 on August 5, 2010, and has been completed.

The City Council, on the recommendation of the CIC and the PSC, adopted Ordinance 184047, which adopted a Community Involvement Program for Portland's periodic review. This program is Periodic Review Task, 1 Subtask B, was approved by DLCD Order 001798 on January 5, 2011, and has been completed.

Public engagement throughout the planning process was overseen by an appointed **Community Involvement Committee (CIC)**. The CIC has met quarterly from 2009 to the present. During that time they produced or reviewed ten different progress/evaluation reports, with detailed meeting and activity logs. Those reports were referenced with the impact statement filed with the present ordinance. They cataloged extensive outreach beyond the traditional mechanisms

Under Task I, Subtask C, of Portland's periodic review work program, the CIC has a continuing obligation to monitor and evaluate how the Community Involvement Program is being carried out. The program also provides the CIC opportunities to report its findings to City Council before a periodic review task is adopted by ordinance and submitted for state approval. The Task II report from the CIC was approved by LCDC Order 001850 on May 23, 2014. On July 28, 2015, the CIC presented a report to the PSC describing community outreach that occurred during development of the proposed comprehensive plan, and the related supporting documents. The PSC accepted that report. **This ordinance submits a Community Involvement Report for Periodic Review Tasks III and IV (CIC Report - Exhibit B), which describes completed community involvement activities in detail, and demonstrates that the requirements of Goal 1 and Periodic Review Task I, Subtask C, have been met.** The Community Involvement Report for Periodic Review Tasks III and IV (CIC Report) was accepted by City Council with the adoption of a companion ordinance that was considered and adopted on the same date as this ordinance.

### **Summary of Community Involvement**

Over a nine-year period from 2007-2016, tens of thousands of Portlanders were involved in development of the 2035 Comprehensive Plan. The process provided for widespread citizen involvement with an opportunity for citizens to be involved in all phases of the planning process. Appendix A of the CIC report describes and measures how the principles of the Community Involvement Program were carried out by various outreach activities. Appendix C contains a 38-page list of outreach activities. Appendix D contains a two-page list of PSC hearings, briefings and work sessions, and Appendix E contains a three-page list of meetings of the various advisory committees. In addition to the activities described below, and in the CIC report, the City also provided notices of public hearings before the PSC and City Council pursuant to the legislative procedures contained in Chapter 33.740 of the City Code. Chapter 33.740 requires public notices, issuance of reports, commission review, and hearings.

Community involvement activities included:

- Over **8,000 individual comments**, both oral and written, have been received by the PSC and City Council throughout the public hearing process.
- The City provided **notices of public hearings** before the PSC and City Council pursuant to the legislative procedures contained in Chapter 33.740 of the City Code. That chapter requires mailed and published public notices in advance of hearings, issuance of reports, commission review, and hearings. A help line (call center) with language translation was staffed during the notification period to answer questions. Open houses and staff office hours were scheduled at several stages of the plan development, prior to the PSC hearings. Additional information was also mailed to every Portland household via the City's Curbsider newsletter. Hearings were advertised in community newspapers.
- In late 2015 and early 2016 **City Council** held 7 hearings on the 2035 Comprehensive Plan. Public notice of the Council hearings was mailed on October 13, 2015. On that same day the City also mailed 28,000 notices as required by ORS 227.186 (known as Measure 56 notices) to potentially affected property owners. Three hearings occurred in late 2015 (November 19, December 3, and December 10). In response to several requests for more time, Council

scheduled an additional hearing (January 13), and continued accepting written comments until January 15, 2016, In February and March 2016 Council discussed the testimony they heard, in several work sessions, which were open to the public. On March 18, 2016 a compilation of possible Council amendments was published for public feedback. Additional property owner notices were also mailed at that time, to those impacted by the amendments being considered. Council held additional hearings to receive feedback on potential amendments on April 14, 20 and 27. Written comments were accepted until April 28, 2016. Council received over 4,000 comments on the PSC recommendation, and the subsequent Council amendments.

- The **Planning and Sustainability Commission (PSC)** held five public hearings on the plan in 2014/15, plus two additional hearings to consider the EOA and Scenario Reports. They debated amendments to the staff proposal over a 6 month period, in 13 different work sessions each 3-4 hours long. The work sessions were advertised and open to the public. The PSC extended the public comment period three months, at the request of neighborhood associations. In total the PSC accepted comments over a 9 month period.
  - In July 2014 a **Proposed Draft of the Comprehensive Plan**, including the Citywide Systems Plan and List of Significant Projects was published. Public notices, including Measure 56 property owner notices, were mailed on August 18, 2014. The PSC held public hearings on September 23, October 14, October 28, and November 4, 2014. An additional hearing on transportation policy and projects occurred on February 24, 2015. The PSC received over 4,000 individual comments, including many comments about the CSP and associated capital projects on the List of Significant Projects. On July 14, 2015, the PSC voted to accept the staff-proposed plan with a variety of amendments.
  - On March 23, 2015, a revised **Economic Opportunities Report** and corresponding employment inventory and capacity estimates were published. Public notices were also mailed that day. On April 28, 2015, the PSC held a public hearing on the EOA Report and updated employment inventory and capacity estimates. On July 14, 2015, the PSC voted to accept the staff-proposed report with minor changes.
  - On May 18, 2015, a **Growth Scenario Report** and corresponding residential land inventory and capacity estimate were published. Public notices were also mailed that day. On June 23, 2015, the PSC held a public hearing on the Growth Scenario Report and residential land inventory and capacity estimate, and voted to accept the staff-proposed report. This report included summaries of data used to examine the different land use choices considered. This report was designed to document choices made, and provide a means to make data understandable to a general audience. More detailed data was provided to groups and individuals at various points along the process<sup>1</sup>.

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<sup>1</sup> On several occasions during the analysis process individuals requested growth forecast and transportation modelling datasets that did not yet exist, or requested datasets during a period when an update of that data was pending. While Goal 1 encourages data sharing, and involvement of the public in data collection and analysis, the goal does not require sharing of data that does not yet exist, or

- Prior to the PSC, draft policies were written in collaboration with community volunteers – in **eight advisory committees called Policy Expert Groups (PEGS)**. Over 150 people participated in these committees, which met for about 12 months in 2012/13. These committees also helped staff identify data sources that they may not otherwise have been aware of (for example, data about economic and social inequities).
- The background reports and technical assessments were developed in collaboration with community volunteers as part of the Portland Plan, which was guided by a **65-person advisory group** in 2010/11. Summaries were prepared to make these reports more accessible to the general public.
- The overall policy direction for the plan was also set by the **Portland Plan**. It was deeply influenced by extensive involvement of agency partners, like Portland Public Schools, Trimet, Portland Community College, and Multnomah County Health Department.
- Over 13,000 adults and youth completed **surveys** about what was important to them, which gave policy direction to the plan – establishing the focus on equity, education, health, and prosperity.
- Over 400 people participated in workshops held at 35 **community fairs** in 2011.
- BPS staff **provided information and answered questions at over 1,350 meetings** hosted by a wide variety of civic organizations and interest groups. Meetings occurred during the data collection phase, while background reports were being written to satisfy Periodic Review Task 2 (2009-11), and during policy development, alternatives analysis and mapping phases to satisfy Periodic Review Task 3 and 4 (2009-15). This included “hosted presentations”, staffing tables at community events, and other community work sessions. Those events involved direct interaction with over 20,000 people. Over half of these meetings were with neighborhood association boards of land use committees. The meetings are logged in the CIC report, and in reports filed with previously adopted ordinances that document completion of earlier periodic review work tasks.
- Over the course of the entire process, there was an emphasis on **outreach to under-represented communities**, and the organizations that represent them. This includes organizations like IRCO, Latino Network, Community Alliance of Tenants, Age Friendly City Advisory Council, Urban League, EPAP, etc. This direct outreach involved direct interaction with over 1,000 people. Many of these meetings focused on capacity building – educating and training citizens about the land use process. Youth engagement also occurred through various schools during the development of the background reports.
- At each stage of the process basic materials were **translated into multiple languages**, and distributed to appropriate organizations. On several occasions BPS hosted **Spanish language work sessions**.

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publication of incomplete or undocumented data while modeling or quality control review is still underway. Once both of these steps are completed, the City made the data available.

- The **online Map App** was designed to expand participation and involve groups that are not typically active in land use decisions. In particular, the App was designed to work on a mobile phone platform. In 2015, mobile phones are more widely available than televisions, computers or newspapers – especially among youth and immigrant communities. A teen of color is far more likely to use a mobile phone than attend a neighborhood association meeting. The online Map App and email testimony systems were set up to acknowledge receipt of comments and provide information about next steps. Project updates were also provided via social media, website, and online informational videos.

### **Impact of Community Involvement**

The robust community involvement described above had an impact on the plan. The PSC and Council record documents numerous amendments that originated with community suggestions – many from the neighborhood associations.

- **Anti-displacement policies.** Testimony from a coalition of housing-related organizations led to significant changes in the housing policies (Chapter 5).
- **Middle housing.** Testimony from several neighborhood associations and housing organizations caused Council to consider greater emphasis on smaller (or “middle”) scale infill development.
- **Economic policy.** Testimony from neighborhoods and environmental organizations caused the City to take a different path on land use designations for West Hayden Island (Chapter 6 and the land use map).
- **Nonconforming uses.** Testimony from many commercial property owners and neighbors informed how small businesses in residential zones were depicted on the plan map (Chapter 6 and the land use map).
- **People and freight movement.** Testimony from a variety of transportation stakeholders had a direct impact on the wording of transportation policies. (Chapter 9 – particularly Policies 9.6 and 9.7).
- **Property-specific map changes.** Hundreds of individual property owners and neighbors provided information about specific sites that helped decision-makers refine the land use map.
- **Historic preservation.** Testimony from historic preservation organizations and neighborhoods caused the City Council to consider stronger policy wording.
- **Transportation projects.** Testimony from East Portland and Southwest Portland neighborhoods helped decision-makers refine the project list, adding more emphasis on sidewalk improvements and transit access. Some projects were also re-scoped based on local feedback.

### **Ongoing Community Involvement Program**

Goal 1 also requires a local advisory committee to assist with the development of an ongoing program that promotes and enhances involvement in land-use planning, assist in the

implementation of the involvement program, and assist in evaluating the process being used for involvement. Local programs should enhance involvement at all phases of a project, including at the data collection stage, project scoping, the plan adoption process, and during adoption of implementation measures. Programs should ensure people can communicate and give input to decision makers and provide a mechanism for people to find out what happened to their comments. Finally, programs should make technical information available in an understandable form

The recommended new Community Involvement program and policies are consistent with Goal 1, for the following reasons:

A policy directs the creation of an ongoing CIC.

Policy 2.19 Community Involvement Committee. The Community Involvement Committee (CIC), an independent advisory body, will evaluate and provide feedback to City staff on community involvement processes for individual planning and investment projects, before, during, and at the conclusion of these processes.

Policies enhance involvement in all phases of planning, including at the data collection stage, project scoping, the plan adoption process, and during adoption of implementation measures.

Policy 2.9 Community analysis. Collect and evaluate data, including community-validated population data and information, to understand the needs, priorities, and trends and historical context affecting different communities in Portland. Policy 2.10 Community participation in data collection. Provide meaningful opportunities for individuals and communities to be involved in inventories, mapping, data analysis, and the development of alternatives.

Policy 2.14 Community influence. At each stage of the process, identify which elements of a planning and investment process can be influenced or changed through community involvement. Clarify the extent to which those elements can be influenced or changed.

Policy 2.16 Community Involvement Program. Maintain a Community Involvement Program that supports community involvement as an integral and meaningful part of the planning and investment decision-making process.

Policy 2.25 Early involvement. Improve opportunities for interested and affected community members to participate early in planning and investment processes, including identifying and prioritizing issues, needs, and opportunities; participating in process design; and recommending and prioritizing projects and/or other types of implementation.

Policy 2.26 Verifying data. Use data, including community-validated population data, to guide planning and investment processes and priority setting and to shape community involvement and decision-making efforts.

Policy 2.37 Process evaluation. Evaluate each community involvement process for planning or investment projects from both the City staff and participants' perspectives, and consider feedback and lessons learned to enhance future involvement efforts.

Policies ensure people can communicate and give input to decision makers.

Policy 2.8 Channels of communication. Maintain two-way channels of communication among City Council, the Planning and Sustainability Commission (PSC), project advisory committees, City staff, and community members.

Policy 2.20 Review bodies. Maintain review bodies, such as the Planning and Sustainability Commission (PSC), Design Commission, Historic Landmarks Commission, and Adjustment Committee, to provide an opportunity for community involvement and provide leadership and expertise for specialized topic areas.

Policies provide a mechanism for people to find out what happened to their comments.

Policy 2.15 Documentation and feedback. Provide clear documentation for the rationale supporting decisions in planning and investment processes. Communicate to participants about the issues raised in the community involvement process, how public input affected outcomes, and the rationale used to make decisions.

Policies require that technical information will be available in an understandable form.

Policy 2.11 Open Data. Ensure planning and investment decisions are a collaboration among stakeholders, including those listed in Policy 2.1. Where appropriate, encourage publication, accessibility, and wide-spread sharing of data collected and generated by the City.

Policy 2.30 Culturally-appropriate processes. Consult with communities to design culturally-appropriate processes to meet the needs of those affected by a planning or investment project. Evaluate, use, and document creative and culturally-appropriate methods, tools, technologies, and spaces to inform and engage people from under-served and under-represented groups about planning or investment projects.

Policy 2.40 Tools for effective participation. Provide clear and easy access to information about administrative, quasi-judicial, and legislative land use decisions in multiple formats and through technological advancements and other ways.

Policies to ensure adequate resources will exist to support the community engagement.

Policy 2.23 Adequate funding and human resources. Provide a level of funding and human resources allocated to the Community Involvement Program sufficient to make community involvement an integral part of the planning, policy, investment and development process.

### **Response to Specific Goal 1 Testimony**

Both the PSC and Council had numerous work sessions to discuss testimony and proposed amendments. Staff reports prepared for these sessions acknowledged the source of many amendments, and provided brief summaries of the rationale behind various choices. Staff also prepared “what we heard” reports and memos that summarized testimony at various stages of the process. Due to the volume of testimony received, most participants did not receive individualized response letters from staff or decision-makers. Decisions were often made in bundles, with the PSC and Council recommending a broad direction. In tandem, staff prepared specific lists of impacted properties or policies related to each direction. Decision-makers took this approach in the interest of hearing from a wider range of voices

Some participants were frustrated by this approach, and expressed that in testimony. Some long-term neighborhood activists felt they did not receive the kind of individualized attention that they may have had in the past when the conversation was smaller (i.e., involved a legislative change with fewer issues and/or that affected a discrete geographic area, rather than the City as a whole).. Despite this frustration, the approach the PSC and Council used was successful and consistent with Goal 1’s purpose to promote broad citizen involvement, as evidenced by the more than 8,000 comments received.

Some testimony expressed concern about the timing relationship between Task 4 and the pending Task 5 work. Proposals for zoning code and map changes (Task 5) were being evaluated by the PSC while City Council was considering the recommended policy (Task 4). Throughout the process there have been several different perspectives on the relationship between policy and zoning code. In some instances neighborhoods have asked the City to accelerate code development so that it could be presented in tandem with policy. In other instances neighborhoods asked the City to delay code development until policy was adopted. Decision-makers choose to follow a middle ground, with some overlap of the Tasks. This approach acknowledged that many people do want to see the preliminary code details before accepting policy (the Devil is in the details). On the other hand, in a traditional planning process, policy is developed first, and implementing code should respond to policy.

Several neighborhood associations submitted testimony requesting a more formal acknowledgement of the role of Portland’s neighborhood association system within the community engagement policies and programs. Some advocated that the neighborhood associations should be the primary community involvement mechanism of the new plan. There was also some testimony critical of the broader direct outreach policies in Chapter 2. Decision-makers responded to this testimony by adding language acknowledging the ongoing importance of the neighborhoods; at the same time, they felt that Goal 1 would be better served by expanding community outreach to include other channels. This approach builds on the success of Portland’s neighborhood-based system, and it also acknowledges that neighborhood associations are not always the most effective avenue to reach groups who are not traditionally well represented in land use decisions – particularly communities of color, immigrant communities, youth, and renters. Accordingly, the plan continues to emphasize expanded engagement methods, such as direct engagement with underrepresented communities who may not be comfortable or accustomed to participating in neighborhood associations.



The PSC and Council also considered testimony related to the wording of the engagement policies. In particular, there was some testimony expressing concern that the word “community” was being used rather than “citizen.” This was an intentional word choice by decision-makers because the term “citizen” may discourage participation of some immigrant and refugee communities. Decision-makers chose to use the word “community” because they believed it conveys a more inclusive meaning, consistent with the intent of Goal 1.

There was some testimony suggesting that Council amendments violated Goal 1 because they were made late in the process with less time for participants to react. The Council disagreed with this argument for two reasons. First, a long-range legislative project like a periodic review is an iterative process that yields changes and refinements along the way. Ultimately, it is the inherent role of the elected City Council to make a final decision about what land use plans and policies they wish to adopt. Second, many of the Council’s amendments were the result of responding to testimony (for example, the Middle Housing policies). Whether identified by individual or grouped in packages, the testimony received from citizens on the proposed goals, policies, map, and amendments received full consideration by the Council. As explained in these findings and shown in the record, citizens have had ample ability to participate throughout this periodic review process consistent with Goal 1.

Finally, Council received considerable testimony about the Middle Housing policy, both for and against. Many of the letters against the policy believed that the policy would have the effect of re-zoning their property without further community process. Council disagreed with this argument, and expressed a clear intent that the policy would result in a future planning process to determine where zoning should be changed to implement this policy. It would be premature to consider adoption of this policy as a de facto rezone, because the Council has not yet determined what properties it will apply to, and what specific zoning rules will apply. This policy is one of many policies in the plan. Implementation of it must be done in the context of the entire plan.

### **Conclusions**

Because the City appointed a CIC, adopted and implemented a far reaching program for citizen involvement, supported the CIC to completion of the program, and provided sufficient public notices, the City has complied with requirements of Goal 1.



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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and Time:** April 20, 2016, from 9 a.m. to 11:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 7A

**Meeting Goals:** *Recognize end of CIC process; get update on Community Involvement Program project; review and endorse Task 5 memo.*

**Welcome and Thanks** (Begin at 9:00 a.m., end at or before 9:30 a.m.)

Susan Anderson, Director, Bureau of Planning and Sustainability

**Housekeeping** (Begin at or before 9:30, end at or after 9:40)

*Discussion Leader: Howard Shapiro, CIC Chair*

- Review today's agenda and previous meeting notes.
- See upcoming Planning and Sustainability Commission hearings and other meetings and/or events listed below the agenda.

**Community Involvement Program** (Begin at or before 9:40 a.m., end at or before 10:00 a.m.)

*Discussion Leader: Sara Wright (BPS)*

Desired Outcomes: Understand current status of project, check in on some decision points in developing the Proposed Draft

**Task 5 Memo Addendum** (Begin at or before 10:00 a.m., end at or before 10:45 a.m.)

*Discussion Leader: Sara Wright (BPS)*

Desired Outcomes: Review current draft, provide direction on revision of the memo, identify CIC members to present at the May 24<sup>th</sup> PSC briefing, and endorse the memo with recommended revisions.

**Public comment** (Begin at or before 10:45 a.m., end at or before 11:00 a.m.)

### Upcoming Events:

Planning and Sustainability Commission Hearings on Task 5 Projects (*times, dates, and location are tentative and subject to change– check PSC website for confirmation*)

- May 10 - Mixed Use Zoning Project
- May 24 - Community Involvement Program
- July 12 - Composite Zoning Map



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- July 26, 5 p.m. – Miscellaneous Zoning Amendments

### City Council Hearing on Comprehensive Plan Amendments

- April 21, 2 p.m. at Council Chambers, City Hall, 1221 SW Fourth Avenue

For more information, please contact Sara Wright, Bureau of Planning and Sustainability at 503-823-7728 or [sara.wright@portlandoregon.gov](mailto:sara.wright@portlandoregon.gov).



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## Summary Meeting Notes

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and Time:** April 20, 2016, from 9 a.m. to 11:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 7A

**Meeting Goals:** *Recognize end of CIC process; get update on Community Involvement Program project; review and endorse Task 5 memo.*

**Attendance:** Jason Barnstead-Long, Lois Cohen, Jessica Conner, Kenneth Doswell (for last hour of meeting), Linda Nettekoven, Stan Penkin, Howard Shapiro, Laura Stewart (by phone for first hour and a half of the meeting), Alison Stoll, Maggie Tallmadge.

**Staff:** Susan Anderson, Tabitha Boschetti, Deborah Stein, Sara Wright

The meeting began at 8:10 a.m. Susan Anderson, Director of the Bureau of Planning and Sustainability, thanked the CIC for nearly seven years of service. Work during the Portland Plan really went beyond traditional planning work, and emphasized equity, which has really informed the work of the Bureau. CIC members offered comments about the work of the committee over the years.

- Equity needs to be the focus of all planning work.
- It's important to have space at every level of planning and decision-making for honest and open conversations between staff and community members, which has been the case with this committee.

The body agreed unanimously to accept the past meeting minutes.

### Community Involvement Program

BPS staff reviewed the Community Involvement Program. Staff are developing the Proposed Draft, and working through the comments submitted on the Discussion Draft. Staff noted a few themes of comments, including multiple comments about improving the readability of the document and comments about language choice, particularly on the use of the words “community” vs “citizen” and “involvement” vs “engagement”. Staff said that the Proposed Draft will use “community involvement” to describe the full range of engagement activities with individuals and community members and explained the rationale – the term “citizen” can be intimidating to non-citizens and to members of communities with many non-citizen members, and “community” is more welcoming than “public”. “Involvement” is consistent with state and city policy language, and can be considered to encompass the full range of public participation activities on the IAP2 spectrum.



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- CIC member asked how we can standardize the use of “community” (as opposed to “citizen”) by City staff and officials.

- Staff: it’s a slow education process

Staff reviewed the structure for a new Community Involvement Committee to advise community involvement activities and practices related to legislative projects, and asked CIC members to provide their feedback, as veterans of a very relevant committee.

- CIC members asked for clarification about the role of ONI in the new CIC.
  - Staff confirmed that ONI will not host this body, but will help with setting up the committee. A CIC member suggested that the Office of Equity and Human Rights should also be involved, and staff agreed.
- Call it CIC or rename it? State says “Citizen Involvement Committee”. Something catchier. Seems formalized.
- To keep the committee fresh, need to keep revisiting and refreshing charge and agenda.
- Membership recruitment and retention was discussed.
  - Staff: ONI will help set up the process for recruiting and chartering the new committee. It’s helpful to have another bureau involved, as BPS staff should have a little distance from the process.
    - Important to have Office of Equity involved as well, to better include non-geographic communities
  - CIC members discussed the pros and cons of term limits.
    - Terms should be staggered, so that everybody doesn’t end all at the same time.
    - Term limits can help avoid burnout/fadeout.
    - However, it takes a while to get up to speed, and to go through the “forming storming norming” process and come together, and many projects take more than two years. Three-year terms?
    - CIC members suggested allowing option for renewal for people who are very committed. (It was noted that some of the members who have served the longest have also been the most reliable in attending meetings and providing feedback.)
  - Recruiting and onboarding new members needs to be thoughtful. Do serious outreach, to people who don’t already know they’re interested.
  - Invite potential members to attend meetings to find out what it’s like, and after they’re appointed, staff and current members should meet with them and support them.
  - Pick an energetic chair. Look for people who will commit and lead.
  - Should have a paid position for community organizer. Or if that’s not possible, maybe a paid consultant to review manual?
  - CIC members requested that staff reach out to past and current CIC members to find out what the barriers to attendance and participation has been. What has contributed to burnout/fadeout in this process would be very useful to explore.

- Staff noted that comments received on the draft suggested that the new CIC include official liaisons to ONI, PSC, budget committee, PIAC, and Office of Equity, and asked for CIC feedback.
  - Yes, communication with staff, Planning and Sustainability Commission, and City Council are important, otherwise the body can just feel pro forma and irrelevant.
  - How would a liaison work? Liaisons would be members of both bodies? Regular reporting between bodies?
  - CIC experience - liaising is demanding and logistically challenging, but very valuable. Liaising with PEGS was very helpful, but that was a short-term commitment. Liaising with PSC has been harder (longer-term, PSC already very taxed)
  - Liaison to all of those groups seems like it would be important, but being member of both would be hard.
  - Committee members could each be given responsibility to liaise with a specific bureau/commissions/committees
  - Really useful to have systems set up for information-sharing, even if it's not officially a liaison.

## Task 5 Memo

Staff explained that this is an addendum to the 2015 memo evaluating Task 3 and Task 4 community involvement. Looking at the IAP2 spectrum of public participation, which ranges from inform to empower, the activities for Task 5 focused on “inform” and “consult,” with some projects including some elements in the “involve” and “collaborate” categories. Strong focus on doing strong notification including support for people who get notifications to learn more and testify effectively. Challenge of communicating very complex material in a way that works for as many people as possible. CIC members discussed questions and revisions to the document.

- More info about the context of interpreted calls – what’s the percentage of calls in a given language compared to the population of speakers of that language?
  - Staff: Yes, more context should be added. Note that the notifications went to property owners, not to the whole population of Portland, and we don’t have information about what percentage of language speakers own property.
  - Not surprising that Vietnamese is most-interpreted language on Helpline calls, because there is an established community rather than most recent immigrant communities that are focused on more basic needs, feeding family, making rent. Interested enough to want more information. But people do want playground for kids, sidewalks. Focus where people have needs
- Capacity building – ideally, would have done workshops years in advance (in different languages!) building capacity of CBOs and other organizations to understand what the comp plan is, what land use is.
  - Staff: District liaison program hoping to move in that direction, working to build capacity. Interested in co-developing curriculum of new version of ABCs of Land Use for different organizations - What we want to tell may not be what they want to know about.
  - Some of that work does happen with ONI in diverse civic groups. Those groups already have set-up for leadership training. Good model. Already funding. Would be adding.

- Should be way to send official notices that are more engaging and less dry than the usual land use notices. So convoluted, likely to just get tossed.
  - Staff: Difficult to meet legal requirements and also be engaging, and we're always trying to do better.
  - What about using a cover sheet. Make it engaging, lots of graphics, include attachment with legal language.
  - We did more graphics in Portland Plan- used a visual of "Granny Franny", very engaging.
  - Easier with Portland Plan because visionary. Comp Plan gets into legal details, harder to do
  - PIAC is reviewing City's notification processes across city. Gathering info from potential stakeholders for what works, what doesn't work. Good work trying to make Measure 56 more legible, but there's a bigger need to look at notification in general.
  - Consider example of the way airlines are doing safety presentations now – providing important information in a funny and engaging way.
  - Portland should be famous for making people laugh and learn.
- Map App in other languages?
  - Staff: No. Works decently with Google translate. Not optimal, but functional.
- Staff: Along the graphics line, added icon to reports showing where project is in the process. Makes a tiny bit more manageable.
  - That graphic raises the issue of how to engage people toward the end of a long process. Have heard from people that it looks daunting – if that much process has already happened, why bother getting involved now? How can we keep the process transparency but also make it feel more inviting for people to engage?
- Make sure to note the places where we've fallen short.
  - Staff: after the overview, the memo dives into each project. Elements under each about challenges. Should we move some of these themes to the earlier section?
- At some level, this memo needs to address the bigger picture issue of Comp Plan being too complicated. Driven by state process. It really is too big. Many timelines, multiple projects, shifting deadlines, overlapping, amending each other. People struggle to understand and identify what they need and want to take action on. Hard on staff too.
- Need to note that products need to be more readable. Each document is filled with terms and jargon. Every large document should have a glossary. Jargon can't always be avoided, but important to define.
- Started process with big open houses, strong attendance. Tighter timelines later in the process means that groups with large membership aren't able to do the necessary process to develop positions. For district coalitions, information has to filter out through the neighborhood associations and their land use committees, then positions have to come back through that whole system with proper process to ensure that they're representative and are actually consensus opinions. Neighborhoods first, then land use committee, then board of directors. Can be very informed, but not coming to consensus.
- People learning things last-minute are very fearful. Needed to know up front that it was going to be a long, long process.
- Places that are already experiencing explosive growth are particularly challenged by process, because they already feel overwhelmed and not heard.
- City Council's amendment process for Task 4 has been problematic.

- Staff: Memo is about Task 5, but we will try to find a way to communicate this issue in memo.
- Even places where people are okay with the proposed amendment, they are upset about the speed with which the process is unfolding, and the lack of time to work through issues. This creates unnecessary tension. Fairness, inclusion. How do we communicate plans and amendments to plans in timely orderly process. Everyone even possibly impacted should learn about them.
- Many amendments just make language clearer, and some are huge. Flaw in system for Council.
- “Missing Middle” housing amendment in particular has been really problematic. Alarms people because it’s not clear what would actually follow.
- Measure 56 has great integrity, but the notices don’t go to adjacent owners/residents. Post on property physically? Notify people impacted by change? Not that they necessarily have a say, but they should be notified so they can choose to comment.

Staff note that the memo must be presented to PSC on May 24th. Before then, updated numbers will be added, the outreach log updated and reformatted, and narrative about the concern about the size and scope of the project will be added to the main body of the memo as an overarching theme. The draft will be sent out to CIC members for a final review before being submitted to PSC. CIC members agreed unanimously (Laura Stewart not on the phone any more) to support the memo’s transmission to PSC with the changes that were discussed.

Some CIC members tentatively agreed to present to the PSC on May 24<sup>th</sup>. Staff will follow up to schedule a meeting of those volunteers to talk about presentation. One member suggested that the statement to PSC should emphasize that the Portland Plan should shine through the Comprehensive Plan.

Thanks and appreciations exchanged. There was no public comment. Meeting adjourned at 11 a.m.





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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and Time:** February 23, 2016, from 3:00 p.m. to 5:00 p.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 7A

**Meeting Goals:** Review Task 5 outreach lessons learned; prepare to review CIP; discuss Neighborhood Coalition Chairs and Directors feedback on public involvement

**Welcome and Announcements** (Begin at 3:00 p.m., end at or before 3:10)

*Discussion Leader: Howard Shapiro, CIC Chair*

- Review today's agenda and October meeting notes.
- See upcoming City Council work sessions, Planning and Sustainability Commission hearings and other meetings and/or events listed below the agenda.
- Schedule next CIC meeting

**Task 5 Outreach Check-in** (Begin at or before 3:10 p.m., end at or before 4:25)

*Discussion Leader: Sara Wright (BPS)*

Desired Outcomes: Hear project managers identify community involvement lessons learned so far and pending decision points, discuss key observations to highlight in the Task 5 report.

**Community Involvement Program** (Begin at or before 4:25 p.m., end at or before 4:30)

*Discussion Leader: Sara Wright (BPS)*

Desired Outcomes: Understand current status of project, CIC's role

**Neighborhood Coalition Chairs and Directors letter to City Council** (Begin at or before 4:30 p.m., end at or before 4:45)

*Discussion Leader: Jessi Conner*

Desired Outcomes: Review concerns raised in letter to inform Task 5 evaluation report and the Community Involvement Program, identify any next steps.

**Public comment** (Begin at or before 4:45 p.m., end at or before 5:00)

### Upcoming Events:

Planning and Sustainability Commission Hearings on Task 5 Projects (*times and dates are tentative – check PSC website for confirmation*)



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- March 8, 12:30 p.m. - Transportation Systems Plan
- March 22, 5 p.m. - Transportation Systems Plan
- April 12, 12:30 p.m. - Residential and Open Space Zoning Project
- April 26, 5 p.m. - Residential and Open Space Zoning Project
- May 10, 12:30 p.m. - Mixed Use Zoning Project
- May 17, 4 p.m. - Mixed Use Zoning Project
- May 24, 5 p.m. - Composite Zoning Map
- June 14, 12:30 p.m. - Central City 2035; Community Involvement Program
- June 28, 5 p.m. - Central City 2035
- July 26, 5 p.m. - Housekeeping
- August 9, 12:30 p.m. - Composite Zoning Map

For more information, please contact Sara Wright, Bureau of Planning and Sustainability at 503-823-7728 or [sara.wright@portlandoregon.gov](mailto:sara.wright@portlandoregon.gov).



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## Draft Summary Meeting Notes

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and Time:** February 23, 2016, from 3:00 p.m. to 5:00 p.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 7A

**Meeting Goals:** Review Task 5 outreach lessons learned; prepare to review CIP; discuss Neighborhood Coalition Chairs and Directors feedback on public involvement

**Attendance:** Jason Barnstead-Long, Denise Barrett, Christina Blaser, Lois Cohen, Linda Nettekoven, Stan Penkin, Laura Stewart (by phone), Alison Stoll

**Absent/Excused:**

Paula Amato, Judy Bluehorse Skelton, Jessica Conner, Kenneth Doswell, Howard Shapiro, Maggie Tallmadge, Jovan Young

### Task 5+ Outreach Check-in

#### Central City 2035

Derek Dauphin briefly outlined the public involvement for the Central City 2035 project (outside the Comprehensive Plan purview, but closely tied). The project has made about 8000 contacts with Portlanders thus far.

One issue raised in the process was an inquiry into conflict of interest in the West Quad Stakeholder Advisory Committee. One CIC member asked what the answer would be to a community member who wanted to see the process redone with different committee processes. BPS staff noted that the Ombudsman's report did not question the validity of the West Quad process, but found that committee members should have been required to disclose potential conflicts of interest. The committee acted purely as an advisory body, not a decision-making body. CIC members stressed that the public perception of the advisory committee is negative, creating further distrust.

#### Issues that came up during the process

- Put together stakeholder advisory committee thoughtfully. Clarify who members are representing (especially if they wear many hats). Design transparent processes to ensure that members have equal weight in the process. Note that ombudsman has determined that stakeholder advisory committee members, regardless of the weight



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that the advisory role plays in the process, are public officials and thus subject to state ethics laws.

- Organization participation and concerns can change dramatically during an extended process. In this case, a neighborhood association board with one stance on an issue at the beginning of the process was entirely replaced in an election, and came to the project later in the process with an entirely different stance.
- It's important to include groups focused on issues that are not geographically based to get broader input.

### *CIC members' feedback on CC2035:*

- There are a variety of interests. You can invite people to disagree, but you can't force them to participate.
- Make sure the people you're talking to actually represent the people they claim to represent. (And when it comes to notification, make sure you have the correct list, and are notifying the people you mean to notify.)
- When you reach out to an organization, make sure you're actually connecting to a person who is most likely to be interested and/or will follow through.
- Talk to other staff at BPS who go to neighborhood association, district coalition and other organizations' meetings, to broaden reach
- District coalition staff can provide helpful info to get a sense of what's going on with neighborhood associations.
- Staff from other bureaus can provide additional information about who to talk to and how to reach them.

## **Campus Institutions**

John Cole described the public involvement for the Campus Institutions Zoning Project. The project was built on the Economic Opportunities Analysis. Reviewed 15 dispersed colleges and 2 hospitals, goal of providing development capacity that works within neighborhood context. Concerns were raised by neighborhood associations, who make the point that what's good for the regional economy isn't necessarily good for neighbors. Staff last visited CIC in Jan 2014, during the recruitment for the advisory group. Staff met 25 times with neighborhood associations, and individually with institutions. Open houses were not useful, as attendance was very low.

### *Issues that came up during the process*

- Advisory group makeup. Staff deliberately worked to recruit a representative advisory group. In the end, most of the advisory group members who lasted the duration of the process were representing institutions, and were likely paid to participate, or were neighborhood representatives who had previously gone through campus planning processes with the institutions. There was some diversity representation on the advisory group, but all group members who were



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people of color dropped out of the process when the conversation moved to setbacks and height limits. During outreach and recruitment, staff worked with Tiffani Penson (OMF), Diversity and Civic Leadership partners, and staff from the Office of Equity and Human Rights for advice on whom to recruit and how.

- Some institutions who didn't engage when initially invited got interested later in the process. They felt that until they had a product to review, they didn't know how to react. They also went directly to City Council with comments, rather than working with staff earlier in the process. The staff proposal did change substantially in response to feedback from the advisory group, which provided advisory recommendations on a consensus basis.

### *CIC members' feedback*

- Almost feels like process should be reversed – start with implementation, then go to goals and policies! People don't care until the process hits their street. It's so hard to get your arms around it, and it feels almost impossible to bring people into it.
- PSU has a new VP of Global Diversity; might be worth talking to her.
- Outreach is difficult. Can start internally on process level. Make people aware that this is the plan, these are the metrics to ensure that we're taking steps to try to be more equitable. Make general public aware of that, for the sake of accountability. Best if metrics are put in place at the beginning of the outreach – it helps get everybody on the same page.
- Nuts and bolts are hard, you have to work hard to support people so they can follow. Lots of visuals help, repetition helps, specificity to place helps.
- Reporting back along the way is important.

### **Mixed Use Zoning Project**

Barry Manning described the public involvement for the Mixed Use Zoning Project.

- Met with CIC in January 2014; project has pretty much followed the PI plan presented at that time. Activities included neighborhood walks in several locations, roundtables, workshops, etc.
- The project advisory committee formed early on, explicitly in an advisory role rather than decision-making. Tried to balance membership from neighborhood associations, development/design, businesses, etc., and sought to form a more diverse committee. Membership has dwindled over time, as process has drawn out. Interest and participation levels have waned and waxed and waned again. Most members representing under-served communities have left the group. The group has, however, been very helpful for advisory feedback throughout the process.
- Release of Proposed Draft in March is expected to attract a strong response.

### *Issues that came up during the process*



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- Level of technical complexity makes this proposal difficult to communicate to audiences, whether it's the advisory committee or workshop attendees. Materials and presentations include a lot of important information for stakeholders to understand what may change and what won't, but the details can be overwhelming to most audiences.
- Recruitment and retention of members of under-represented communities for the PAC was difficult.
- Effective public engagement for citywide projects are more challenging than area-specific projects, because there are so many stakeholders, many with particular issues and problems they'd like addressed in specific ways .
- Last-minute participation is very challenging.

### *CIC members' feedback*

- Maybe BPS needs to separate audiences – have an advisory committee for the big picture and one to go into the weeds, like the PEGs.
  - But you'd have to keep reconnecting those groups.
  - Don't underestimate people's ability to engage productively.
  - Can't put the onus on the community to meet standards of expertise.
- Need to better communicate the connection between policies and implementation.
- Committees
  - Need to review committee processes. We need to talk to people who have left and find out why they left and what would have supported them to stay. Committee participation is very, very demanding.
  - Committee participants need to understand how their work is tied to final decisions. More feedback loops and transparency.
- Staff need to highlight achievements along the way, and work with communities that have been involved.

### **Residential and Open Space Zoning Update**

Deborah Stein spoke about the Residential and Open Space Zoning Update project. The project primarily proposes straightforward zoning changes corresponding with the changes to designations recently recommended by PSC to City Council. Some changes, however, are proposed for areas where the zoning has never matched the designation applied in 1980. The initial Discussion Draft presents two approaches – for the areas where zoning is being proposed to align with the new designation, the approach followed the usual practice of presenting a proposal. For the areas where the zoning and designation currently do not match, the approach was to identify "Zoning Review Areas" where planning staff would do further analysis to determine if the areas were appropriate for up-zoning to align with the designation. The analysis was based on a set of evaluation criteria established by staff, and



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refined through discussions with the affected neighborhoods. District liaisons reached out to neighborhood associations in the relevant areas to share information and take feedback on the analysis methods.

### *Issues that came up during the process*

- Capacity building is a major problem – this conversation required a lot of education even for savvy participants.
- Overload for people already engaged. With the number and complexity of projects in play at the moment, volunteer-based organizations feel overwhelmed.

### *CIC members' feedback*

- How are we prepared for the storm when people get Measure 56 notices?
  - Staff response: Helpline is set up for high volume of calls; also providing drop-in hours around the city and advertised in the notices.

## **Neighborhood Coalition Chairs and Directors letter to City Council**

CIC members noted that this probably should not be considered a letter so much as notes from a meeting. Members also felt that most of the concerns raised in the letter have already been reviewed and discussed by the CIC, and included in the 2014 evaluation memo – transparency, timeline, scope, clarity about ability of public feedback to influence decisions, capacity-building, etc. Frustration is clearly expressed in letter, but not any new concerns about public involvement. CIC members agreed that several members would reach out to Chairs and Directors to explore ways to develop proposed solutions for issues.

The meeting ended at 5:10 p.m.

For more information, please contact Sara Wright, Bureau of Planning and Sustainability at 503-823-7728 or [sara.wright@portlandoregon.gov](mailto:sara.wright@portlandoregon.gov).





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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and Time:** January 26, 2016, from 3:00 p.m. to 5:00 p.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 7A

**Meeting Goals:** Review Task 5 outreach lessons learned; prepare to review CIP; discuss Neighborhood Coalition Chairs and Directors feedback on public involvement

#### **Welcome and Announcements** (Begin at 3:00 p.m., end at or before 3:10)

*Discussion Leader: Howard Shapiro, CIC Chair*

- Review today's agenda and October meeting notes.
- See upcoming City Council work sessions, Planning and Sustainability Commission hearings and other meetings and/or events listed below the agenda.
- Schedule next CIC meeting

#### **Task 5 Outreach Check-in** (Begin at or before 3:10 p.m., end at or before 4:25)

*Discussion Leader: Deborah Stein (BPS)*

Desired Outcomes: Hear project managers identify community involvement lessons learned so far and pending decision points, discuss key observations to highlight in the Task 5 report.

- Derek Dauphin, Central City 2035
- Francesca Patricolo, Transportation Systems Plan
- John Cole, Campus Institutions Zoning Project
- Barry Manning, Mixed Use Zoning Project
- Deborah Stein, Residential and Open Space Zoning Project

#### **Community Involvement Program** (Begin at or before 4:25 p.m., end at or before 4:30)

*Discussion Leader: Deborah Stein (BPS)*

Desired Outcomes: Understand current status of project, CIC's role

#### **Neighborhood Coalition Chairs and Directors letter to City Council** (Begin at or before 4:30 p.m., end at or before 4:45)

*Discussion Leader: Deborah Stein, BPS*

Desired Outcomes: Review concerns raised in letter to inform Task 5 evaluation report and the Community Involvement Program, identify any next steps.



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**Public comment** (Begin at or before 4:45 p.m., end at or before 5:00)

### **Upcoming Events:**

City Council Work Sessions on the Comprehensive Plan (*times and dates are tentative – check Council website for confirmation*)

- 1/26/16 9:30 to 11:30 a.m. at City Hall Council Chambers
- 2/2/16 9:30 to 11:30 a.m. at City Hall Council Chambers
- 2/23/16 9:30 to 11:30 a.m. at City Hall Council Chambers

Planning and Sustainability Commission Hearings on Task 5 Projects (*times and dates are tentative – check PSC website for confirmation*)

- March 8, 12:30 p.m. - Transportation Systems Plan
- March 22, 5 p.m. - Transportation Systems Plan
- April 12, 12:30 p.m. - Residential and Open Space Zoning Project
- April 26, 5 p.m. - Residential and Open Space Zoning Project
- May 10, 12:30 p.m. - Mixed Use Zoning Project
- May 17, 4 p.m. - Mixed Use Zoning Project
- May 24, 5 p.m. - Composite Zoning Map
- June 14, 12:30 p.m. - Central City 2035, Community Involvement Program
- June 28, 5 p.m. - Central City 2035
- July 26, 5 p.m. - Housekeeping
- August 9, 12:30 p.m. - Composite Zoning Map

For more information, please contact Sara Wright, Bureau of Planning and Sustainability at 503-823-7728 or [sara.wright@portlandoregon.gov](mailto:sara.wright@portlandoregon.gov).



# Community Involvement Program

## EARLY IMPLEMENTATION OF THE 2035 COMPREHENSIVE PLAN

### Project Overview

This project includes four components to implement Chapter 2, *Community Involvement*, of the Comprehensive Plan Goals and Policies:

- List of and potentially minor changes to **legislative process requirements** for land use and transportation decisions (required public notification, etc). Requirements are currently included in City Code (Titles 3 and 33).
- A new **Community Engagement Manual** (*Comprehensive Plan Policy 2.17*) that will provide guidance to City staff on how to put Chapter 2 policies into practice. The Manual will cover community engagement expectations for legislative land use and transportation projects.
- A proposed charge and scope for a new **Community Involvement Committee** (*Comprehensive Plan Policy 2.19*). This new advisory body will provide oversight for community involvement that falls under the umbrella of the Comprehensive Plan.
- Recommendations for **programmatic commitments** by the Bureau of Planning and Sustainability (BPS) and Portland Bureau of Transportation (PBOT) to carry out effective, inclusive and meaningful engagement practices for legislative land use and transportation processes.

### Why is this important?

- Collaborative partnerships and inclusive community participation in land use and transportation decision making are essential to creating and sustaining a prosperous, healthy, equitable and resilient Portland. Plans and investments are more durable, equitable and accountable when a wide and diverse range of Portlanders are involved.
- This project is the first step toward putting into action the goals and policies of Chapter 2 of the Recommended Draft of the Comprehensive Plan. The project addresses the immediate logistical needs that will bring the City into alignment with those goals and policies. Full realization of the goals and policies will be an incremental, long-term process, but getting started requires some changes right away to assess current practice and develop new tools.

### Timeline (*tentative*)

- February, 2016 – Discussion Draft
- April, 2016 - Proposed Draft
- June 14, 2016 - Planning and Sustainability Commission Hearing

### Questions?

Sara Wright at 503-823-7728 or [sara.wright@portlandoregon.gov](mailto:sara.wright@portlandoregon.gov)

DATE: December 14, 2015

TO: Portland City Council

FROM: Neighborhood Coalition Leaders and Staff

RE: **COMMENTS ON COMMUNITY ENGAGEMENT IN THE COMP PLAN**

Neighborhood coalition leaders and staff, from all seven of Portland’s neighborhood coalitions, want to share with you some important concerns about the community engagement in the update of Portland’s Comprehensive Plan (Comp Plan).

Our group held a special three-hour meeting on November 12, 2015 to discuss community concerns about how BPS engaged the community in the update of the Comp Plan.

We recognize that lots of process took place, but we also are hearing strong concerns in the community about the quality of these processes, who was heard, and what impact community member input has had on the development of the recommended draft.

A key message is that both planning staff and community members need more time, and that the process needs to have enough resources and realistic timelines to ensure that the community effectively is involved in shaping the final products.

As leaders and staff for Portland’s seven neighborhood coalitions, we want to share with you below what we are hearing.

#### SUMMARY OF KEY THEMES

##### Process did not follow Proposed “Chapter 2—Community Engagement” goals and policies

- We recognize that the recommended “Chapter 2: Community Engagement” language includes goals and policies that set strong expectations for good community engagement. We find it ironic and disturbing that the process used to engage the community in the Comp Plan Update did not follow these recommended goals and policies.

##### Community input appears to have had little effect

- We found many instances in which community members and neighborhood and community organizations provided extensive and detailed input but did not see that their input had any effect on the final product.
- Neighborhood and community groups and community members often did not receive a formal acknowledgement that their input was received, and often received no feedback on what was done with their input.

- In some cases, more savvy neighborhood and community activists who really understood the system and had good inside relationships were able to move some of their priorities forward. However, community members, in general, appear to have had little effect on the outcomes.

#### Decision making processes were not transparent

- Rather than a transparent, “additive,” process by which community members could see how different products and documents evolved, community input seemed to go into a BPS “black box” in which decisions were made without any explanation of how community input was or was not used and why. Community members complain that they are not able to “reverse engineer” BPS decisions to understand how these decisions were made.
- Community members want to know: What was the decision making logic? Were decisions just made by senior planners? What criteria did they use and what level of understanding of the prior community input and existing plans did they bring to their decisions?
- Recommendations in this process often appear to have gone forward without support of the groups that had been involved in helping develop the recommendations.

#### Lack of Community Access to Planning Commission

- Many community members feel that the Planning and Sustainability Commission (PSC) was not accessible to the community during the process. Community input to the PSC was filtered through the staff. Community members do not feel confident that PSC members adequately were aware of and understood community concerns and recommendations.

#### Disconnect with prior, existing plans and earlier products

- The Comp Plan Recommended Draft proposals and recommendations do not appear to reflect earlier aspirational goal and policy language—e.g. visionPDX, Portland Plan, earlier Comp Plan aspirations, goals for specific zoning, Zoning Code density standards, existing plan districts, etc. For instance, the Comp Plan map and zoning updates and changes being proposed do not seem to correlate with the aspirational language in the Comp Plan goals and policies.
- The Comp Plan Recommended Draft does not appear to incorporate and reflect other existing plans that often were developed with significant community input: e.g. District Plans, Parks Vision 2020, Climate Action Plan, Age-Friendly City Plan, etc.

#### Community engagement processes were not designed to be appropriate to different audiences

- Community engagement should focus on helping community members understand how a project or proposed policies will affect them and their community and how they can have an effect on the issues that are most relevant to them.
- Many community members and organizations did not have the capacity to get themselves up to the level at which planning staff were working.
- Much of the community outreach and engagement was done in language and formats that many community people could not understand. Outreach and engagement also was not designed to be accessible to many different groups of people in our community and often was not tailored adequately to the needs and context and communication styles of different cultural communities.
- Outreach also was not tailored adequately to different areas of the city. Too many presentations had a general city-wide focus and were not relevant or useful to community members—community members could not see how the issues and processes would affect them and what they could do to affect outcomes that mattered to them.
- Outreach also needed to be staged and tailored to audiences with different levels of interest and expertise. Too much of the information came all at once. Processes needed to make sure that the right people were in the room for the content being presented— e.g. “101” sessions for people who are very new to planning, and more advanced sessions for more experienced people.

Multiple Projects were underway in parallel without being clearly integrated

- Too many different planning projects were underway at the same time. It was not clear to most community members how they all fit together. Even the most savvy and experienced neighborhood and community activists had trouble following and understanding what was happening.
- BPS staff also often were overwhelmed and said they did not understand how all the pieces fit together. This made it difficult for them to help the community engage effectively.
- The Comp Plan is about much more than just land use, including transportation, bikes, parks, etc. This process affects so many different areas important to the community that it was easy for community members to lose track. Many felt that the whole picture was not being looked at.

Projects were not pursued in a logical sequence with adequate time

- Projects at different levels of the planning process were happening all at the same time, rather than a logical progression from the most broad to the most specific. Implementation projects were started before goals and policies were finished, and often shared the same deadlines.

- The process also was marked by a feeling that BPS staff were rushing to get everything done to meet what appeared to be artificial deadlines. This appeared to sacrifice the goals of producing a quality product and ensuring that the community understood and was able to provide meaningful input and have an effect on the outcomes.
- In some cases, staff reports were released to the community with only a week for the community to review and respond. This was completely inadequate given the complexity and importance of many of these products.
- Many community members feel overwhelmed and exhausted trying to follow, understand, and participate in all the different processes that were happening at the same time.
- Both planning staff and community members need more time.

#### Inadequate Resources

- BPS staff were overwhelmed by the scope and complexity of the processes and products they needed to deliver. While some planning staff tried hard to engage the community, BPS did not have enough people and resources to adequately involve the community in all the different projects.
- BPS staff did not have the resources to acknowledge, consider, and respond adequately and effectively to all the community input. This resulted in many community members and organizations feeling that their input was not heard or considered.

#### “One-size fits all policies” do not work for many parts of Portland

- The Mixed Use Zoning project proposes a one-size fits all approach at the general level that amplifies the drive toward greater density and other effects that often contradict the goals of existing plan districts and disregard existing plans and public input. The more fine grain levels and impacts of these proposed policies are not clear.
- The “five Portlands” approach does not describe the Portland community members see. We need zoning and planning that reflects the neighborhoods in question.
- No mechanisms exist for neighborhood associations to have a say in design and development in their neighborhoods.
- Neighborhood livability is being sacrificed for regulatory simplicity.

#### Lack of adequate analysis and modeling—identification of unintended consequences

- BPS generally has not analyzed adequately the different proposed policies to identify their likely, real-world outcomes in the community.
- Analysis has been limited primarily to static studies. Finer grained studies of the likely impacts on local areas have not been done. Analysis tools have not been responsive to the questions that the community is asking.
- BPS also does not track the actual impact of adopted policies on different neighborhoods in Portland.

- Community members already are seeing unintended consequences of this process. It's important to daylight these consequences earlier rather than later. Some additional mechanism is needed to identify and respond to these unintended consequences as the many elements of the Comp Plan are implemented.

## **ORDINANCE NO.**

Update 2035 Comprehensive Plan Community Involvement Program; amend Ordinance No. 184047, as amended (Ordinance)

The City of Portland Ordains:

Section 1. The Council finds:

1. Periodic Review is a state-mandated program that requires cities to update their comprehensive plans. Portland completed its first Periodic Review 2000, and began its second review in 2008. The City's current periodic review work program is attached as Exhibit A of this ordinance.
2. Community involvement is an integral component of Periodic Review.
3. On August 6, 2008 the Portland City Council adopted a Community Involvement Program by Resolution No. 36626. This program established a Community Involvement Committee to oversee and evaluate community involvement throughout the update of the comprehensive plan.
4. The Oregon Department of Land Conservation and Development (DLCD) approved the City's Community Involvement Program in 2009 (DLCD Order 001773).
5. On July 23, 2009 the first Community Involvement Committee appointments were confirmed by City Council. The DLCD agreed these appointments were properly made on August 5, 2010 (Order 001792).
6. The Community Involvement Committee developed and requested City Council approval of a charter and bylaws. On August 11, 2010, by Ordinance No. 184047, Council approved the charter and bylaws with an amendment requiring all members of the committee to be appointed by the Mayor and confirmed by Council. The DLCD agreed that the charter and bylaws were proper components of the City's community involvement program on January 5, 2011 (Order 001798).
7. The City's periodic review work program is composed of five tasks. The Community Involvement Committee has completed its review and evaluation of participation during the first four tasks. Components of the final task include a transportation system plan, and zone map amendments and land use regulations necessary to carry out the 2035 Comprehensive Plan.
8. The Community Involvement Committee has three remaining duties:
  - a. Monitor participation during the final periodic review task and provide an evaluation report to the Planning and Sustainability Commission and City Council.
  - b. Provide recommendations to City Council on any proposed amendments to the Community Involvement chapter of the 2035 Comprehensive Plan.



- c. Provide beneficial recommendations to the Planning and Sustainability Commission for beneficial changes to the “Legislative Procedures” Chapter of the City Zoning Code (PCC 33.730), and endorsement of participation manual.
- 9. Minor and technical amendments to the Community Involvement Committee’s bylaws are needed to complete these duties. Amendments reflect the reality that this committee needs more flexibility at this late stage of the process, particularly because the process has stretched far beyond the initial projections. It would not be efficient to appoint new members, given that process will conclude within a few months. Furthermore, the current committee chair is completing his tenure as a Planning and Sustainability Commissioner in December 2015, but will stay on in the role of chair through completion of the committee’s duties to maintain continuity of leadership. The bylaws need to be amended to enable this to occur.
- 10. Since these bylaws were adopted by ordinance they must be amended by ordinance.

NOW, THEREFORE, the Council directs:

- a. The bylaws of the Community involvement Committee are amended as indicated in Exhibit B, which is attached and made part of this Ordinance by this reference.
- b. This Ordinance is binding city policy.

Passed by the Council:

Commissioner Charlie Hales  
Prepared by: Sara Wright  
Date Prepared: December 14, 2015

**Mary Hull Caballero**  
Auditor of the City of Portland  
By  
  
Deputy

Agenda No.  
**ORDINANCE NO.**  
 Title

Update 2035 Comprehensive Plan Community Involvement Program; amend Ordinance No. 184047  
 (Ordinance)

<p style="text-align: center;"><b>INTRODUCED BY</b>          Commissioner/Auditor:  <b>Hales</b></p>	<p>CLERK USE: DATE FILED _____</p>
<p style="text-align: center;"><b>COMMISSIONER APPROVAL</b></p>	<p>Mary Hull Caballero          Auditor of the City of Portland</p> <p>By: _____          Deputy</p> <p><b>ACTION TAKEN:</b></p>
<p>Mayor—Finance and Administration - Hales</p>	
<p>Position 1/Utilities - Fritz</p>	
<p>Position 2/Works - Fish</p>	
<p>Position 3/Affairs - Saltzman</p>	
<p>Position 4/Safety - Novick</p>	
<p style="text-align: center;"><b>BUREAU APPROVAL</b></p>	
<p>Bureau: Planning and Sustainability          Bureau Head: Susan Anderson</p>	
<p>Prepared by: Sara Wright          Date Prepared: 12/8/2015</p>	
<p>Impact Statement          Completed <input checked="" type="checkbox"/> Amends Budget <input type="checkbox"/></p>	
<p>Portland Policy Document          If "Yes" requires City Policy paragraph stated          in document.          Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>	
<p><b>City Auditor Office Approval:</b>          required for Code Ordinances</p>	
<p><b>City Attorney Approval:</b>          required for contract, code, easement,          franchise, comp plan, charter</p>	
<p>Council Meeting Date <b>12/30/2015</b></p>	

**AGENDA**

**TIME CERTAIN**   
 Start time: \_\_\_\_\_

**Total amount of time needed:** \_\_\_\_\_  
 (for presentation, testimony and discussion)

**CONSENT**

**REGULAR**

**Total amount of time needed:** \_\_\_\_\_  
 (for presentation, testimony and discussion)

FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:		
		YEAS	NAYS
1. Fritz	1. Fritz		
2. Fish	2. Fish		
3. Saltzman	3. Saltzman		
4. Novick	4. Novick		
Hales	Hales		

# EXHIBIT A

## City of Portland MODIFIED APPROVED PERIODIC REVIEW WORK PROGRAM Revised 09/13/2011 and 05/23/14 Updated on 04/13/2015

DLCD Portland Regional Representative	Anne Debbaut	Phone: 503.725.2182 E-mail: <a href="mailto:anne.debbaut@state.or.us">anne.debbaut@state.or.us</a>
Portland Planning Director:	Susan Anderson	Phone: 503.823.6800 Fax: 503.823.7800 E-mail: <a href="mailto:susan.anderson@portlandoregon.gov">susan.anderson@portlandoregon.gov</a>
City Project Manager	Eric Engstrom	Phone: 503.823.3329 E-mail: <a href="mailto:eric.engstrom@portlandoregon.gov">eric.engstrom@portlandoregon.gov</a>
Metro Regional Planning Director:	Elissa Gertler	Phone: 503.797.1752 E-mail: <a href="mailto:elissa.gertler@oregonmetro.gov">elissa.gertler@oregonmetro.gov</a>
Multnomah County Planning Director:	Karen Schilling	Phone: 503.988.3389 x29635 E-mail: <a href="mailto:karen.c.schilling@co.multnomah.or.us">karen.c.schilling@co.multnomah.or.us</a>
Clackamas County Planning Director:	Mike McCallister	Phone: 503.742.4522 E-mail: <a href="mailto:mikem@co.clackamas.or.us">mikem@co.clackamas.or.us</a>
Washington County Planning Manager:	Andy Back	Phone: 503.846.3875 E-mail: <a href="mailto:Andy_Back@co.washington.or.us">Andy_Back@co.washington.or.us</a>
Date Work Program Approved by DLCD:	<b>September 30, 2009</b>	<b>Order 001773</b>
Date Revision Approved:	<b>January 5, 2010</b> <b>September 13, 2011</b> <b>May 23, 2014</b>	<b>Order 001798</b> <b>Order 001809</b> <b>Order 001850</b>
Final Work Program Completion Date:	<del><b>October 01, 2012</b></del> <del><b>October 01, 2013</b></del> <b>December 31, 2015</b>	<del><b>Order 001773</b></del> <del><b>Order 001809</b></del> <b>Order 001850</b>

### Work Program Task Completion Summarized:

T1.A, approved, 08/05/2010, Order 001792, Establish Community Involvement Committee  
T1.B, approved, 01/05/2011, Order 001798, Citizen Involvement  
T2, approved, 05/29/2013, Order 001837, Comp Plan Inventories and Analysis  
T3 amended by commission 05/23/14, Order 001850, to move economic opportunities analysis related subtasks from task 2 to task 3  
T2 approved by commission, as amended, 5/23/2014, Order 001850

**Work Tasks Subject to Public Notice and DLCD Review  
(See OAR 660-25-130 - submission of completed work task)**

<b>Task #</b>	<b>Work Program Reference</b>	<b>Task and Product Descriptions</b>	<b>Submittal Date (s)</b>
<b>1</b>	<b>COMMUNITY INVOLVEMENT</b>	<p>Ensure meaningful, timely, and sufficient community participation in all phases of plan update</p> <p><i><b>Subtask A – Appointment</b></i> The Community Involvement Committee will consist of no more than three members of the City Planning and Sustainability Commission and at least nine others members nominated by the Mayor and confirmed by the Portland City Council.</p> <p><i><b>Product:</b> Adoption of a “Report of Council” containing a list of confirmed appointments to Community Involvement Committee.</i></p>	<p>05/01/10</p> <p><b>Approved 08/05/2010 Order 001792</b></p>
		<p><i><b>Subtask B – Standards and Practices</b></i> The Community Involvement Committee will review the Community Involvement Program to ensure it contains sufficient and appropriate standards and practices. Needed improvements will be identified by the Community Involvement Committee and recommended to City Council by the Planning and Sustainability Commission</p> <p><i><b>Products:</b> Amended Community Involvement Program adopted by city ordinance</i></p>	<p>09/30/10</p> <p><del>Within 30 days of Council adoption by ordinance</del></p> <p><b>Approved 01/05/2011 Order 001798</b></p>
		<p><i><b>Subtask C – Monitoring and Evaluation</b></i> The Community Involvement Committee will meet at least quarterly and advise the Bureau of Planning and Sustainability and the Planning and Sustainability Commission on the proper application of standards and practices. Needed improvements will be identified by the Community Involvement Committee and recommended to City Council by the Planning and Sustainability Commission.</p> <p><i><b>Products:</b> An evaluation of community involvement leading up the adoption of each Task 2, 3, 4, and 5 product.</i></p> <p>Task 2 Evaluation Task 3 Evaluation Task 4 Evaluation Task 5 Evaluation</p>	<p><del>12/31/10</del> 12/31/2011 <del>06/30/11</del> 06/30/2012 <del>06/30/12</del> 06/30/2013 <del>09/30/12</del> 09/30/2013</p>

Task #	Work Program Reference	Task and Product Descriptions	Submittal Date (s)
1	COMMUNITY INVOLVEMENT (continued)	<p><i>Subtask D – Plan and Code Recommendations</i> The Community Involvement committee should review Goal 9 (Citizen Involvement) and Goal 10 (Administration) of the Portland Comprehensive Plan, and the “Legislative Procedures” Chapter of the City Zoning Code (Title 33) and provide recommendations to the Planning and Sustainability Commission for beneficial changes.</p> <p><i>Products: City Council Ordinances adjusting the community involvement provisions in the City Code and Comprehensive Plan</i></p> <p>Comprehensive Plan policy amendments</p> <p>Planning and Zoning Code amendments</p>	<p><del>06/30/12</del> 06/30/2013</p> <p><del>09/30/12</del> 09/30/2013</p>
2	INVENTORY AND ANALYSIS	<p>Research and analysis necessary to provide a solid factual base for plan update</p> <p><i>Subtask A – Characterization of Existing Land Supply</i> An inventory will be constructed in three parts: constrained, highly constrained, and unconstrained.</p> <p><i>1. Constrained Lands</i> Development is allowed on constrained lands, but with added scrutiny. The Constrained Lands inventory will be constructed from the best available, parcel specific information on the following:</p> <ul style="list-style-type: none"> <li>• Infrastructure Limitations – Areas where an existing transportation, water, sewer, or drainage feature may be insufficient to support current plan designations</li> <li>• Airport Conflicts – Areas where building use and height must be limited near Portland International Airport because of aircraft approaches or departures, aircraft noise, or safety concerns.</li> <li>• Heliport Conflicts – Areas where building height must be limited near the Portland Heliport.</li> <li>• Significant Natural Resources – Streams, lakes, riparian areas, forests, fish and wildlife habitats, scenic views, sites and corridors, groundwater recharge areas, designated open space, and three delineated wellhead protection areas - Columbia South Shore, Vivian, and Gilbert.</li> <li>• Significant Cultural Resources – Historic districts, buildings, and sites; archeological sites; and areas subject to consultation with Native American tribal governments</li> </ul>	<p><del>Received Submittal on 12/24/2012 Under Review</del></p> <p>Director approved task 05/29/2013 Order 001837</p> <p>Director approval appealed 06/19/13</p> <p>Commission approved task 09/26/13</p> <p>City requests withdrawal of subtask D and work program amendment 04/10/14</p> <p><u>Commission approved amendments 05/23/14 Order 001850</u></p> <p><u>Commission approved task 05/23/14 Order 001850</u></p>

Task #	Work Program Reference	Task and Product Descriptions	Submittal Date (s)
2	INVENTORY AND ANALYSIS (continued)	<ul style="list-style-type: none"> <li>• Landslide Hazards – Areas of historic failures; areas of unstable, old and recent landslides; and all slopes over 25%. Hazards will be identified from the best available topographic maps, and the following information from the Oregon Department of Geology and Mineral Industries, should this information become available at a parcel-specific scale: Statewide Digital Landslide Database (SLIDO), and Rapidly Moving Landslide Hazard Zones (IMS-22).</li> <li>• Earthquake Hazards - Fault lines, areas subject to liquefaction, and areas subject to moderate or severe damage from earthquakes should Department of Geology and Mineral Industries databases IMS-1 and IMS-16 information become available at a parcel-specific scale.</li> <li>• Floodplains and other Areas Subject to Flooding – Areas identified from Federal Emergency Management Agency 100-year flood maps, 1996 actual flooding, areas with impervious soils or other drainage problems, and areas with shallow ground water.</li> <li>• Contaminated Areas - Areas identified by the Oregon Department of Environmental Quality from the following sources: Environmental Cleanup Sites I (ECSI), Confirmed Release Sites (CRL) and Underground Storage Tank Cleanup Sites (UST), should this information become available on a parcel-specific basis.</li> </ul> <p><i>2. Highly Constrained Lands</i>  Urban level development is rarely allowed on highly constrained lands, but provisions are often made to transfer development opportunity to less constrained sites. The highly constrained lands inventory will be composed of the following.</p> <ul style="list-style-type: none"> <li>• Publicly Owned Land – Those publicly owned or controlled lands that do not provide for employment or residential uses. Examples include parks, rights-of-way, and the beds and banks of navigable waterways.</li> <li>• Floodways – Areas mapped as floodways by the Federal Emergency Management Agency.</li> <li>• Conserved Land – designated environmental protection areas; and land benefiting from farm, forest, or open space tax deferral programs.</li> <li>• Rural lands – Lands that are both not within the regional urban growth boundary and not designated as urban reserves by Metro.</li> </ul>	

Task #	Work Program Reference	Task and Product Descriptions	Submittal Date (s)
2	INVENTORY AND ANALYSIS (continued)	<p><i>3. Unconstrained Lands</i>            These are lands not falling within the previous two categories. This is the “Buildable Lands” inventory within the meaning of Statewide Planning Goal 9 (Economy) and Goal 10. The City will not employ this term because it engenders too much confusion, particularly the assumption that land not so inventoried is not buildable; thus the synonym “Unconstrained Lands” inventory.</p>	
		<p><i>Subtask B – Estimate of Remaining Development Potential</i>            Remaining development potentials for housing <del>and employment</del> will be calculated from the existing Comprehensive Plan Map. This will involve the establishment of a standard set of justifiable assumptions for different categories of urban land, particularly for areas where infill development or redevelopment is likely. The spatial distribution of existing and potential development will inform a “base case” for an alternatives analysis.</p>	
		<p><i>Subtask C – Coordination of Population and Employment Forecast</i>            Portland will begin periodic review without a current regional population forecast, or identified 20-year housing <del>and employment</del> needs. The beginning assumption is that Portland needs to accommodate at least its 2002 Metro allocation of <del>jobs and</del> housing, plus an added increment. Portland will work with Metro during periodic review and will recognize the new regional forecasts and allocations when they become available. An important part of this effort will be working with Metro to refine modeling assumptions to better estimate Portland’s remaining development potential.</p>	
		<p><i>Subtask D – Identification of Employment Needs</i>  <del>Future needs and opportunities will be examined and compared to existing conditions.</del></p> <ul style="list-style-type: none"> <li>● <del>A new Economic Opportunities Analysis will be prepared. This analysis will describe international, national, state and local economic trends related to the types of business likely to locate or expand in Portland.</del></li> <li>● <del>The City will also reexamine the adequacy of its existing industrial land base, identify “prime” industrial land, and characterize long term and short term supplies of industrial land suitable for different employment types in the City’s various employment districts.</del></li> <li>● <del>Portland will also assess the adequacy of its land base for non industrial employment. Land supply and demand analyses will consider urban centers, main streets and corridors, commercially underserved</del></li> </ul>	

Task #	Work Program Reference	Task and Product Descriptions	Submittal Date (s)
2	INVENTORY AND ANALYSIS (continued)	<p>neighborhoods, and institutional land needs (e.g., schools, hospitals and universities).</p> <ul style="list-style-type: none"> <li>The amounts of employment land of the constrained and unconstrained inventories will be identified.</li> </ul>	
		<p><i>Subtask E – Identification of Housing Needs</i> Existing and expected housing stock will be characterized by type and affordability.</p> <ol style="list-style-type: none"> <li>Portland will recognize Metro’s new population forecast, housing urban growth report, and allocation of regional housing potential.</li> <li>Portland will perform a “needed housing” examination, profiling existing and expected residents and the amount of housing affordable for different brackets of household income. Expected surpluses and deficiencies in different housing types and affordability ranges will be identified. The residentially zoned part of the unconstrained inventory will be checked to determine whether it contains the potential of 10-units per acre, and whether half the remaining potential is for multi-dwelling and attached single dwelling structures.</li> <li>The City will also examine its total housing potential lost or gained since the last periodic review, particularly the supply of more affordable housing. Amounts of housing land on the constrained and unconstrained inventories will be identified.</li> <li>The City will identify any provisions in its zoning and other codes that might serve as barriers to the provision of identified forms of needed housing. An example of one such form might be courtyard housing designed for families with young and school-aged children.</li> </ol> <p><i>Products: Ordinance of City Council adopting at least the following as Comprehensive Plan background documents:</i> Inventory Map of Buildable Residential Lands Inventory Map of Buildable Employment Lands Inventory Map of Significant Natural Resources Inventory Map of Hazards Housing Needs Analysis <del>Economic Opportunities Analysis</del> Estimate of Remaining Housing Capacity <del>Estimate of Remaining Employment Capacity</del></p> <p style="text-align: center;"><b><u>APPROVED</u></b></p>	<p><del>12/31/10</del> 12/31/2011</p>



Task #	Work Program Reference	Task and Product Descriptions	Submittal Date (s)
3	<b>CONSIDERATION OF ALTERNATIVES</b>	<p>The City will identify the consequences of alternative patterns of development. Development patterns will be depicted by use, intensity, and form</p> <p><i>Subtask A – Develop Evaluation Criteria</i>            Evaluation criteria will include the state requirements for the examination of the economic, social, environmental, and energy consequences of different choices. Examples of measured consequences would include trip generation potential by mode and potential changes in housing costs. Additional evaluation criteria will be derived from community values identified through the visionPDX project.</p>	
		<p><i>Subtask B – Thematic Alternatives</i>            Simplified consequence analysis will be applied to different patterns of urban development. Alternatives will be designed to emphasize particular community values. There will be several of these.</p>	
		<p><i>Subtask C- Detailed Alternatives</i>            Detailed consequence analysis will be applied to a base case derived from a probable build-out of the existing comprehensive plan, and at least three other alternatives - each trying to achieve an optimum mix of community values.</p>	
		<p><i>Subtask D – Identification of Employment Needs</i>  <u>Future needs and opportunities will be examined and compared to existing conditions.</u></p> <ul style="list-style-type: none"> <li>• <u>A new Economic Opportunities Analysis will be prepared. This analysis will describe international, national, state and local economic trends related to the types of business likely to locate or expand in Portland.</u></li> <li>• <u>A component of the future land needs is a coordinated employment forecast. Portland needs to accommodate at least its 2012 Metro allocation.</u></li> <li>• <u>The City will also reexamine the adequacy of its existing industrial land base, identify “prime” industrial land, and characterize long-term and short-term supplies of industrial land suitable for different employment types in the City’s various employment districts.</u></li> <li>• <u>Portland will also assess the adequacy of its land base for non-industrial employment. Land supply and demand analyses will consider urban centers, main streets and corridors, commercially underserved neighborhoods, and institutional land needs (e.g., schools, hospitals and universities).</u></li> </ul>	<p>06/30/11            06/30/2012  <u>07/31/2015</u></p>

Task #	Work Program Reference	Task and Product Descriptions	Submittal Date (s)
3	<b>CONSIDERATION OF ALTERNATIVES (continued)</b>	<ul style="list-style-type: none"> <li>Assessing the adequacy of Portland’s employment land base requires an estimate of remaining development potential. Remaining development potentials for employment will be calculated from the existing Comprehensive Plan Map. This will involve the establishment of a standard set of justifiable assumptions for different categories of urban land, particularly for areas where infill development or redevelopment is likely. The spatial distribution of existing and potential development will inform a “base case” for an alternatives analysis.</li> </ul> <p><b>Products</b> Ordinance of City Council adopting an economic opportunities analysis, an analysis of the estimated remaining employment capacity, and an analysis of the social, economic, energy and environmental consequences of at least three alternative spatial deployments of the housing and employment needs as a Comprehensive Plan background document.</p>	
4	<b>POLICY CHOICES</b>	<p>Policy choices are decisions informed by the alternatives analyses. They must be recommended by the Planning and Sustainability Commission and adopted by City Council ordinance. This task description is fairly general because it attempts to describe only plausible decisions. The actual decisions must be based on the yet-to-be-completed preliminary work described in Tasks 2 and 3.</p> <p><b>Subtask A – Physical Plan (New Comprehensive Plan Map)</b> A new plan for the physical development of the City will replace the existing Comprehensive Plan map. This plan might be form-based, use-based, or employ a combination of both approaches. All other periodic review policy choices should be derived from or supportive of the future development pattern depicted on the physical plan.</p>	
		<p><b>Subtask B – The Economic Element</b></p> <ol style="list-style-type: none"> <li>The City will adopt long-term policies and shorter-term strategies for economic development.</li> <li>Different types of employment districts may be established.</li> <li>Sufficient vacant, partially developed, and re-developable land will be identified to meet expected employment needs.</li> <li>Coordination with Metro to ensure sufficient capacity for job growth within Portland is recognized by the regional <i>Urban Growth Management Plan</i>. This allocation will be derived from the point forecast of total regional employment needs for the Year 2030.</li> </ol>	
		<p><b>Subtask C – The Housing Element</b></p> <ol style="list-style-type: none"> <li>The City will adopt long-term policies and shorter-term strategies for meeting identified housing needs.</li> </ol>	

Task #	Work Program Reference	Task and Product Descriptions	Submittal Date (s)
4	<b>POLICY CHOICES (continued)</b>	<ol style="list-style-type: none"> <li>2. The City may revisit its “no net loss” housing policy or adopt alternative housing conservation policies, particularly policies aimed at preserving the existing stock of affordable housing.</li> <li>3. Sufficient vacant, partially developed, and re-developable land will be identified to meet expected employment needs.</li> <li>4. Coordination with Metro to ensure sufficient capacity of housing growth within Portland is recognized by the regional <i>Urban Growth Management Plan</i>. This allocation will be derived from the point forecast of total regional population growth for the Year 2030 divided by forecasted future average household size.</li> </ol>	
		<p><i>Subtask D – The Public Facilities Element</i></p> <ol style="list-style-type: none"> <li>1. New facilities plans will be developed to meet service requirements of the physical plan. These plans may provide for future updates through post-acknowledgement plan amendment processes to take account of better forecasting and modeling procedures expected to become available within the next five years.</li> <li>2. Transportation, sewer, drainage, and water projects necessary to support future development will be identified and adopted as part of the plan.</li> <li>3. The existing Portland International Airport, and any proposed airport expansion areas, will be depicted as public facilities in the plan.</li> <li>4. A decision will be made to either continue or discontinue operation of the Portland Heliport. If continued the heliport would be depicted in the plan.</li> <li>5. Should one or more school districts complete facility planning during the course of periodic review, and should the City be requested by a school district, the City could depict the general location of desired future school sites in the plan.</li> </ol>	
		<p><i>Subtask E – The Transportation Element</i></p> <ol style="list-style-type: none"> <li>1. Conforming amendments to the City Transportation System Plan will be made for updates to the Regional Transportation Plan.</li> <li>2. If authorized by the Regional Transportation Plan the City might adopt alternatives to the “Level of Service” standard for characterizing the adequacy of existing and proposed transportation facilities. These alternatives might apply citywide or only within</li> </ol>	

Task #	Work Program Reference	Task and Product Descriptions	Submittal Date (s)
4	<b>POLICY CHOICES (continued)</b>	<p>designated areas. In the absence of further state guidance the City might also adopt standard methods for examining the transportation effects for proposed intensifications or urban development.</p> <p>3. The City might also consider a system of modal preferences or desired mode splits as part of its street classification scheme.</p>	
		<p><i>Products Ordinance of City Council adopting at least the following amendments to the Portland Comprehensive Plan:</i></p> <p>Land Use Map depicting property-specific locations and intensity of needed housing and employment</p> <p>Economic Element, including coordination with Metro</p> <p>Housing Element, including coordination with Metro</p> <p>Transportation Element, conforming to Regional Transportation Plan</p>	<p><del>06/30/12</del>  <del>06/30/2013</del>  <u>7/31/2015</u></p>
5	<b>IMPLEMENTATION</b>	<p>Whatever policy decisions are made, they must be carried out by sufficiently robust implementation measures. It is important to emphasize that not all these measures are regulatory. Funding an identified public works project is an example of plan implementation, as are programs carried out by government-to-government or public private partnerships. Because policy decisions have yet to be made, the illustrative implementation measures are necessarily vague.</p> <p>Possible new implementation measures might include:</p> <ol style="list-style-type: none"> <li>1. Retention measures for prime industrial land and affordable housing stock,</li> <li>2. Remediation programs for brownfields,</li> <li>3. Adjustments to minimum residential density requirements, or application of minimum density requirements to mixed use development or residential development in non-residential zones,</li> <li>4. Form-based design standards,</li> <li>5. Construction of additional streetcar lines,</li> <li>6. Interagency agreements with special districts,</li> <li>7. Establishment of new urban renewal areas,</li> <li>8. A standard method for estimating traffic generation potential of proposed plan amendments,</li> <li>9. New community involvement and outreach programs,</li> <li>10. Inter-bureau strategies to carry out plan objectives, or</li> <li>11. Adjustment of height, noise, and use limitations around airport.</li> </ol>	<p>09/30/12</p>

Task #	Work Program Reference	Task and Product Descriptions	Submittal Date (s)
5	IMPLEMENTATION (continued)	<i>Products Ordinance</i> of City Council adopting regulations, projects, and agreements sufficient to carry out the amended Comprehensive Plan.	09/30/2013 <u>12/31/2015</u>
		<b><u>COMPLETION OF WORK PROGRAM</u></b>	10/01/12 10/01/2013 <u>12/31/2015</u>

Additional Comments:

The dates above are established for the city to submit completed work tasks to DLCD. Interested persons or agencies are advised to contact Al Burns, Senior City Planner, (503) 823-7832, if you are uncertain as to how you will be notified and involved at the local level. The city will provide you with notice of public hearings of those work tasks affecting your agency. However, agencies and other interested persons are advised to monitor subtasks related to that work task, particularly the adoption of needed amendments to the city's comprehensive plan and land use regulations. LCDC rules require that an objecting party participate at the local level orally or in writing during the local review process.

**STATE PERIODIC REVIEW ASSISTANCE TEAM (Metro Only) 03/02/2015**

<u>Agency</u>	<u>Contact</u>
Business Development Department ( <b>BDD</b> )	Ivo Trummer
Department of Agriculture ( <b>ODA</b> )	Jim Johnson
Department of Aviation ( <b>DOA</b> )	Heather Peck
Department of Environmental Quality ( <b>DEQ</b> )	Christine Svetkovich
Department of Fish and Wildlife ( <b>ODFW</b> )	Joy Vaughn
Department of Forestry ( <b>DOF</b> )	Kevin Birch
Department of Geology and Mineral Industries ( <b>DOGAMI</b> )	Ian Madin
Department of Human Services ( <b>DHS</b> )	Tom Pattee
Department of State Lands ( <b>DSL</b> )	Jevra Brown
Department of Transportation ( <b>ODOT</b> ), Region 1	Kristen Stallman
Department of Water Resources ( <b>WRD</b> )	Dwight French
Housing and Community Services Department ( <b>OHCSD</b> )	Katherine Silva
Parks and Recreation Department ( <b>OPRD</b> )	Ron Campbell
State Historic Preservation Office ( <b>SHPO</b> ) (Parks & Recreation)	Jason Allen

**NOTE:** Enclosed for city's information and use are:

- 1) *a copy of the current periodic review rule;*
- 2) *a sample "completed work task" notice to be sent by the local government to persons (if any) who participated at the local level or who requested notice;*
- 3) *copies (yellow) of Notice of Periodic Work Task, forms to be sent by local government to DLCD with each completed work task; and*
- 4) *list of the State Periodic Review Assistance Team Members.*

Please contact Larry French at (503) 373-0050, extension 283 if you have questions or need additional forms.

## EXHIBIT B

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### BYLAWS OF THE CIC

#### 1. NAME OF ORGANIZATION:

The name of the organization shall be the ~~Portland Plan~~ Community Involvement Committee (CIC)

#### 2. PURPOSE

The ~~Portland Plan~~ Community Involvement Committee is charged with serving as the “eyes and ears” of Portland’s many and diverse communities, ensuring that the perspectives of ALL Portlanders are reflected in the ~~Portland Plan~~ 2035 Comprehensive Plan as it evolves.

CIC will interact with Bureau of Planning and Sustainability (BPS) staff, particularly District Liaisons. The CIC will also work with the Office of Neighborhood Involvement’s Public Involvement Best Practices Program, Diversity and Civic Leadership Program, and other initiatives designed to promote inclusive and meaningful public involvement in Portland. The CIC will continue the community’s participation in the 2035 Comprehensive Plan ~~Portland Plan~~, a process that began with visionPDX and the Portland Plan, which captured and fleshed out our shared values of sustainability, equity, accessibility, community connectedness and distinctiveness.

CIC will receive information and be a checkpoint for a wide representation of community members to review, comment and advise the Bureau of Planning and Sustainability on the 2035 Comprehensive Plan ~~Portland Plan~~ as it is developed. It will help guide the Planning and Sustainability Commission and City Council as they consider approval of the plan.

CIC will meet quarterly, or as needed. Subcommittees ~~will~~ may be established to work on specific tasks as may be determined and will hold meetings as necessary. CIC will provide regular reports and updates to the Planning and Sustainability Commission which has final authority on all matters related to the 2035 Comprehensive Plan, including an initial set of implementing Zoning Code and Zoning Map updates, Portland Plan as it is referred to the City Council for approval.

#### 3. COMMITTEE RESPONSIBILITIES

- a. Define criteria and principles for engaging Portlanders in a public involvement process for the 2035 Comprehensive Plan ~~Portland Plan~~, identify benchmarks and timelines to measure success, and serve as “guardians” of the process to make sure that criteria and principles continue to be adhered to throughout the development of the Plan.
- b. Advise the Planning and Sustainability Commission on Portlanders’ understanding, awareness and reaction to the Plan as it progresses. Recommend changes for outreach and public support for the plan as appropriate to stay flexible, responsive and transparent.
- c. Provide guidance to and a sounding board for staff to test ideas, messages, informational materials and exercises – with special attention to clarity, accessibility, and relevance to issues of concern to the public.
- d. Utilize the member’s connection to their respective networks as ambassadors for the involvement process in the community.

## Bylaws of the Community Involvement Committee

e. Document key discussion points and decisions, post notes on the 2035 Comprehensive Plan Portland Plan website, and appear before the Planning and Sustainability Commission for interaction and to provide reports.

### 4. MEMBERSHIP

Qualifications: CIC consists of no more than ~~eighteen (18) and no less than~~ fourteen (14) members representing the diverse communities of Portland including racial/ethnic, gender, age, religious, and socio-economic diversity, none of whom may hold public elective office. No more than three ~~Three~~ (3) of those members shall be representatives of the Planning and Sustainability Commission. ~~The Chair shall be a member of the Portland Planning and Sustainability Commission.~~

Terms: CIC members shall serve ~~for a period of three years commencing July 8, 2009 or until such time as the Portland City Council takes final action on the Portland Plan or until such time as may otherwise be determined by CIC~~ receives a recommendation from the Planning and Sustainability Commission and the CIC on the final periodic review work task for the 2035 Comprehensive Plan. Members of the Committee who wish to resign before ~~completion of the project~~ such time shall provide a written letter of resignation to the CIC Chair.

Vacancies: Any committee vacancies shall be filled by persons nominated by the Mayor and confirmed by City Council.

### 5. MEMBER RESPONSIBILITIES

- a. Attend and actively participate in Committee meetings, and subcommittee meetings as appropriate.
- b. Interact with community members and partners to develop and promote interest and participation in the 2035 Comprehensive Plan Portland Plan.
- c. Share information with local organizations in which you are involved, and gather, synthesize, and convey information and perspective from those organizations.
- d. Review background materials to understand the issues and their relevance to various communities.
- e. Provide a sounding board to ensure that a variety of data and viewpoints have been considered.
- f. Voice concerns directly, promptly, and constructively.

### 6. STAFF RESPONSIBILITIES

- a. Assist the Chair in preparing and distributing agendas and background materials in advance of meetings. Post agendas and other meeting materials on the website.
- b. Manage and facilitate the process for the good of the Committee as a whole.
- c. Attend and facilitate meetings as ex officio members.
- d. Develop summary notes from meetings and distribute them within seven (7) days of the meeting. These notes should faithfully represent areas of general agreement within the group and areas in which there are diverging viewpoints. Once accepted by the Committee, post notes on the 2035 Comprehensive Plan Portland Plan website.
- e. Develop draft documents for Committee's review and comment.
- f. Provide relevant information to the Committee regarding ongoing City activities relating to the 2035 Comprehensive Plan Portland Plan.



## Bylaws of the Community Involvement Committee

- g. Provide documentation of its activities and outcomes relating to the public involvement process.
- h. Provide verbal response to questions from CIC at meetings and otherwise in writing.

### 7. SUBCOMMITTEES

The CIC Chair, in consultation with staff, shall create Sub Committees as may be deemed necessary to perform the work of CIC. ~~Subcommittees shall be established as outlined in Addendum "A" with additional Subcommittees to be formed as may be necessary. The CIC Chair, in consultation with staff, shall also appoint Task Groups as required for the purpose of performing particular assignments.~~

### 8. FINANCIAL SUPPORT

All members of the Committee serve without pay. BPS shall provide CIC with staff assistance necessary to enable it to discharge its duties.

### 9. OFFICERS

Chair: The Planning and Sustainability Commission Chair shall appoint a member of the ~~Planning and Sustainability Commission~~ CIC as the chair of the Committee. The chair shall preside at all Committee meetings. The chair shall represent the Committee at the Planning and Sustainability Commission and as requested by the Committee, or may delegate this role to other committee member(s).

Executive Subcommittee: Members of the Executive Subcommittee shall select an alternate chair on a rotating basis from within the Subcommittee every three months. The alternate chair shall perform the duties of the chair in the chair's absence. The alternate chair may represent the position of the full Committee at Planning and Sustainability Commission and City Council meetings and as requested by the full Committee. The Executive Subcommittee shall attend Planning and Sustainability Commission and City Council meetings as a "spokes group" led by the Chair or alternate Chair.

### 10. MEETINGS

~~CIC shall meet at least once a month during its initial six months as an operating organization.~~ The frequency of meeting ~~thereafter~~ will be determined according to necessity. Meetings are conducted in accordance with adopted rules of procedure. Special meetings of the Committee may be called by the chair or by majority vote as deemed necessary. Meetings shall begin and end as scheduled.

### 11. AGENDAS

Staff shall prepare a draft agenda for any meeting ten (10) days before the meeting. Upon approval of the agenda, staff shall publish the final agenda within five (5) days of the meeting.

Distribution of Agenda to Members: Staff shall e-mail the draft agenda to the Chair and members of the Executive Subcommittee for approval. Staff shall forward a final agenda and any materials necessary for the meeting to the full CIC within five (5) days of the meeting. On most occasions, delivery will be by e-mail, unless printed documents are requested by members, or staff deems e-mail inappropriate for the volume of documents.

## Bylaws of the Community Involvement Committee

Agenda Format: Agenda topics generally will include: approval of minutes, announcements, work items, and matters of interest to the Committee. The agenda may include discussion items at which no vote will be taken, or action items on which a vote may be taken. At any time the Committee may take “straw votes” for informal assessment of positions or decline to make a recommendation.

### 12. QUORUM AND DECISION MAKING

~~One half~~ ~~Two-thirds~~ of the active members of CIC shall constitute a quorum at a meeting of the full Committee. In the spirit of harmony and goodwill that comprise the common goals of CIC and its members, formal votes will generally not be taken. Decisions will be made via consensus utilizing a “fist to five” process whereby the sense of the group can be determined.

In the event there is a major issue that significantly divides the members, the Chair may, in his or her discretion, call for a formal vote. A majority of members present must vote affirmatively in order to take action. Individual members may not have more than one vote. In the event there is an issue where it is known in advance that a vote will take place at an upcoming meeting, members may vote by proxy, but such member(s) will not be included for the purpose of determining a quorum. Proxy shall apply only if original language and intent does not change.

### 13. PUBLIC PARTICIPATION

Any general or special meeting is open to any person who may wish to be heard regarding any item on the agenda. It is up to the discretion of the Chair of CIC when or whether public comments will be received at the meeting or deferred to the Planning and Sustainability Commission for hearing. Only CIC Committee members will be eligible to vote.

### 14. PROCEDURES

Roberts Rules of Order shall be followed in all areas not covered by the bylaws.

### 15. POWERS

CIC shall make recommendations on community involvement policies and issues to the Planning and Sustainability Commission. The Committee performs an advisory role to the Planning and Sustainability Commission and fosters communication and leadership on the 2035 Comprehensive Plan ~~Portland Plan~~ community involvement issues. Whereas the Planning and Sustainability Commission holds hearings and makes recommendations to City Council on 2035 Comprehensive Plan policy matters pursuant to City Code Chapter 33.710.040.D., CIC shall forward any recommendation on a policy matter to the Planning and Sustainability Commission for public hearing.

### 16. ATTENDANCE

While CIC is composed of a group of volunteers with busy schedules, it is expected that Committee members will notify the Chair or the appropriate staff member if unable to attend a full CIC or subcommittee meeting. Members missing two (2) consecutive full CIC meetings shall be asked to meet with the Chair and members of the Executive Committee to determine whether the member has sufficient time and interest to continue on the CIC". The chair, in consultation with the Executive Committee, will make a determination based on the best interests

## **Bylaws of the Community Involvement Committee**

If a member is unable to attend a meeting, he or she may provide, in advance, written comments relevant to the agenda or may participate via teleconferencing. A member participating via teleconferencing will be included in the quorum count.

An alternate may not be appointed as a representative of a member

### **17. CONFLICT OF INTEREST PROCEDURES**

A member of the Committee may not participate in any action in which the member has a direct or substantial financial interest. Any actual or potential interest must be disclosed at the meeting where the action is scheduled.

### **18. SUBMISSION OF PROPOSALS**

Any person or group, inside or outside the Committee may propose items for consideration and/or recommendation to the Committee. CIC shall decide when or whether to receive oral comments during the meeting about matters on the agenda or request written comments for continued deliberation.

### **19. PUBLIC MEETINGS/PUBLIC RECORDS REQUIREMENT**

CIC shall abide by all Oregon statutes relative to public meetings and public records. Official action(s) taken by the Committee shall be on record or included in the minutes of each meeting. The minutes shall include a record of attendance and the results of any vote(s) taken. A summary of views, including dissenting views, shall be transmitted along with any recommendation made by the Committee to the Planning and Sustainability Commission for acceptance at a regular meeting of the Planning and Sustainability Commission. Official records will be kept on file at BPS.

### **20. COMMUNICATION**

Communication with the media and broader public by the CIC shall be primarily the responsibility of the Chair or other members of CIC as may be designated by the Communications Sub Committee. Members are not to represent the committee in conversations with members of the media, both on and off the record, with regard to matters of policy or substance, to promote an individual agent or to presume to represent the positions of the CIC or its other members. Members may share, verbatim, information provided to the CIC by the Communications Subcommittee, in keeping with Open Meeting and Public Information Law. For example, talking points, presentation materials and other materials as have been provided by the staff of the Bureau of Planning and Sustainability may be quoted.

When speaking from his/her own point of a view, a member must clearly state in advance, and several times during the discussion that "I am stating my own opinions and make no claim that they represent those of the CIC or other members, though they may."

### **21. NONDISCRIMINATION**

CIC will not discriminate against individuals or groups on the basis of race, religion, gender, marital status, familial status, national origin, age, physical or mental disability not constituting a bona fide qualification, sexual orientation, gender identity, source of income, or Vietnam era veterans' status.

### **22. ADOPTION AND AMENDMENT OF BYLAWS**

### **Bylaws of the Community Involvement Committee**

All amendments to these bylaws must be ~~proposed in writing and submitted to members at least ten (10) days before a decision on its adoption may proceed. The process for adoption shall comply with the decision process as described in Article 12 above~~ made by ordinance of City Council.

#### **~~22.~~ REVIEW**

## IMPACT STATEMENT

**Legislation title:** Update 2035 Comprehensive Plan Community Involvement Program; amend Ordinance No. 184047, as amended (Ordinance)

**Contact name:** Sara Wright  
**Contact phone:** 503-823-7728  
**Presenter name:** Al Burns

**Purpose of proposed legislation and background information:**

The proposed legislation relates to the Comprehensive Plan's Goal 9 Citizen Involvement and advances public participation in the Comprehensive Plan process. The Portland City Council created a Community Involvement Committee (CIC) in July of 2009, to guide the public outreach elements of the Portland Plan. The CIC has continued through the Comprehensive Plan Update, as both the Portland Plan and the Comprehensive Plan Update fall within the purview of the State of Oregon's Department of Land Conservation and Development (DLCD) approved Periodic Review Work Program. The CIC must support the work of the Comprehensive Plan update in order to comply with Portland's Periodic Review Work Plan.

The Portland Plan is over, and the Comprehensive Plan is now before City Council. The CIC is now overseeing only the public involvement for the Early Implementation projects of the Comprehensive Plan. As the scope of the committee narrows, it is desirable to retain continuity by keeping the current chair and membership, but it is appropriate to allow the group more flexibility to accomplish the remaining tasks. The proposed legislation adjusts the bylaws of the CIC to simplify membership and processes to make the CIC more nimble and responsive.

**Financial and budgetary impacts:**

No additional staffing is required. Ongoing staffing of the committee will continue to be provided by a Community Outreach and Information Representative (existing position) in the Bureau of Planning and Sustainability. There are no associated budget impacts and no financial obligations or benefits

**Community impacts and community involvement:**

The CIC is specifically charged with guiding public engagement in the Comprehensive Plan update process, and works to make that engagement more diverse and meaningful. There are no known concerns regarding or support for the CIC, and no expected impact on any individual or organization.

### Budgetary Impact Worksheet

**Does this action change appropriations?**

- YES:** Please complete the information below.
- NO:** Skip this section

Fund	Fund Center	Commitment Item	Functional Area	Funded Program	Grant	Sponsored Program	Amount



Bureau of Planning and Sustainability  
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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and Time:** October 28, 2015 from 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 2500B

**Meeting Goals:** Review and provide feedback on Task 5 outreach activities

**Welcome and Announcements** (Begin at 8:00 a.m., end at or before 8:15)

*Discussion Leader: Howard Shapiro, CIC Chair*

Description: Review today's agenda and August meeting notes.

- See upcoming Planning and Sustainability Commission work sessions and other meetings and/or events listed below the agenda.

### Update on Schedule and Deadlines for Task 4 and Task 5

(Begin at or before 8:15 a.m., end at or before 8:45)

*Discussion Leader: BPS Staff*

- Desired Outcomes: Review and provide feedback on Task 5 outreach plan

### Task 5 Outreach Check-in

(Begin at or before 8:45 a.m., end at or before 9:45)

*Discussion Leader: BPS Staff*

- Desired Outcomes: Review and provide feedback on Task 5 outreach plan

**Public comment** (Begin at or before 9:45 a.m., end at or before 10:00)

### Upcoming Events:

City Council Hearings on the Comprehensive Plan

- November 19 (City Hall) at 2 pm (Task 3) and 3pm (Task 4)
- December 3 (location TBD), evening
- December 10 (Parkrose HS), evening

For more information, please contact Sara Wright, Bureau of Planning and Sustainability at 503-823-7728 or [sara.wright@portlandoregon.gov](mailto:sara.wright@portlandoregon.gov).



City of Portland, Oregon | Bureau of Planning and Sustainability | [www.portlandonline.com/bps](http://www.portlandonline.com/bps)  
1900 SW 4th Avenue, Suite 7100, Portland, OR 97201 | phone: 503-823-7700 | fax: 503-823-7800 | tty: 503-823-6868

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**Ord. 187831, Vol 3.1, page 10637**

# Draft Summary Meeting Notes

## Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and Time:** October 28, 2015 from 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 2500B

**Attendance:** Jessi Conner, Linda Nettekoven, Stan Penkin

**Staff:** Sara Wright (BPS), Eden Dabbs (BPS), Francesca Patricolo (PBOT)

**Meeting Goals:** Review and provide feedback on Task 5 outreach activities

### Meeting Materials:

- Helpline calls summary
- Draft outreach report

## Welcome and Announcements

### Update on Schedule and Deadlines for Task 4 and Task 5

- Francesca (PBOT) – quick update of TSP process
  - 35 outreach events around Discussion Draft so far, reaching 522 people
    - 265 reached by email, with a 42% email open rate
  - Linda raised concerns about the confusion about TSP “Stage 1” and “Stage 2” terminology, given that BPS uses “Task 4” and “Task 5” terminology.
  - CIC members raised questions about parking projects, including handicapped parking. Francesca described the status of each project, overlap with Mixed Use Zoning Project and shared parking.
- CIC members note the importance of making sure that the housekeeping Task 5 project really is just housekeeping, not more substantive; be diligent about making sure that anything that needs to be surfaced is surfaced.
- Eden reports that Council work sessions are going well – lots of good questions
  - Jessi asks – what about the geographical tours for Commissioners and staff? Public would like to know that Council and staff are going to the places they’re considering. Eden isn’t sure, will follow up.

### Task 5 Outreach Check-in

(Begin at or before 8:45 a.m., end at or before 9:45)

*Discussion Leader: BPS Staff*

- *Desired Outcomes: Review and provide feedback on Task 5 outreach plan*
- Sara provided info about Task 5 outreach
  - Each project manager continues to do targeted engagement with identified stakeholders and interested persons list.
  - Ongoing updates at standing meetings of geographic and other organizations (mostly by District Liaisons)
  - Information sessions (5 for MUZP, 1 for EZP) at the Discussion Draft stage. (See draft outreach report)



- Drop-in hours (offered by District Liaisons at community locations such as libraries and community centers) fairly well-attended after the Measure 56 notices advertising them went out. These are low-resource events, requiring relatively little staff time and effort.
- Trying to offer some variety in ways people can learn more after receiving a Measure 56 notice – visit website, call helpline, attend info session/open house, attend drop-in hours, attend hearing.
- Map App
  - Eden reports it got 1000 hits in one day.
  - All layers live except Campus
  - CIC members note that multiple layers are confusing to navigate.
- Helpline – Helpline was directing to Sara’s phone during the downtime, but was directed back to the helpline center starting in September. Phones staffed back up with this wave of Measure 56 notices. Helpline staff, mostly retained from previous year (plus one new staffperson who is fluent in Spanish) got a round of new training. See attached report. Sara reports on patterns around this round of Task 4 mailings (as the plan moves to City Council) compared to last time (as the plan moved to PSC).
  - Volume is pretty similar
  - More interpreted calls (18 interpreted calls between 7/1 and 9/22 in 2014 vs 30 between 9/23 and 10/23 in 2015). Not sure why – could be just that it’s the second letter, people take it more seriously, could be addition of phrase “and ask for interpreter” to translated sentences in Measure 56, could be something else entirely.
  - Anecdotally, feels like more people just don’t believe what staff are saying. Lack of trust.
  - Calls feel harder, because more concrete info is available about zoning, and explaining it all takes more time.
- Sara notes a few points that have come up.
  - Confusion and misinformation, due to language and the complex scheduling – for example, “centers and corridors” assignments vs land use designations that also have the words “center” and “corridor” in them.
  - Question for future public involvement planning –
    - How do we make BPS-hosted events like open houses work better?
    - Great to go to existing meetings, but not enough reach to non-geographic meetings, or to people who don’t go to meetings.
- Sara reports on Zoning Review Areas – staff are reaching out to areas that already have and will continue to have an existing discrepancy between Comp Plan designation and zoning.
  - These areas (mostly in SE) are being analyzed with a set of criteria to determine whether they should be up-zoned, retain the discrepancy, or be down-designated.
  - Staff are seeking feedback about the criteria – are we missing things, should some be weighted more heavily, etc. Striving to be very clear

- about extent of ability for public to influence process – currently seeking feedback not on the policy direction, but on the implementation approach.
- Some neighborhoods are hosting special meetings for this, some others are having staff present at standing meetings.
  - Jessi notes that staff are being transparent here about process of decision-making as they work through uncertainty.
  - CIC members ask what should happen in Jan-May, after CIC expires – who will supervise public involvement? If it's not CIC, should be the PSC. *(Note that subsequently staff submitted an extension for the CIC, which will now operate through June 2016.)*

**Public comment**

No public comment.

**Upcoming Events:**

City Council Hearings on the Comprehensive Plan

- November 19 (City Hall) at 2 pm (Task 3) and 3pm (Task 4)
- December 3 (location TBD), evening
- December 10 (Parkrose HS), evening

For more information, please contact Sara Wright, Bureau of Planning and Sustainability at 503-823-7728 or [sara.wright@portlandoregon.gov](mailto:sara.wright@portlandoregon.gov).

**Comprehensive Plan Outreach activities April 1, 2015 to October 27, 2015**

Task 5	Task 4	Task 3	Meeting/Event	Date	# (meeting)	# (tabling)
x	x		NNEBA	4/1/2015	25	
x	x		NNEBA	4/1/2015	25	
x	x		Anti-Displacement and Gentrification Coalition	4/2/2015	10	
x	x		Public Involvement Advisory Council	4/7/2015	30	
x	x		SJNA Land Use	4/9/2015	9	
x	x		Eliot NA Land Use and Transportation Committee	4/13/2015	8	
x	x		Sunnyside Neighborhood Association	4/13/2015	30	
x	x		Richmond Neighborhood Association	4/13/2015	25	
x	x		SE Uplift Land Use and Transportation Committee	4/20/2015	15	
x	x		HAND Neighborhood Association	4/21/2015	25	
x	x		NPLUG	4/23/2015	10	
x	x		EPAP Housing Subcommittee	5/11/2015	8	
x	x		Reed Neighborhood Associaton	5/12/2015	24	
x	x		EP LU/Trans Subcommittee	5/13/2015	9	
x	x		Buckman Community Association Comprehensive Plan Forum	5/14/2015	40	
x	x		REACH Community Development	5/18/2015	3	
x	x		SE Uplift Land Use and Transportation Committee	5/18/2015	10	
x	x		Woodstock Land Use Committee	5/20/2015		
x	x		Woodstock Visioning Project	10/23/2014- 10/27/14	90	
x	x		Drop-in office hours at CNN office	5/20/2015	1	
x	x		SWNI LU Committee	5/19/2015	10	
x	x		Drop-in office hours at E PDX Police space	5/27/2015	1	

**DRAFT**

Comprehensive Plan Outreach activities April 1, 2015 to October 27, 2015

Task 5	Task 4	Task 3	Meeting/Event	Date	# (meeting)	# (tabling)
x	x		NPLUG	5/28/2015	12	
x	x		Drop-in office hours at Hillsdale Library	5/28/2015	0	
x	x		Homestead NA	6/2/2015	10	
x	x		EPAP Housing	6/8/2015	8	
x	x		Linnton Board	6/10/2015	6	
x	x		Drop-in office hours at Midland Library	6/13/2015	4	
x	x		Drop-in office hours at SWNI	6/16/2015	15	
x	x		SWNI LU Committee	6/16/2015	9	
x	x		St Johns Neighborhood Association	6/25/2015	12	
x	x		EPAP TAC	7/8/2015	8	
x	x		EP LUTC	7/8/2015	8	
x	x		Drop-in office hours at Mt Scott CC	7/9/2015		
x	x		Drop-in office hours at EPCC	7/9/2015	2	
x	x		Drop-in office hours at Peninsula Park CC	7/11/2015		
x	x		EPAP Housing Subcommittee	7/13/2015	12	
x	x		NINA	7/14/2015	20	
x	x		Drop-in office hours at Capitol Hill Library	7/22/2015	1	
x	x		NPLUG	7/23/2015	10	
x	x		PGNA NNO	8/1/2015	12	
x			Arbor Lodge NA	8/20/2015	12	
x	x		Drop-in office hours at Gregory Heights	8/22/2015		
x			St Johns Main Street	8/27/2015	3	
x			Hayden Island	9/8/2015	3	
x	x		Historic Parkrose NPI	9/8/2015	11	

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Comprehensive Plan Outreach activities April 1, 2015 to October 27, 2015

Task 5	Task 4	Task 3	Meeting/Event	Date	# (meeting)	# (tabling)
			South Burlingame NA	9/10/2015	50	
x	x		East Portland LUTC	9/9/2015	7	
x	x		Gateway Area Business Association	9/10/2015		
x	x		District Coalition Directors & Chairs	9/10/2015	12	
x	x		Sumner Association of Neighbors	9/15/2015		
x	x		South Portland NA, Land Use Comm.	9/15/2015	11	
x	x		DMA Festival of Nations	9/20/2015		12
x			SE Uplift Land Use and Transportation Committee	9/21/2015		
x			NE Coalition of Neighborhoods Land Use and Transportation Committee	9/21/2015		
x	x		Sunday Parkways - SE/Tillikum Crsg.	9/27/2015		10
x	x	x	Employment Zoning project info session	9/28/2015	10	
x	x		Drop-in hours at Hollywood Library	9/30/2015	12	
x			North Portland Neighborhood Services meeting	10/5/2015		
x	x		Wilkes Neighborhood Association	10/6/2015	21	
x			Mixed Use Zones Project Information Session at 1900 SW 4th	10/7/2015	15	
x			Mixed Use Zones Project Information Session at 1900 SW 4th	10/8/2015	15	
x			82nd Avenue Improvement Coalition Community Forum	10/10/2015	40	
x			Mixed Use Zones Project Information Session at SE 33rd and SE Francis	10/12/2015	10	

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**Comprehensive Plan Outreach activities April 1, 2015 to October 27, 2015**

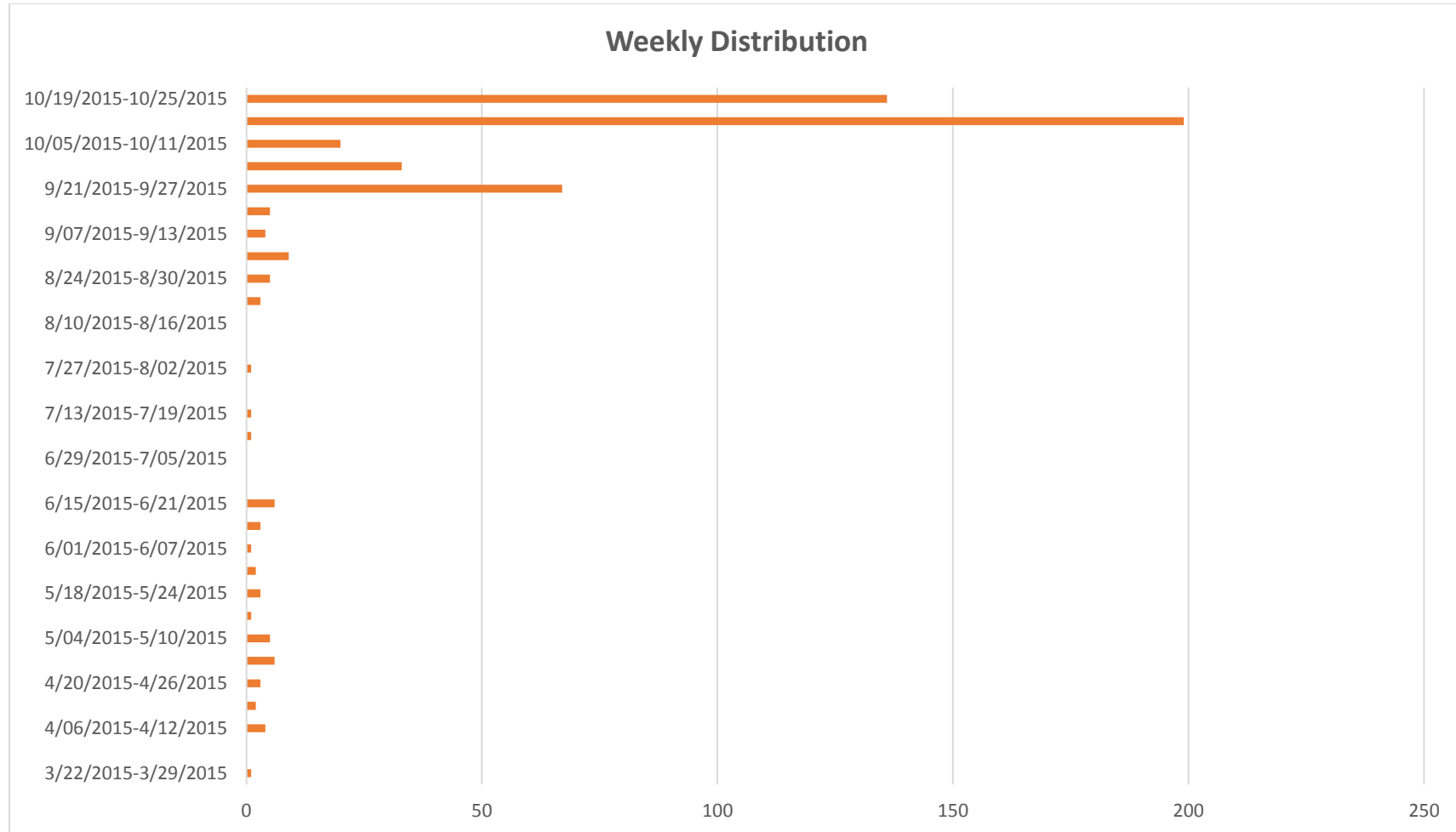
Task 5	Task 4	Task 3	Meeting/Event	Date	# (meeting)	# (tabling)
x			Mixed Use Zones Project Information Session at Wilson HS	10/14/2015	30	
x			Early Implementation Projects Open House & MUZ Information Session	10/15/2015	10	
x			Mixed Use Zones Project Information Session at Floyd Light MS	10/20/2015	25	
x	x		SWNI LU Committee	10/20/2015	10	
x			MUZ/Comp Plan Open House	10/22/2015	10	
x	x		Drop-in hours at NW Library	10/26/2015	2	
x	x		Drop-in hours at Midland Library - SPANISH	10/27/2015		

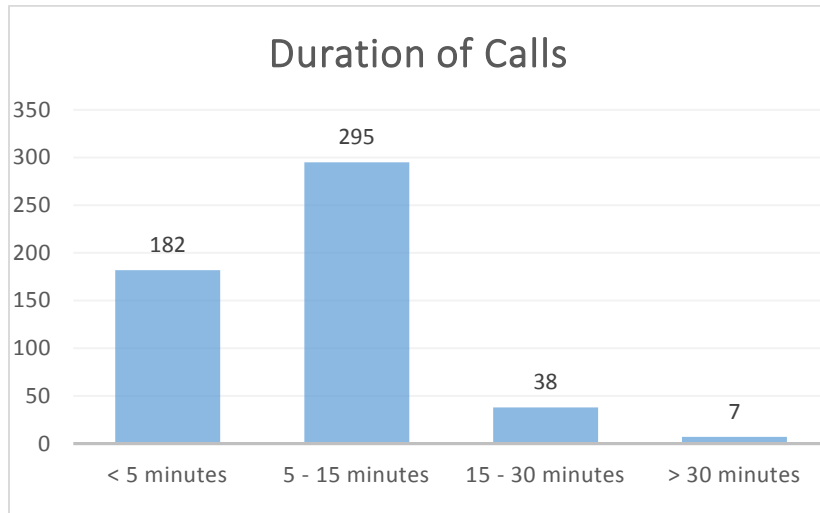
**DRAFT**

Total calls: 530

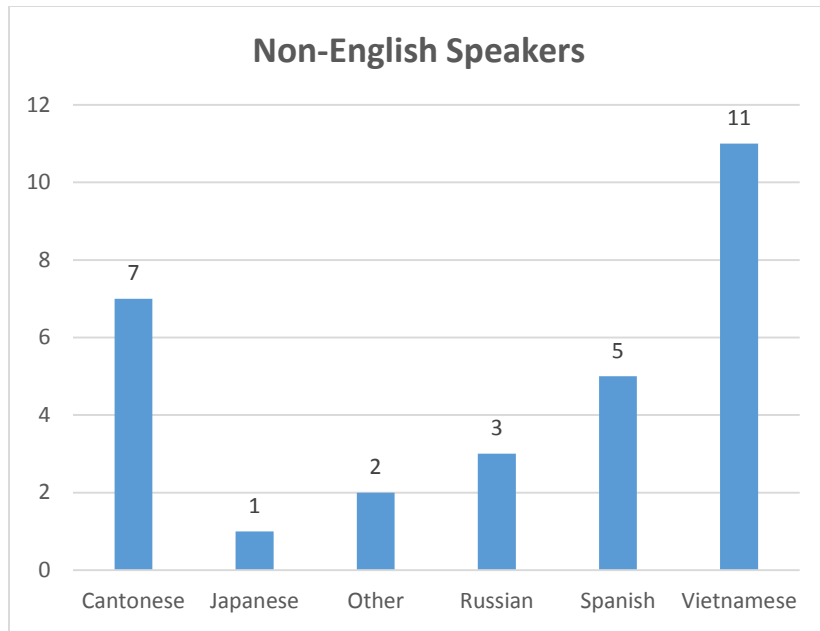
Measure 56 Notifications sent:

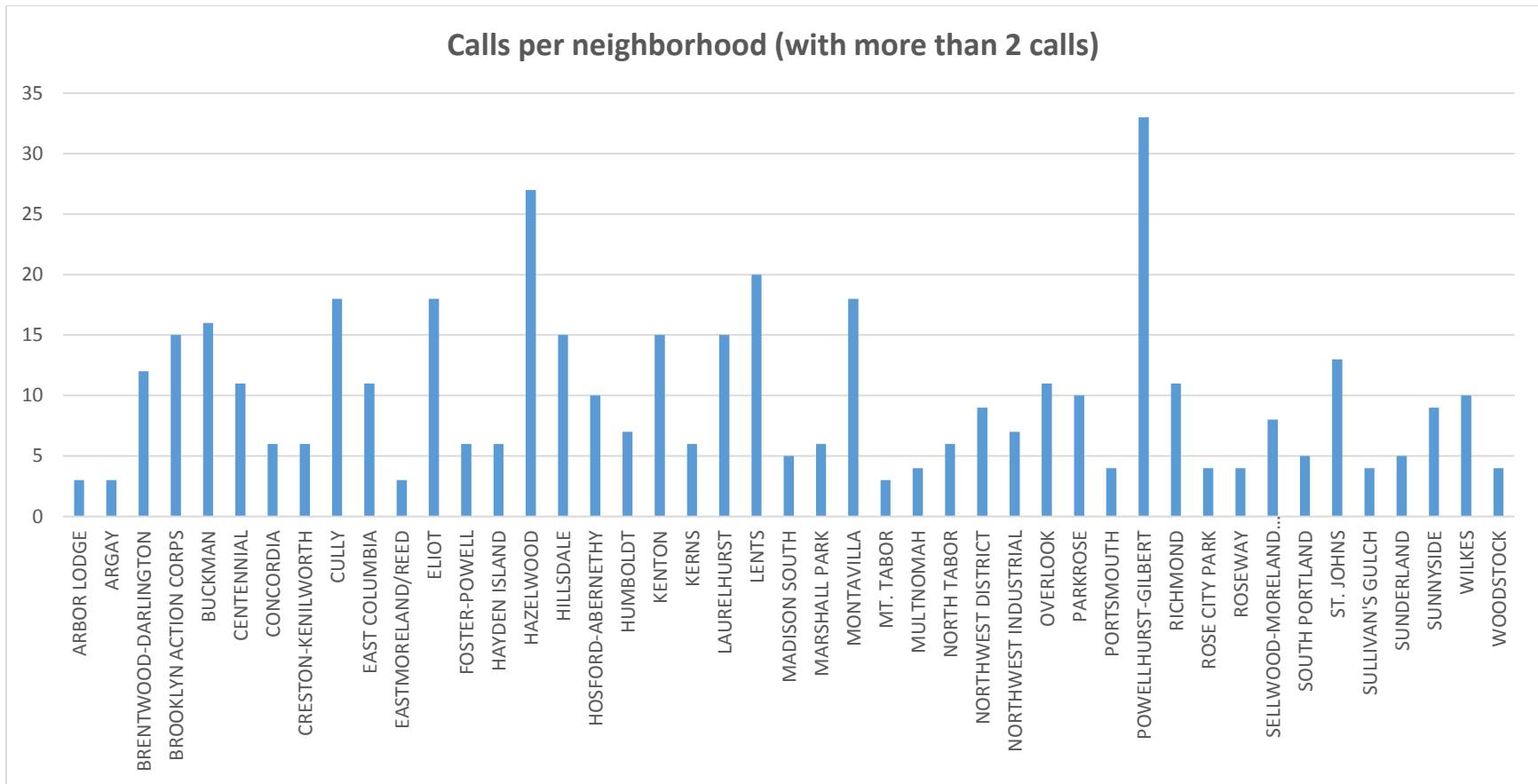
- Employment Zoning Project, 9/21/2015 – sent to 6000 addresses
- Comprehensive Plan Map (Task 4), 10/27/2015 – sent to 26000 addresses











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# Agenda for CIC meeting on September 24, 2014

## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

Date and Time: September 24, 2014 from 8:00 a.m. to 10:00 a.m.

Location: 1900 SW 4th Avenue, Portland, Conference Room 2500A

Meeting Goals: discuss Proposed Comprehensive Plan and Mixed Use Zones Project public involvement; CIC presentation to the PSC planning

Welcome and Introductions (8:00 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and 5/28/14 meeting notes.

Announcements (8:05 a.m.)

Welcome to Mayor Hales who will be attending the first hour of the CIC meeting.

See upcoming Planning and Sustainability hearings, CIC meetings and other meetings and events listed below the agenda.

### Comprehensive Plan Update

Process updates and feedback (8:15 a.m.)

Deborah Stein and Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes: Update on the public involvement process for the Proposed Draft (published in July) including notification, the Comp Plan Helpline, office hours, special outreach/trainings and events. Share CIC observations.

CIC Briefing of the Planning and Sustainability Commission (PSC) (9:15 a.m.)

Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes: Select CIC members to present to the PSC.

Briefing has been scheduled for Tuesday, November 18 at 6:00p.m. Briefing will cover public involvement on the Comp Plan Update up to present date.

At the May 2014 CIC meeting, Jovan, Jessi and Jason volunteered. Peter and Linda offered to assist. Does this still work?

#### Early Implementation

Mixed Use Zones Project – process updates and feedback (9:30 a.m.)

Barry Manning, Bureau of Planning and Sustainability and Jason Barnstead-Long, Community Involvement Committee member

Desired Outcomes: Update and feedback on the public involvement process, including community walks, advisory committee meetings and planned open house in October.

Public comment (9:45 a.m.)

Next steps (9:55 a.m.)

Discussion Leader: Howard Shapiro, Chair

CIC quarterly meetings

All meetings will be held at 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A unless otherwise notified.

2014:

Wednesday, September 24, 2014 8:00 to 10:00a.m.

Wednesday, November 19, 2014 8:00 to 10:00a.m.

2015:

Wednesday, February 25, 2015 8:00 to 10:00a.m.

Wednesday, May 27, 2015 8:00 to 10:00a.m.

#### Comprehensive Plan Open Houses

Open House #3: Thursday, September 18, 2014 from 4:00p.m. to 7:00p.m.; Roosevelt High School, 6941 N Central Street, Cafeteria

#### Planning and Sustainability Commission (PSC) hearings on the Comprehensive Plan

Tuesday, September 23, 2014 at 5:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Tuesday, October 14, 2014 at 5:00p.m.; Parkrose High School, 12003 NE Shaver Street, Student Center

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Tuesday, October 28, 2014 at 5:00p.m.; Portland Community College, SE Campus, 2305 SE 82nd Avenue, Community Hall

Tuesday, November 4, 2014 at 4:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Mixed Use Zones Project – Advisory Committee meetings

Wednesday, October 15, 2014, 4:00 to 6:00 p.m.; 1900 SW 4th Avenue, Suite 2500

Wednesday, November 19, 2014, 4:00 to 6:00 p.m.; 1900 SW 4th Avenue, Suite 2500

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and Time:** August 26, 2015 from 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 2500B

#### **Meeting Goals:**

1. Review Task 5 outreach plan
2. Review Community Involvement Program
3. Discuss how to support formation of new Comp Plan community engagement review body

#### **Welcome and Announcements** (Begin at 8:00 a.m., end at or before 8:15)

*Discussion Leader: Stan Penkin, Acting Chair*

Description: Review today's agenda and 6/24/15 meeting notes.

- See upcoming CIC meetings, Planning and Sustainability Commission work sessions and other meetings and/or events listed below the agenda.
- Thanks to Stan, Jessi, Kenneth, and Christina for presenting to PSC in July!

#### **Task 5 Outreach Check-in**

(Begin at or before 8:15 a.m., end at or before 8:45)

*Discussion Leader: BPS Staff*

- Desired Outcomes: Review and provide feedback on Task 5 outreach plan

#### **Community Involvement Program**

(Begin at or before 8:45 a.m., end at or before 9:15)

*Discussion Leader: BPS Staff*

- Desired Outcomes:
  - Review and provide feedback on the Community Involvement Program Task 5 project
  - Decide how to review this project through December

#### **What Should the "New CIC" Look Like?**

(Begin at or before 9:15 a.m., end at or before 9:45)

*Discussion Leader:*

- Desired Outcomes:



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- Review available information about the new community engagement review body for Comprehensive Plan projects
- Identify ways that CIC can inform the process of forming the new body

**Public comment** (Begin at or before 9:45 a.m., end at or before 10:00)

### Remaining CIC meetings

- Wednesday, October 28, 8:00 to 10:00a.m.; Location TBD
- Wednesday, December 23, 2015, 8:00 to 10:00a.m., Location TBD

For more information, please contact Sara Wright, Bureau of Planning and Sustainability at 503-823-7728 or [sara.wright@portlandoregon.gov](mailto:sara.wright@portlandoregon.gov).





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## **Comprehensive Plan Update – Community Involvement Committee (CIC)**

### **Draft meeting notes**

**Date and Time:** August 26, 2015 from 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 2500B

**Committee Members present:** Jason Barnstead-Long, Lois Cohen, Jessica Conner, Linda Nettekoven, Stanley Penkin, Laura Stewart (by phone), Alison Stoll

**Absent/Excused:** Paula Amato, Denise Barrett, Christina Blaser, Kenneth Doswell, Howard Shapiro, Judy BlueHorse Skelton, Jovan Young

**Staff:** Eden Dabbs, Sara Wright

#### **Meeting Goals:**

1. Review Task 5 outreach plan
2. Review Community Involvement Program
3. Discuss how to support formation of new Comprehensive Plan community engagement review body

#### **Welcome and Announcements**

Stan Penkin, acting as chair, began the meeting at 8:15. There were not enough members present for a quorum, so there was no vote on the June meeting minutes. Committee members expressed a desire to see as many members as possible attend the last two meetings. The group agreed that the last CIC meeting should be a celebration rather than a meeting, and should be scheduled in early December. BPS staff will look into scheduling an event.

#### **Task 5 Outreach Check-in**

Sara provided an overview of the outreach plan for Early Implementation (Task 5) projects. Outreach will focus on affected property owners (Measure 56 notifications, which will refer property owners to the Map App, Helpline, and small-scale informal drop-in hours and info sessions with staff) and on geographic and interest-based groups.

CIC members suggested targeting outreach to: minority chambers, OAME, minority papers, small business development center at PCC, Community Alliance of Tenants. Jason suggested using the outreach as an opportunity to reach out to people experiencing or at risk of





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displacement. Linda suggested reviewing how the MUZP map overlays with displacement vulnerability map, focus outreach in those areas.

CIC members recommended getting on agendas and calendars for under-served groups, and doing it as early as possible. Be clear about messaging why it's important to them. Use Climate Action Plan equity groups.

CIC members suggested Mercy Corps for an open house venue.

The group briefly reviewed a half-page overview piece, and provided some feedback about language, to make it feel more personal and clarify that the Comprehensive Plan is built on years of public feedback.

### **Community Involvement Program**

Sara presented the draft overview of the Comprehensive Plan Early Implementation project related to public involvement, the Community Involvement Program. While this project does not fall under the CIC's review, it is informative for the CIC to follow. It also includes the development of the charter for the "New CIC".

### **What Should the "New CIC" Look Like?**

Sara handed around the description of the future Community Involvement Committee from Chapter 2 of the [Recommended Draft of the Comprehensive Plan](#).

*Policy 2.17: "The Community Involvement Committee (CIC), an independent advisory body, will evaluate and provide feedback to City staff on community involvement processes for individual planning and investment projects, before, during, and at the conclusion of these processes."*

Sara asked for the group's thoughts on the structure and recruitment for the new CIC, when it is convened after the adoption of the Comprehensive Plan.

CIC members agreed that it is important to clarify the relationship between PIAC and the new CIC. Will it be like the relationship between BPS and BDS? Also, should ensure that the charter of the new CIC complies with Public Involvement Guidelines.

CIC members briefly discussed the name of the advisory body. Some members felt that the phrase "advisory committee" suggests that the committee's advice will necessarily be taken,

and this should be clarified from the start. Jason suggested the use of the word “group” rather than “committee” to make it sound less intimidating for potential members.

CIC members suggested that the new body have a built-in rotation to incorporate new voices while maintaining continuity and institutional knowledge. Lois suggested that half the committee start initially, and then be joined by a second group six months or a year later. Members also expressed concern about maintaining attendance and momentum. Should have a way to release people who do not attend meetings. The current CIC, like many ongoing committees, has struggled to keep people feeling engaged and attending meetings. Members agreed that the recruitment process should be very clear about the frequency of meetings, attendance expectations, and the amount of homework. Jason suggested having the first few meetings be like open houses to help potential members understand what they would be getting into. Current CIC members could attend those events to be a resources.

### **Communicating with the public about how testimony/feedback are processed**

Linda mentioned that she had heard a complaint from a neighborhood association Land Use Chair that their neighborhood had developed testimony about the Comp Plan, and that none of their recommendations were included in the Recommended Draft. This reflects an ongoing confusion about how feedback/testimony are weighed, incorporated in draft development, and responded to. Sara said that Comp Plan Update Helpline staff have handled callers with a wide range of expectations about their testimony. There are callers who believe that there’s no point in testifying because their opinion will be disregarded, and callers who believe that their testimony will certainly be incorporated into the next draft, and expect to be notified personally about that. CIC members suggested continuing to include messaging, including in the email autoreply for emailed testimony, that says, more or less, “not all ideas from testimony will be included in the final draft.”

Members raised questions about testimony on the [Recommended Draft](#) (now posted and ready for testimony), which is supposed to be sent to Council. Members expressed concern that testimony would go to the wrong places, such as just to the Mayor, to the Planning and Sustainability Commission. Sara said that Commissioners and their staff have been briefed to forward all testimony to the CPU testimony email address, and the PSC staff person who checks the PSC email box will do the same. Confusion about this is inevitable, given the number of projects moving along all different stages, but staff are aware and will be vigilant about trying to correctly direct testimony and comments.

### **Other things**

Sara briefly described the status of the [Residential Infill Project](#) (not a Comprehensive Plan project, but interesting from a public engagement perspective nonetheless and closely associated with the Comprehensive Plan by the public). The Stakeholder Advisory Committee applications are under review, and will be finalized at the end of the week. CIC members reflected on the need for standardizing the process for assembling advisory committees.

There was no public comment. The meeting concluded at 10:00 AM.

Remaining CIC meetings

- Wednesday, October 28, 8:00 to 10:00a.m.; location TBD
- December meeting/celebration – time, date, and location TBD

For more information, please contact Sara Wright, Bureau of Planning and Sustainability at 503-823-7728 or [sara.wright@portlandoregon.gov](mailto:sara.wright@portlandoregon.gov).



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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and Time:** June 24, 2015 from 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 2500A

#### Meeting Goals:

- Review Task 5 public engagement approach
- Final review of evaluation memo and submission to PSC

**Welcome and Announcements** (Begin at 8:00 a.m., end at or before 8:15)

*Discussion Leader: Howard Shapiro, Chair*

Description: Review today's agenda and 4/22/15 meeting notes.

- See upcoming CIC meetings, Planning and Sustainability Commission work sessions and other meetings and/or events listed below the agenda.

#### Comprehensive Plan Public Engagement process evaluation memo

(Begin at or before 8:15 a.m., end at or before 8:45)

*Discussion Leader: Sara Wright, BPS staff*

- Desired Outcomes: Understand timeline for memo completion and submission, provide any final input.

**CIC Presentation at the PSC Meeting in June** (Begin at or before 8:45 a.m., end at or before 9:15)

- Desired Outcomes: Identify CIC member presenters for the PSC meeting in June

**Check-in on Task 5/Early Implementation projects** (Begin at or before 9:15 a.m., end at or before 9:45)

- Desired Outcomes: Understand project schedule and engagement approaches; group members indicate interest in reviewing draft materials.

**Public comment** (Begin at or before 9:45 a.m., end at or before 10:00)

#### CIC meetings

- Wednesday, **August 26, 2015**, 8:00 to 10:00a.m., *location TBD*
- Wednesday, **October 28, 2015**, 8:00 to 10:00a.m., *location TBD*



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- Wednesday, **December 16, 2015**, 8:00 to 10:00a.m., *location TBD*

**Planning and Sustainability Commission vote to recommend CPU to City Council**

*(schedule is tentative)*

- Tuesday, July 14, 2015, 12:30 PM to 4:30 PM; 1900 SW 4<sup>th</sup> Avenue, 2<sup>nd</sup> Floor, Room 2500A

**Mixed Use Zones Project – Advisory Committee meetings**

- July 2015, TBD
- September 2015, TBD

For more information, please contact Sara Wright, Bureau of Planning and Sustainability at 503-823-7728 or [sara.wright@portlandoregon.gov](mailto:sara.wright@portlandoregon.gov).



# Community Involvement Committee Meeting Notes

**Meeting Date:** Wednesday, June 24, 2015

**Time:** 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 2500B

**Committee Members present:** Jason Barnstead-Long, Denise Barrett, Christina Blaser, Lois Cohen, Jessica Conner, Kenneth Doswell, Linda Nettekoven, Laura Stewart (by phone), Alison Stoll

**Absent/Excused:** Paula Amato, Stanley Penkin, Howard Shapiro, Judy BlueHorse Skelton, Jovan Young

**Staff:** Eden Dabbs, Sara Wright

**Visitors:** Francesca Patricolo (PBOT)

## Meeting Goals:

- Review Task 5 public engagement approach
- Final review of evaluation memo and submission to PSC

## Welcome and Announcements

Linda Nettekoven, acting as chair, reviewed meeting goals and agenda and 4/22/15 meeting notes. 4/22/15 meeting notes were unanimously approved.

Sara Wright (BPS staff) announced that ODOT is recruiting advisory committee members for the 82<sup>nd</sup> Avenue of Roses Implementation project.

Sara gave a brief update of the Residential Infill project just getting underway. While it is not related to the Comp Plan, the project is of interest to many people involved in the Comp Plan process, and is intertwined with many Comp Plan issues. The stakeholder advisory committee process is just beginning. The committee will have representation from people who live in residential single-dwelling zones and people who do development projects in residential single-dwelling zones. Organizations representing various stakeholders (district coalitions, DCL partners, East Portland Action Plan, Community Alliance of Tenants, Home Builders Association, American Institute of Architects, etc) will be asked to nominate a representative who will be responsible for representing and reporting back to their constituency. Individuals will also be welcome to apply to the members-at-large positions. All nominees will submit a bio and a statement of interest. The tentative deadline for submission is August 7.

Francesca described the upcoming Parking Symposium on June 29, convened by PBOT and featuring panels about parking tools in use in other places. CIC members expressed concern about whether there will be sufficient representation of business perspective, and underlined that this is a big concern for retail businesses. Francesca mentioned that there will be follow-up

activities with more opportunities for engagement after the symposium. Linda asked about how parking policy might be integrated into Task 5 activities.

**Comprehensive Plan Public Engagement Process Evaluation Memo**

*Desired Outcomes: Understand timeline for memo completion and submission, provide any final input.*

Sara pointed out the latest revision of the memo, included in the meeting packet, and asked for final comments by Friday, 6/26. The memo will be submitted to the PSC on Tuesday, 6/29 for their review before the 7/14 meeting.

**CIC Presentation at the PSC Meeting in July**

*Desired Outcomes: Identify CIC member presenters for the PSC meeting in June, identify themes of presentation*

Jessi, Kenneth, and Christina volunteered to represent CIC at the PSC presentation. They will meet to establish a script outline and assign parts. Linda offered to represent the original CIC members if Stan cannot participate.

The script for the presentation will use the memo as a starting point, and emphasize the need to continue to build on the relationships established in the CPU process. The group identified key successes – PEGs, Listening and Commenting, and Map App/technical innovations – and key challenges – transparency around staff report process with the extended testimony deadline, continuing connection and involvement with under-represented communities.

**Check-in on Task 5/Early Implementation Projects**

*Desired Outcomes: Understand project schedule and engagement approaches; group members indicate interest in reviewing draft materials.*

Sara reviewed the tentative timeline for Task 5 projects and the opportunities for public feedback at each point. **The timeline is subject to change, and should be considered very tentative.**

What's next?	When	Opportunities for providing feedback	If yes, to whom?
PSC <i>Recommended Draft</i>	August/Sept 2015	Yes – testimony in writing and at public hearings	City Council (hearings in Fall 2015)
Mixed Use Zones Project <i>Discussion</i>	August/Sept 2015	Yes – comments and suggestions	staff

<b>Draft</b> (code and map)			
Zoning Map (residential only) <b>Discussion Draft</b>	Sept/Oct 2015	Yes – comments and suggestions	staff
Mixed Use Zones Project <b>Proposed Draft</b> (code and map)	Oct/Nov 2015	Yes - testimony in writing and at public hearings	Planning and Sustainability Commission
Mixed Use Zones Project <b>Recommended Draft</b> (code only)	Late Winter/Early Spring 2016	Yes – testimony in writing and at public hearings	City Council
Zoning Map <b>Proposed Draft</b> (incorporating ALL zoning changes)	December 2015/January 2016	Yes - testimony in writing and at public hearings	Planning and Sustainability Commission ( <i>vote in Late Winter/Early Spring 2016</i> )

Sara described the plan for Task 5 outreach.

Events

- District liaisons will continue to present to existing organizations at existing meetings
- Project leads will continue to hold advisory group meetings and other project-specific events.
- Office hours, including one in Spanish, will be held throughout the summer and fall. They will be advertised in the Measure 56 notification letters sent to property owners (at about the time that the Proposed Draft and Recommended Draft of each map/code project is released).
- An open house for all Task 5 projects will be held in the fall.
- Information sessions (including a brief presentation and Q&A) will be held in the fall, probably co-hosted with interested organizations.

Online

- The updated Map App will be released at the same time as the Mixed Use Discussion Draft. It will have different layers for different projects, and will include an option to provide feedback (to staff, PSC, or City Council, depending on the stage of the relevant project).
- Other online communications methods will be used along the way (Facebook, NextDoor, website, E-News, etc).

Helpline



The Helpline will be staffed back up to handle a surge in calls after each notification round, with the biggest need anticipated for the Mixed Use Recommended Draft.

Sara asked whether the group was interested in reviewing draft materials for Task 5 projects, including Measure 56 mailings. Members present agreed that they would like to be sent drafts and offered the opportunity for review.

### **Public Comment**

There was no public comment.

### **Next steps**

- The CIC will meet next on August 26th, 8-10 AM.
- Sara will send out Task 5 materials for review as they become ready for review.
- Sara will follow up on some questions about the Residential Infill project.
- Members will meet over the next two weeks to plan the presentation to the PSC on July 14.

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# Agenda for CIC meeting on May 28, 2014

## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

Date and Time: May 28, 2014 from 8:00 a.m. to 10:00 a.m.

Location: 1900 SW 4th Avenue, Portland, Conference Room 2500A

Welcome (8:00 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and 2/26/14 meeting notes.

Announcements (8:05 a.m.)

Public Involvement and Communications contract has been awarded.

See upcoming CIC meetings and other meetings and events listed below the agenda.

### Comprehensive Plan Update

Process update (8:15 a.m.)

Deborah Stein, Eden Dabbs and Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes: Outline the Comprehensive Plan Update process, including notification, special outreach/trainings and events, now through the fall.

Questions:

Is there feedback on the types and sequencing of the notification?

In regards to the proposal for identifying audiences and types of special outreach efforts, are there other groups and/or approaches to consider?

Is there feedback on the early idea of the Listening and Commenting trainings?

Thoughts on the tentative schedule of PSC briefings, open houses, including virtual open house and the PSC hearings?

CIC Briefing of the Planning and Sustainability Commission (PSC) (9:00 a.m.)

MartyStockton, Bureau of Planning and Sustainability

Desired Outcomes: Select CIC members to present to the PSC.

Briefing has been scheduled for Tuesday, July 22nd at 6:00p.m. Briefing will cover public involvement on the Comp Plan Update from January 2013 to present date.

Early Implementation

Public Involvement Plans for the Transportation System Plan (TSP) projects (9:20 a.m.)

Eric Engstrom, Bureau of Planning and Sustainability and Linda Nettekoven, Community Involvement Committee member

Desired Outcomes:

Receive CIC feedback on the TSP public involvement plan.

Answer CIC questions and confirm any changes.

Public comment (9:45 a.m.)

Next steps (9:55 a.m.)

Discussion Leader: Howard Shapiro, Chair

CIC quarterly meetings

All meetings will be held at 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A unless otherwise notified.

2014:

Wednesday, May 28, 2014 8:00 to 10:00a.m.

Wednesday, September 24, 2014 8:00 to 10:00a.m.

Wednesday, November 19, 2014 8:00 to 10:00a.m.

2015:

Wednesday, February 25, 2015 8:00 to 10:00a.m.

Wednesday, May 27, 2015 8:00 to 10:00a.m.

## Mixed Use Zones Project – Community Walks

Join community members and city planners on a community walk to share ideas for how zoning regulations can be crafted to achieve desired development outcomes.

N Williams/MLK Near Fremont Community Walk on Thursday, May 29, 2014, 6:30 to 8:30 p.m.; meet at corner of N Williams & Fremont

SE Division Near SE 30th Community Walk on Wednesday, June 4, 2014, 6:30 to 8:30 p.m.; meet at Piccolo Park (SE 28th Ave, south of Division)

SW Multnomah Near Barbur Community Walk – Wednesday, June 11, 2014, 6:30 to 8:30 p.m.; meet at 7688 SW Capitol (Multnomah Arts Center)

## Campus Institutional Zoning Advisory Group

Thursday, June 12, 2014; 3:00 to 5:00 p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

## Planning and Sustainability Commission (PSC) meetings

Briefing on the Comprehensive Plan Update public involvement process by the Community Involvement Committee on Tuesday, July 22, 2014 6:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

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# Summary Meeting Notes for CIC Meeting on May 28, 2014

## Community Involvement Committee

### Meeting Minutes

Meeting Date: Wednesday, May 28, 2013

Time: 8:00 a.m. to 10:00 a.m.

Committee Members present: Paula Amato, Jason Barnstead-Long, Denise Barrett, Christina Blaser, Lois Cohen, Jessica Conner, Kenneth Doswell, Linda Nettekoven, Peter Stark, Jovan Young.

Absent: Judy BlueHorse Skelton, Anyeley Hallova, Stanley Penkin, Howard Shapiro, Laura Stewart, Alison Stoll.

Staff: Eden Dabbs, Madeline Kovacs, Deborah Stein, Marty Stockton.

Visitors: Daniel Trubman (CBO)

### Welcome

Marty Stockton, Bureau of Planning & Sustainability, led the meeting.

### Announcements

Marty announced that she will be transitioning to the position of SE District liaison, but will continue to support the CIC. Marty also noted that the upcoming CPU Proposed Plan public release in July presents an opportunity to re-invigorate the public involvement process. She also informed the committee that a consultant has been hired to assist with CPU public involvement and communications. Marty shared scheduled CIC meetings, Mixed Use Zone Project community walks, and the upcoming Campus Institutional Zoning advisory committee meeting (included at the end of these meeting notes). Peter Stark announced the Central City 2035 - SE Quadrant Plan's two-day charrette scheduled on June 3rd and 4th at 1900 SW 4th Avenue on the 7th Floor. Linda shared that on June 11, there will be a multi panel discussion on neighborhood demolitions. Issues covered related to demolitions will be wide ranging, from notification procedures to disposal/recycling of materials.

## Comprehensive Plan Update: Process Update

Deborah Stein, Eden Dabbs, and Marty Stockton gave an overview for committee members of the upcoming CPU Proposed Plan release, public outreach, and implementation projects. Over the summer and fall, as the project transitions into the legislative process, staff will be helping prepare community members present to feedback to the Planning and Sustainability Commission and to City Council in the form of testimony at public hearings. Jovan Young asked about the location of these hearings, and Marty and Deborah answered that some will be held downtown, and that others will be in neighborhoods/areas with many proposed changes. Final selections have not been made.

Lois Cohen mentioned that she appreciates these efforts to engage under-represented people in the city, and that during this phase staff could perhaps consider another filter when prioritizing outreach options: Who has not been engaged in the CPU process so far?

Eden mentioned that the criteria used to evaluate consultants hired to assist with outreach for the CPU release prioritized the consultant's ability to identify and help reach under-represented and/or under-served communities.

Marty also shared that, through incorporating feedback and lessons learned during the Portland Plan process, stipends for participants have been written into the contract. Lois cautioned that it may be wise to be careful about the criteria used to determine who is paid for their participation, and how they are paid: Stipends directly for public transportation, gas, or childcare may be a better approach. We don't always know people's circumstances, and we don't want to assume. Deborah and Marty thanked Lois for her feedback, and agreed that we need to further discuss how best to facilitate participation while reducing barriers in the best way possible. One suggestion was to partner with existing nonprofits or neighborhood associations. Eden also shared that the Community Engagement Liaison program through the Office of Equity and Human Rights is one option being considered.

Lois asked if any funds have been designated for translation services. Marty responded that this is a core service that the City should continue to provide, and that the CPU consultant will help make decisions regarding which documents are most usefully translated into which language(s).

Deborah then presented a working draft plan for information and publicity regarding the CPU proposed plan so far, including tailored outreach strategies. She pointed out that some people will be receiving notification for the first time, while other groups and people have been very engaged so far. Deborah explained why BPS is interested in early notification in advance of official notification required by state law, mostly in the interest of allowing ample time for people to contact staff with questions. Finally, Deborah discussed the four main types of map changes, and that four postcard wordings would be crafted to match. The committee offered feedback:

Jason mentioned that we also have to consider whether we are successfully reaching renters and future property owners. Deborah echoed that renters have been a community that we have been mindful of not reaching as much as we would like and welcome suggestions.

Peter said that he thinks one of the most effective ways to get people involved is to make it about them: For example, tell people to find out what's happening by looking up their address. Deborah mentioned that the Map App is already being revised to have a function where people can enter their or any address, and pull up a parcel-specific description of proposed changes. Peter suggested that communications should lead with this feature.

Linda and Jessi voiced concern that notification via postcards may not be enough. Suggestions to more effectively reach businesses included:

Land Use attorneys in the community.

Giving postcards to the permitting counter, and training permitting staff.

Incorporating notification and communications (maybe directing people to the Map App to look up their address) into the display in the lobby

Jessi asked staff to keep in mind that notices need to be sent to store staff, usually the bookkeeper, not to a regional office where they may be missed. Jovan mentioned that images of people on any materials either need to be absent, or need to represent more than one type of person.

Kenneth cautioned that many community members may feel like the City will do what it wants to do, regardless of feedback. Deborah responded that we need to make sure that postcards and other materials, along with staff support, make it clear how people can best channel feedback, and offer the best testimony possible.

Jason suggested that staff be mindful of putting proposed changes into a context that is directly relevant to people.

Linda also suggested that staff could have more success reaching renters through organizations like an association of tenants, Venture Portland and other organizations or people who can notify others in their community. Additionally, sitting down with coalition chairs and directors could help prepare them to answer questions, cut down on calls, and direct people to the right place.

Peter suggested that staff may want to create two versions of an early notification postcard, instead of the four proposed. He argued that many proposed changes may be citywide, affecting everyone. Additionally, it may be more useful to talk about proposed changes (the majority of which are zoning related) as either up/neutral-zoned, or down-zoned. Especially when some sites are proposed to undergo multiple changes, make it less complex could be a good idea. Peter also stated that he didn't think most property owners would worry too much about up-zoning, but down-zoning may invite more conflict.

Jessi also suggested that staff try and reach property owners who may be living off-site or out of town. Suggestions included:

Property owner associations.

City-run trainings for landlords.

County records.

Peter suggested putting a flash on all city websites, linking to the Map App. Deborah mentioned that we did something similar for the Portland Plan (rotating slideshow).

Deborah then explained legally required notices, through Measure 56, which will be sent to some property owners. Deborah also briefly explained the rationale for these decisions, such as health & safety issues associated with very steep slopes and limited access by emergency vehicles. In other cases, changes are proposed in an attempt to true up lot sizes with zoning. Marty mentioned that a few places with down-zoning proposed are places that have already exceeded school capacity, aren't close to services or parks, or are not well connected to transit, and where denser development may not be appropriate. The committee then discussed with staff, and pointed out some potential areas of concern:

Committee members inquired whether people in outer East Portland may be concerned about down-zoning: 20-years ago, in East Portland the City up-zoned, and in many places people built apartments but services didn't necessarily follow. At the moment, the City has more capacity than it needs to accommodate growth, so the plan is to reduce development capacity where it isn't needed. Concerns with this plan included:

Won't the City have to up-zone again as more people who can't afford to live close in move out? Won't you have to provide services then? (Staff answered that likely yes, but within 20-years staff think the City is still well over-capacity.)

Will people who bought property expecting growth in certain neighborhoods be upset at down-zoning?

The City is mandated by state to have a certain amount of industrial, land, and we have a deficit. In some places where a developer can't afford to clean up a brownfield, up-zoning it instead could make it appealing to clean up. Industrial users need to have other industries around them to encourage facilities development.

Jovan asked whether any provisions are currently in place to make up for loss of potential revenue for school districts with down zoning. Deborah responded that the city is conducting an economic analysis right now to ensure we aren't exacerbating or creating any problems such as this through down-zoning. We may think we are trying to improve school's fiscal health, but we want to make sure that's true.

Jovan also pointed out that it is important to acknowledge places where people are perhaps just starting to feel comfortable in their neighborhoods again, and make sure that we aren't implementing a policy that will undo positive neighborhood growth and cohesion.

Deborah and Marty ended by thanking the committee for their thoughtful feedback. The proposed plan will go through many rounds of revisions and feedback, and conversations like this are going to be extremely valuable.

#### Comprehensive Plan Update: CIC Briefing of the PSC

Marty informed committee members that a briefing from the CIC to the Planning and Sustainability Commission has been scheduled for Tuesday, July 22, at 6:00pm. The plan at the moment is to package a number of What We Heard and other outreach summary reports together, and write a cover letter from the CIC evaluating public involvement so far.

Marty then asked members to think about what they would like their feedback to the PSC to be. She then asked for volunteers to present, and Jovan, Jessi and Jason volunteered. Peter and Linda offered to assist. Marty offered to help prepare presentation materials, outlining bullets for members to fill in.

Marty summarized next steps, and volunteered to send out a 5-6 question survey to committee members as a starting point for feedback. Eden suggested attaching What We Heard reports as a refresher while thinking about survey questions.

#### Early Implementation: Public Involvement for the Transportation System Plan

Marty asked committee members to refer to their meeting packets, and read the email summarizing the Public Involvement Advisory Council's (PIAC) initial feedback on the TSP Public Involvement Plan draft (also included). She then asked members to consider if they had any thoughts to add, and follow up via email by next week.

Linda and Peter pointed out that PBOT staff capacity is much more limited, and that the TSP Technical Expert Group (TEG) has been struggling to cover enough territory swiftly enough, so Linda asked PIAC and now the CIC for recommendations. The TEG needs to look at the TSP Public Involvement Plan draft, and the TEG hopes the TSP will come out in September with a list of projects and priorities for community to respond to during the fall. The main problem is that the committee doesn't have anything to show yet, so adequate time for public to comment will be challenging.

#### Next steps (9:55 a.m.)

Marty: Between now and June 5th is a good time to offer feedback to PBOT regarding the TSP and PIAC's input so far. Marty then reminded the committee of preparation for July 22 presentation, and upcoming community walks for Mixed Use Zones Project. Would also be good to have smaller meetings come and help us with specific outreach materials design over the summer.

#### CIC quarterly meetings

All meetings will be held at 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A unless otherwise notified.

#### 2014:

Wednesday, May 28, 2014 8:00 to 10:00a.m.

Wednesday, September 24, 2014 8:00 to 10:00a.m.

Wednesday, November 19, 2014 8:00 to 10:00a.m.

#### 2015:



Wednesday, February 25, 2015 8:00 to 10:00a.m.

Wednesday, May 27, 2015 8:00 to 10:00a.m.

#### Mixed Use Zones Project – Community Walks

Join community members and city planners on a community walk to share ideas for how zoning regulations can be crafted to achieve desired development outcomes.

N Williams/MLK Near Fremont Community Walk on Thursday, May 29, 2014, 6:30 to 8:30 p.m.; meet at corner of N Williams & Fremont

SE Division Near SE 30th Community Walk on Wednesday, June 4, 2014, 6:30 to 8:30 p.m.; meet at Piccolo Park (SE 28th Ave, south of Division)

SW Multnomah Near Barbur Community Walk – Wednesday, June 11, 2014, 6:30 to 8:30 p.m.; meet at 7688 SW Capitol (Multnomah Arts Center)

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and Time:** April 22, 2015 from 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 2500A

**Meeting Goals:** Evaluate Comprehensive Plan public engagement process.

**Welcome and Announcements** (Begin at 8:00 a.m., end at or before 8:15)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and 2/25/15 meeting notes.

- See upcoming CIC meetings, Planning and Sustainability Commission work sessions and other meetings and/or events listed below the agenda.

**CIC Discussion: Comprehensive Plan evaluation – what are the lessons learned?**

(Begin at or before 8:15 a.m., end at or before 9:30)

- Desired Outcomes: Review and discuss evaluation questions. Staff will use notes from this discussion to inform the draft evaluation memo, and will email the draft memo to CIC members for review and editing. If desired, a subcommittee will be designated to work with staff on the memo.
- Evaluation Questions:
  - What did you like about these efforts?
  - What do you think fell short about these efforts?
  - Was there anything we improved about our public engagement process over time?
  - Given limited resources, what would make sense to focus on if we did the whole process all over again?
  - If you got a call from the planning director of another town in Oregon, asking for advice on how to do public engagement for a Comprehensive Plan, what would your three top pieces of advice be?

**CIC Presentation at the PSC Meeting in June** (Begin at or before 9:30 a.m., end at or before 9:45)

- Desired Outcomes: Identify CIC member presenters for the PSC meeting in June

**Public comment** (Begin at or before 9:45 a.m., end at or before 10:00)



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### **CIC meetings**

- Wednesday, **May 27, 2015**, 8:00 to 10:00a.m.; 1900 SW 4<sup>th</sup> Avenue, 2<sup>nd</sup> Floor, Conference Room 2500A
- Wednesday, **August 26, 2015**, 8:00 to 10:00a.m., location TBD

### **Planning and Sustainability Commission (PSC) work sessions on the Comprehensive Plan** *(schedule is tentative)*

- Tuesday, May 12, 2015 at 12:30p.m.; 1900 SW 4<sup>th</sup> Avenue, 2<sup>nd</sup> Floor, Conference Room 2500A
- Tuesday, June 9, 2015, 3:00 PM to 8:00 PM; 1900 SW 4th Ave, Suite 2500A

### **Mixed Use Zones Project – Advisory Committee meetings**

- Wednesday, May 20 2015, 4:00 PM to 6:00 PM; 1900 SW 4th Avenue, Room 2500
- Wednesday, June 17, 4:00 PM to 6:00 PM; 1900 SW 4th Avenue, Room 2500

For more information, please contact Sara Wright, Bureau of Planning and Sustainability at 503-823-7728 or [sara.wright@portlandoregon.gov](mailto:sara.wright@portlandoregon.gov).



## Community Involvement Committee Meeting Minutes

**Meeting Date:** Wednesday, April 22, 2015

**Time:** 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 2500A

**Committee Members present:** Denise Barrett, Christina Blaser, Lois Cohen, Jessica Conner, Kenneth Doswell, Linda Nettekoven, Stanley Penkin, Howard Shapiro, Peter Stark

**Absent/Excused:** Paula Amato, Jason Barnstead-Long, Judy BlueHorse Skelton, Laura Stewart, Alison Stoll, Jovan Young

**Staff:** Eden Dabbs, Deborah Stein, Sara Wright

**Visitors:** Brian Hanson, Lucas Saraiva

**Meeting Goals:** Evaluate Comprehensive Plan public engagement process

### Welcome, Introductions, Announcements

Howard Shapiro, Chair, opened the meeting and welcomed the committee. Minutes from February were approved.

### CIC Discussion: Comprehensive Plan evaluation – what are the lessons learned?

Sara Wright, BPS staff, gave a brief overview of the evaluation requirement and ran through the Public Involvement Principles laid out in the Community Involvement Plan for the Comprehensive Plan Update. The committee agreed to go around the room and check in with each member's "lessons learned" from the community involvement process. Committee members' points are captured below, categorized by type. Italicized points were repeated or seconded by multiple members.

#### General

- *The scope and complexity of the project is so enormous that it's difficult to get a handle on, even for people who are knowledgeable.*
- *Confusion regarding all the different plans, didn't message how they relate to each other.*
- People who are just catching on to the CPU process have to do a lot of catching up, and they feel like it's all happening too fast. However, it's impossible to engage people until there's something relevant and concrete to engage with. It's hard to get people to care about policies.
- *Early involvement is critical. When people know about something early on and are able to provide feedback early, it becomes less frightening and upsetting. Specific information about local geographies (neighborhoods, specific properties) early on is essential to get people engaged.*
- However, people will always say there's not enough time.

- It's just really hard to say how much outreach is enough.
- Challenge with human mindset; it's very difficult to imagine 20 years ahead.
- *Need place-based AND topic-based outreach*
- Need to keep dialog opportunities. Staff gets pushback from a lot of people who don't understand that staff has to balance a wide variety of viewpoints. Need to keep conversations going so people can hear other people's perspectives.
- *It's always the same people who get involved. How do we get people who aren't paying attention, especially when there is so much to wrap your arms around.*
- Business owners are focused on different needs than individual residents or neighborhood associations. Businesses need certainty, and don't have time to wade into this stuff. Need more sensitivity about how even subtle zoning changes make drastic change for businesses; too much change, too quickly can be disastrous.
- The CPU process happened to cover a time period that included the worst recession AND the biggest boom in Portland in quite a while. Development is now happening much more quickly than it has in a long time. This exposed a lot of flaws in the existing system and created a lot of fear and anxiety about the future. Idea of "root shock" (a concept used to describe the social devastation caused by urban clearances of African American communities in the mid-1900s) is echoed in the experience of neighborhoods that are changing quickly. People are feeling that their identity is being threatened. Community loss, despair, feeling of being without a voice.
- *BPS staff effort has been enormous. We learned from each other; staff receptive and very sincere about trying to make the process better.*
- Lots of people think their testimony will be ignored, but it's clear that staff has been taking this testimony very seriously.
- Staff has done good graphic follow up work interpreting feedback from PEGs and community meetings, took complex info and made it understandable.

#### Committees/advisory groups

- *Policy Expert Groups (PEGs) earlier on were really good, members were diverse, built capacity, shared knowledge, array of info. Small size and format of presentations and discussions provided opportunity to hear other people's perspectives, which is valuable. PEGs should have been continued as topic interest groups to keep checking in with process and to respond to proposals that were developed and informed by their input*
- CPU work groups process was a big improvement on previous ones. Portland Plan process wasn't very transparent about the advisory groups (technical work groups that were staff-only) process, people felt like they were being left out. CPU PEG process was much more transparent, learning from previous mistakes, and were composed 50:50 of staff and community members.
- Committees can be very unwieldy and ineffective if too many people are involved, but you also need a wide variety of people, and that's a tough balance.
- Emulating ballot measure development process ("drafting" a wide variety of people to participate) for advisory groups would be more inclusive.
- Participation in CIC would feel more meaningful if members were assigned to represent specific groups or places.
- CIC should be relevant. People need to know it exists and is functional.

### Timeline/Coordination

- Better communication and cooperation between staff, PSC and CIC. Sometimes it feels like staff is trying to meet a timeline, not giving the people involved enough time.
- When the testimony deadline was extended, there wasn't good explanation of how the PSC process (worksessions and staff reports) would continue as testimony was still coming in.
- Issues of both late-to-the-party anxiety AND public involvement fatigue. How do you accommodate both of those issues?
- Schedule more time at the end of processes, when the substance of the project becomes clear, as opposed to the beginning.

### City Agency Coordination

- The CPU has been a huge burden on BPS, *not enough resources*.
- *Inter-bureau coordination is important to be effective, avoid redundancy*. City Council could help with that, need to get out of silos.
- Public Involvement network helped with inter-bureau coordination, but with PIAC changes, it's stalled out. Need to re-energize.

### Demographics

- TriMet's Transit on Tap is a good example of a way to reach out to younger demographics. But we should make sure events are multigenerational so people can hear each other's voices.
- *Outreach to renters is challenging; there wasn't enough engagement with renters*.
- First outreach reached older folks.
- Never will catch everyone.
- The earlier we get people involved, speaking in a language they understand, the better the process will go.
- Too many people aren't getting enough info soon enough.
- Minorities, language barrier are always a concern.
- If you're not an expert, or don't self-identify as having a specific interest, need a way to engage.
- So many young people moving to PDX, need to capture their input and get them engaged.

### Tools

- *Website hard to find, links buried. Should have had separate website for CPU*.
- *MapApp is a good interactive tool*.
- *It would be great if people could get info earlier in the process that feels more specific and personal. Go online, type in address and see what plans, etc are affecting a specific property*.
- Technology can reach more diverse group of people.
- *Good to have tools like helpline that allow people to engage with another human one-on-one*.
- Good to have hands-on activities like putting sticky notes on maps at community meetings.
- Use NextDoor.
- Social media is valuable.

- City has been developing infrastructure (Venture PDX, DCLs) for people to engage, and that's really good. We need to keep working on that.
- Pre Map App outreach was more personal.
- Effectiveness of MapApp training? Did it pay off?
- Mailings really got a response. When people are afraid, they get involved.
- Technical assistance to stakeholders was great effort.

### **CIC representation at PSC in (early July)**

Jessi, Kenneth, Stan, Christina, and Lois (as a backup) volunteered to represent CIC at the PSC presentation.

### **Next steps**

The CIC will meet next on June 24<sup>th</sup>, 8-10 AM.

Sara will follow up with CIC members (both present and absent) to get additional evaluation input, draft a memo, and circulate it to the CIC for review.



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## MEMO

**DATE:** April 14, 2015  
**TO:** Community Involvement Committee  
**FROM:** Sara Wright, Community Outreach and Information Representative  
**SUBJECT:** Overview of Comprehensive Plan Public Engagement, January 2013-February 2015

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This memo briefly summarizes the public engagement processes associated with the Comprehensive Plan Update, in chronological order, based on the previously published memos summarizing each stage. Please also note that, although not summarized here, the extensive community engagement undertaken for the Portland Plan provided the foundation for the development of the policies and maps in the Comprehensive Plan.

### **January — May 2013**

The Comprehensive Plan Update public engagement process began with a series of workshops with community groups, along with outreach to the general public through tabling and community presentations. Information collected was used in the development of Comprehensive Plan policy. Low-income residents, people of color and youth were under-represented in the group of respondents. Over-represented groups included people between the ages of 35 and 64, people whose households had an income of greater than \$50,000 per year and people who self-identified as “white.”

**Goal:** Collect public comments on the Working Draft, Goals and Policies.

#### **Activities:**

- 8 workshops held with over 350 participants. Workshops included 6 area-focused and 2 topic-focused (business and environment) events.
- 65 community presentations and 4 staff tabled events were held during the comment period, attended by approximately 1,400 people.
- Online and paper survey resulting in 427 responses.
  - 4% of participants were under the age of 24 (29% of population citywide)
  - 7% making less than \$15K a year (15% of population citywide)



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- 14% of participants were people of color (24% of population citywide)
- About 290 comments were collected online, at workshops and at community meetings.

### **Spring 2013: District Mapping Conversations**

In the Spring of 2013, District Mapping Conversations were held to build capacity and familiarity with the Comprehensive Plan. These workshops began with a district liaison staff presentation targeted to the specific coalition’s concerns, followed by discussion, and a mapping exercise focusing on topics addressed in the Comprehensive Plan such as centers and corridors, connectivity, scale, land use, and economic growth. These events provided an opportunity to gather early input, often from already-involved neighborhood representatives. Based on evaluation feedback, participants generally appreciated the opportunity to ask questions, provide input and have an early conversation. Comments and mapping input from these events informed the Comprehensive Plan Proposed Draft and land use map.

#### **Goals:**

- Build capacity and familiarity with the Comprehensive Plan
- Provide an early opportunity for the community to review and consider map changes
- Gather early input
- Provide transparent access to Comprehensive Plan and bridge Working Drafts 1 and 2

#### **Activities:**

10 meetings (two paired meetings in each district), averaging 20 participants per meeting. Participants were representatives from neighborhood and business associations, community organizations and institutions. Meetings included an introduction to key policies/issues (at the first meeting) and organizing concepts and urban design framework (at the second meeting), followed by a discussion guided by the district liaison for the district. District liaisons developed discussion questions for their own districts, generally covering issues around location of centers/corridors, connectivity, scale, land use and economic growth.

### **Summer 2013: Targeted Outreach**

In summer 2013, outreach was targeted to groups that had been under-represented in earlier engagement activities. Tabling activities were held from June through August, primarily at popular community events where people would already be gathering for other activities, but also at the 1900 building. Interactive activities engaged people in conversation about what they liked or disliked about their neighborhood, with questions related directly to policy in the Comprehensive Plan. The outreach was more effective than previous efforts at reaching low-income residents, people of color and youth, and the use of popular existing community events and interactive activities yielded good participation.

**Goal:** Include youth, people of color and low-income residents in public participation for the Comprehensive Plan Update.

#### **Activities:**

16 tabling activities held from June — August 2013 at SUN Schools, Good in the Hood, Sunday Parkways, National Night Out, Gateway Community Fair, BPS, and Founders Day in Lents.



- Activity 1: Map It!  
Participants answered questions by filling out a map of their district. Focus was on home, travel, routes and businesses as well as desired changes (what would you do, change or fix?). 266 responses.
  - 38% of participants were under the age of 18 (19% of population citywide)
  - 18% of participants made less than \$10K per year (9% of population citywide)
  - 26% of participants were people of color (24% of population citywide)
- Activity 2: Postcards  
Postcards were given to youth, who were asked to draw or describe their favorite place in Portland. 205 postcards were collected.

## **October — December 2013**

In the Fall of 2013, the focus was to introduce the first Map App (now called the Map App Viewer) and new documents supporting the Working Draft. The Map App was released on October 2<sup>nd</sup> and comment closed on December 31, 2013. Presentations and trainings at community meetings focused on training community members in using the Map App and teaching others how to use it. Much of the feedback citing difficulty navigating the Map App Viewer was subsequently used to inform the development of the Proposed Draft Map App.

This stage of outreach included evaluation surveys for the training activities; participants indicated that they liked to hear planning examples about specific geographic areas from a planner who is familiar with the neighborhood or district.

**Goal:** To introduce the Map App, Citywide Systems Plan and Companion Guide and collect public comment on the Working Draft, land use maps and infrastructure projects.

### **Activities:**

- 51 community meetings, many tailored to specific group interests or geographies
- 33 training events (train the trainer) focused on the Map App and Companion Guide
- 3 info sessions (downtown and East Portland)
- 3 district mapping conversations (West, East and North); focus on area-specific issues/questions
- 3 community events (North, East and Downtown)
- 1,100+ comments received

## **April — October 2014**

During this period, staff focused on informing people about the process and opportunities to provide testimony. The technological access provided by the Map App was balanced with person-to-person communication, through the Comprehensive Plan helpline and open office hours, to reach people with less access to technology. Ads in community newspapers were also aimed at reaching people on a more localized scale.

The Comprehensive Plan Helpline addressed callers' concerns, provided technical help in navigating the Map App, and advised callers on how to provide effective testimony. Helpline experience will inform adjustments to Task 5 helpline staffing and scheduling, and also messaging for the next round of mailings.



## Goals:

- Inform the public about the Comprehensive Plan Proposed Draft and its effects on specific properties.
- Provide multiple opportunities and formats for the public to access information and provide testimony.
- Continue to broaden the reach of information sharing and engagement.

## Activities:

### Online

- MapApp - 30,000 registered views, about 1,200 comments
- Comp Plan web page - 275,000+ page views on the Comprehensive Plan web page
- E-newsletter – Monthly mailing to 6,355 people

### Media

- Ads in 9 community newspapers in June and July (re: Map App & Proposed Draft) and in 9 community newspapers in Aug and Sept (re: upcoming public hearings).
- 40+ articles published in other media outlets about the Comprehensive Plan Update, Map App, and process

### Planning and Sustainability Commission

- 2 public briefings in summer 2014
- 4 public hearings Sept to Nov 2014.

### Mailings

- Mixed Use: 17,338 property owners in Mixed Use Zones
- Postcard: 10,378 property owners
- Measure 56 mailer: 41,551 property owners affected by proposal

### Comp Plan Helpline

- 1,334 total calls from July 1-Oct. 31, 2014
- 20 language interpretation calls, provided on the spot via Language Line

### Other events and activities

- Presentations at 99 community meetings and BPS-hosted walks
- Tables at 4 community events
- 16 BPS-hosted “office hours” by District Liaisons
- 3 BPS-hosted open houses: Roosevelt HS, David Douglas HS, 1900 SW 4<sup>th</sup> Ave
- District Liaisons worked with 3 community groups at Learning and Commenting sessions to identify areas of focus and how to testify effectively.

## **November 2014 — February 2015**

Staff capacity for outreach during this period was constrained by the need to process each individual piece of testimony and develop recommendations to the PSC for the work sessions. PSC extended the testimony deadline from November 2014 to March 13, 2015 in response to testimony requesting more time.

Engagement activities continued, but were more narrowly focused on helping people to understand the Comprehensive Plan Update process and to provide effective testimony, as well as providing information about Task 5 (early implementation) projects. The ease of testifying

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through the Map App was clearly appealing to many people, as more than half the testimony was submitted online.

**Goals:**

- Provide multiple opportunities and formats for the public to access information and provide testimony.

**Activities:**

Online

- MapApp - 9,900 page views by 4,300 new visitors
- Comp Plan Update web pages – 125,492 page views
- E-newsletter – Monthly mailing to 6,355 people

Comp Plan Helpline

- 92 total calls from Nov. 1, 2014 to February 28, 2015

Other events and activities

- Presentations at 28 community meetings
- Tables at 3 community events

Testimony

4089 pieces of testimony received during the comment period for the Proposed Draft

- 2331 through MapApp
- 439 through verbal testimony or testimony cards
- 758 by email
- 561 by hard copy





Office of Mayor Charlie Hales  
City of Portland

March 10, 2015

As Mayor and Commissioner of Planning and Sustainability, I request Council extend the terms for the following 2015 Comprehensive Plan Community Involvement Committee until December 2015.

Appointment


Denise Barrett  
Christina Blaser  
Jessica Conner  
Kenneth Doswell  
Simphiwe Laura Stewart  
Jovan Young  
Paula Amato  
Jason Barnstead-Long  
Judy BlueHorse Skelton  
Lois Cohen  
Anyeley Hallova  
Linda Nettekoven  
Stanley Penkin  
Howard Shapiro  
Peter Stark  
Alison Stoll

Respectfully submitted,

Charlie Hales  
Mayor

Agenda No.  
**REPORT**  
Title

Extend the terms of 2015 Comprehensive Plan Community Involvement Committee to December 2015.  
(Report)

<p><b>INTRODUCED BY</b> Commissioner/Auditor: <b>Mayor Hales</b></p>	<p>CLERK USE: DATE FILED <u>MAR 27 2015</u></p>
<p><b>COMMISSIONER APPROVAL</b></p> <p>Mayor—Finance and Administration - Hales</p> <p>Position 1/Utilities - Fritz</p> <p>Position 2/Works - Fish</p> <p>Position 3/Affairs - Saltzman</p> <p>Position 4/Safety - Novick</p>	<p>Mary Hull Caballero Auditor of the City of Portland</p> <p>By:  Deputy</p>
<p><b>BUREAU APPROVAL</b></p> <p>Bureau: <i>BPS. Susan Anderson</i> <i>Susan Anderson</i></p> <p>Prepared by: Sara Wright Date Prepared: March 10, 2015</p>	<p><b>ACTION TAKEN:</b></p> <p>APR 01 2015 <b>CONFIRMED</b></p>
<p>Impact Statement</p> <p>Completed <input checked="" type="checkbox"/> Amends Budget <input type="checkbox"/></p>	
<p><b>City Auditor Office Approval:</b> required for Code Ordinances</p>	
<p><b>City Attorney Approval:</b> required for contract, code, easement, franchise, charter, Comp Plan <i>CF</i></p>	
<p>Council Meeting Date <b>April 1, 2015</b></p>	

**AGENDA**

**TIME CERTAIN**

Start time: \_\_\_\_\_

**Total amount of time needed:** \_\_\_\_\_  
(for presentation, testimony and discussion)

**CONSENT**

**REGULAR**

**Total amount of time needed:** \_\_\_\_\_  
(for presentation, testimony and discussion)

FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:	
	YEAS	NAYS
1. Fritz	1. Fritz <input checked="" type="checkbox"/>	
2. Fish	2. Fish <input checked="" type="checkbox"/>	
3. Saltzman	3. Saltzman <input checked="" type="checkbox"/>	
4. Novick	4. Novick <input checked="" type="checkbox"/>	
Hales	Hales <input checked="" type="checkbox"/>	



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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and Time:** February 25, 2015 from 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 2500A

**Meeting Goals:** Evaluate Comprehensive Plan public engagement process.

#### **Welcome and Announcements (8:00 a.m.)**

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and 11/19/14 meeting notes.

- See upcoming CIC meetings, Planning and Sustainability Commission work sessions and other meetings and/or events listed below the agenda.

#### **Comprehensive Plan Update**

##### **Task 5 outreach overview (8:15 a.m.)**

- Discussion Leaders: BPS staff
- Desired Outcomes: Understand plan for Task 5 outreach. If desired, a subcommittee will be designated to advise Task 5 outreach activities.

##### **CIC Discussion: Comprehensive Plan evaluation – what are the lessons learned? (8:35 a.m.)**

- Discussion Leaders: Howard Shapiro, Chair
- Desired Outcomes: Review and discuss evaluation questions. Sara will use notes from this discussion to write a memo overview of the process, and will email the draft memo to CIC members for review and editing. If desired, a subcommittee will be designated to work with Sara on the memo.

##### **CIC Presentation at the PSC Meeting on 5/12/2015 (9:35 a.m.)**

- Discussion Leaders: Stan Penkin, Community Involvement Committee
- Desired Outcomes: Identify CIC member presenters for the PSC meeting in May

##### **Public comment (9:45 a.m.)**



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### CIC quarterly meetings

All meetings will be held at 1900 SW 4<sup>th</sup> Avenue, 2<sup>nd</sup> Floor, Conference Room 2500A unless otherwise notified.

2015:

- Wednesday, **May 27, 2015** 8:00 to 10:00a.m.
- Wednesday, **August 26, 2015** 8:00 to 10:00a.m.

### Planning and Sustainability Commission (PSC) work sessions on the Comprehensive Plan

- Tuesday, March 10, 2015 at 12:30p.m.; 1900 SW 4<sup>th</sup> Avenue, 2<sup>nd</sup> Floor, Conference Room 2500A
- Tuesday, March 24, 2015 at 3 p.m.; 1900 SW 4<sup>th</sup> Avenue, 2<sup>nd</sup> Floor, Conference Room 2500A
- Tuesday, May 12, 2015 at 12:30p.m.; 1900 SW 4<sup>th</sup> Avenue, 2<sup>nd</sup> Floor, Conference Room 2500A

### Mixed Use Zones Project – Advisory Committee meetings

- Wednesday, March 18, 2015, 4:00 to 6:00 p.m.; 1900 SW 4<sup>th</sup> Avenue, Suite 2500
- Wednesday, April 15, 2015, 4:00 to 6:00 p.m.; 1900 SW 4<sup>th</sup> Avenue, Suite 2500

For more information, please contact Sara Wright, Bureau of Planning and Sustainability at 503-823-7728 or [sara.wright@portlandoregon.gov](mailto:sara.wright@portlandoregon.gov).



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## **Community Involvement Committee Meeting Minutes**

**Meeting Date:** Wednesday, February 25, 2015

**Time:** 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 2500A

**Committee Members present:** Paula Amato, Jason Barnstead-Long, Christina Blaser, Lois Cohen, Jessica Conner, Linda Nettekoven, Stanley Penkin, Howard Shapiro, Alison Stoll

**Absent/Excused:** Denise Barrett, Jovan Young, Kenneth Doswell, Peter Stark, Laura Stewart, Judy BlueHorse Skelton

**Staff:** Eden Dabbs, Marty Stockton, Sara Wright

**Visitors:** None

**Meeting Goals:** Evaluate Comprehensive Plan public engagement process

### **Welcome, Introductions, Announcements**

Howard Shapiro, Chair, welcomed the group and briefly recapped the Planning and Sustainability Commission (PSC) hearing the previous night. The PSC generally agreed with the idea of an independent community involvement committee tasked with overseeing public engagement related to implementation of the Comp Plan. CIC members discussed parameters of a new community involvement committee. Members emphasized that the committee should have clear relevance and meaning and a regular schedule for reporting to PSC. Members also discussed the importance of the expectation that committee members attend at least a certain number of meetings.

Several CIC members expressed that the CIC feels less meaningful and relevant now that the meetings are quarterly, and they feel less connected to staff's outreach activities. Members discussed CIC's dual charge of overseeing outreach and bringing in information from the communities that members live and work in.

Staff announced that BPS has been awarded a STAR Award for Citizen Involvement by the Oregon Department of Land Conservation and Development. The award is designed to recognize organizations and individuals who are meaningfully involving citizens in local land use

decisions, and actively promoting and implementing the values of Oregon’s Statewide Planning Goal 1.

### **Task 5 outreach overview**

Sara Wright briefly described Task 5 public engagement. BPS will be using the state-required notification mailings as a major engagement tool, backed up by ongoing District Liaison outreach in communities particularly affected by Task 5 projects. There will also be an open house in early summer, and “office hours” around the city during the summer, which will be advertised in media and in the notification mailings. The Comp Plan helpline will be re-staffed to answer questions by phone. CIC members asked about targeted outreach to smaller groups, and suggested that property owners near but not in areas with proposed changes should be notified. Several members expressed concern that the CIC has lost track of what staff is doing, and need more information to provide meaningful support and feedback. *Staff agreed to send CIC monthly updates summarizing staff’s public engagement activities related to the Comp Plan, including what has worked and what has not, and linking to other news about the CPU, such as the e-newsletter and staff reports presented to PSC. CIC members agreed to meet every other month for the remainder of the committee’s charter, to regain some momentum and re-engage with staff activities*

### **CIC Discussion: Comprehensive Plan evaluation – what are the lessons learned?**

CIC members said that they felt they could not provide meaningful evaluation for the whole period of the Comp Plan without more specific information and questions. Staff agreed to create a summary of engagement activities for each stage and formulate more specific questions for CIC members. Staff will also reach out to members individually to get their feedback. Staff will use the feedback to write a memo overview of the process, and will email it to CIC members for review before the April meeting. There, the CIC will make final adjustments to the memo, which will be submitted to the PSC two weeks before their May 12<sup>th</sup> meeting. *An executive subcommittee meeting was set for early March to discuss how to finish the*

*committee's mandated tasks, including evaluating the process and presenting that evaluation to the PSC.*

Members discussed issues that have surfaced in Comprehensive Plan testimony about the public engagement element of the process. Most of the process-related testimony is related to the timing of the release of the draft components of the Comprehensive Plan (particularly the Task 5 projects), and CIC members agree that this has been a concern. Members articulated community concerns about being asked to “write a blank check” by having designations considered before zones. They also pointed out that there is an issue of expectations management; some community members believe that if they submit enough testimony, they will get the outcome they prefer. Better communication about balancing issues that affect whether or not changes can be made would be helpful. Also, many people are confused about the relationship between the Comp Plan and development that is happening now, and do not understand that the development is in many cases taking place on properties that have had the same zoning for decades.

CIC members expressed frustration with public engagement around the TSP; the concerns about a compressed timeline are particularly strong for this part of the Comprehensive Plan, because the material is very complex. Concern was also expressed about the perception of a lack of connection between transportation planning and land use planning.

### **Next steps**

- Staff agreed to send CIC monthly updates summarizing staff's public engagement activities, and linking to other news about the CPU, such as the e-newsletter and staff reports presented to PSC.
- The whole committee will shift to an every-other-month schedule, meeting next on April 22.
- The executive committee will meet in early March to plan how to accomplish the evaluation and presentation tasks.

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More Contact Info (<http://www.portlandoregon.gov/bps/article/136170>)



# Agenda for CIC meeting on November 19, 2014

## Agenda

Comprehensive Plan Update – Community Involvement Committee (CIC)

Date and Time: November 19, 2014 from 8:00 a.m. to 10:00 a.m.

Location: 1900 SW 4th Avenue, Portland, Conference Room 2500A

Meeting Goals: debrief the CIC presentation before the Planning and Sustainability Commission and CIC discussion moving forward

Welcome and Announcements (8:00 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and 9/24/14 meeting notes.

See upcoming CIC meetings, Planning and Sustainability Commission work sessions and other meetings and/or events listed below the agenda.

Comprehensive Plan Update

CIC Presentation at the PSC Work Session (8:15 a.m.)

Discussion Leaders: Stan Penkin, Community Involvement Committee

Desired Outcomes: Debrief on the CIC presentation at the PSC work session.

Appreciation to Stan Penkin, Denise Barrett, Kenneth Doswell, Jessi Conner, Linda Nettekoven and others that supported the preparation and delivery of the PSC presentation.

Discuss highlights from the PSC comments and questions.

CIC Discussion: Where do we go from here? (9:15 a.m.)

Public comment (9:45 a.m.)

CIC quarterly meetings

All meetings will be held at 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A unless otherwise notified.

2015:

Wednesday, February 25, 2015 8:00 to 10:00a.m.

Wednesday, May 27, 2015 8:00 to 10:00a.m.

Planning and Sustainability Commission (PSC) work sessions on the Comprehensive Plan

Tuesday, January 13, 2015 at 12:30p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Tuesday, January 27, 2015 at 5:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Tuesday, February 10, 2015 at 12:30p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Tuesday, February 24, 2015 at 4:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Tuesday, March 10, 2015 at 12:30p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Mixed Use Zones Project – Advisory Committee meetings

Wednesday, November 19, 2014, 4:00 to 6:00 p.m.; 1900 SW 4th Avenue, Suite 2500

Wednesday, December 17, 2014, 4:00 to 6:00 p.m.; 1900 SW 4th Avenue, Suite 2500

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

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More Contact Info (<http://www.portlandoregon.gov/tps/article/136170>)

# Summary Meeting Notes for CIC Meeting on November 19, 2014

Community Involvement Committee

Meeting Minutes

Meeting Date: Wednesday, November 19, 2014

Time: 8:00 a.m. to 10:00 a.m.

Location: 1900 SW 4th Avenue, Portland, Conference Room 2500A

Committee Members present: Jason Barnstead-Long, Denise Barrett, Jessica Conner, Stanley Penkin, Linda Nettekoven, Lois Cohen, Howard Shapiro, Jovan Young, Kenneth Doswell

Absent/Excused: Paula Amato, Christina Blaser, Anyeley Hallova, Peter Stark, Laura Stewart, Judy BlueHorse Skelton, Alison Stoll

Staff: Eden Dabbs, Deborah Stein, Marty Stockton, Sara Wright

Welcome and Introductions

Howard Shapiro, Chair, led the meeting. He reviewed the meeting agenda, the 9/24/14 meeting notes, and the CIC presentation to the PSC on 11/18/2014. He encouraged CIC members to encourage at least one of the upcoming PSC work sessions (listed in the events at the bottom of these notes).

CIC Presentation at the PSC Work Session

Howard Shapiro briefly reviewed the CIC presentation the PSC on November 18, and expressed appreciation to Stan Penkin, Denise Barrett, Kenneth Doswell, Jessi Conner, Linda Nettekoven and others that supported the preparation and delivery of the PSC presentation. He mentioned the discussion about the ongoing community involvement process for CPU implementation, and expressed a desire that CIC work more often and more directly with PSC.

Stan said it really makes a difference to present information and thoughts to PSC in person, and agreed with Howard that CIC should interact more with PSC. He felt that Kenneth made some key points about underserved communities, and also about the fear that many community members feel about land use issues.

Denise said that the evaluation of the community involvement would be very useful to the PSC and staff, particularly who is being reached and who is not.

CIC members briefly discussed the concerns raised by neighborhood associations about community involvement in Chapter 2 of the CPU, and how the neighborhood system is involved in the community involvement process of the CPU itself. The CIC can contribute in helping

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identify ways to make the communication through the neighborhood association system more effective and also reach out to new people. CIC members reviewed some strategies that have been suggested in expanding the reach of community engagement, such as training for groups and organizations, and providing micro-grants for transportation and childcare. CIC members also discussed and agreed on the importance of budgeting thoughtfully (and adequately) for community involvement of a wider representation of communities. Linda advocated for increased engagement with neighborhood coalitions to work on increasing representativeness of the neighborhood association system. CIC members discussed the role of the CIC members as liaisons to their own communities and also representatives for the whole community. Kenneth pointed out that inclusiveness makes our planning more adaptable.

Lois asked the group to consider how to engage children in civic involvement, to develop their appreciation for the process of decision-making about complex issues. Kids need to know about planning for the city where they live. A robust discussion ensued about how to engage communities through youth. A city like Portland ought to be able to embed citizen engagement in the schools to grow our future community members. Deborah pointed out that BPS doesn't have the resources to do this very important capacity-building work to invest in future civic literacy and engagement in land use planning. Jovan and Jason pointed out that relationship-building is very important in youth engagement, and it takes a lot of time and patience. CIC members expressed interest in exploring the possibility of getting a pilot off the ground, as an independent ad hoc group. Lois volunteered to act as a chair. Marty suggested the SUN program, and focusing on area-specific work. The group will meet and explore working with other organizations such as ONI (Andrea Marquez), Youth Commission, OEHR, maybe looking at a specific area to work with children on exploring zoning options.

Stan suggested that a youth member should be included in future committees dedicated to overseeing community involvement in planning.

Where do we go from here?

CIC members discussed the future of community involvement in the implementation of the Comprehensive Plan. The PSC could take on the community involvement supervision role, or could appoint an independent committee. The PSC will need to decide how community involvement is monitored and advised, probably during the conversation at the worksession in January about community involvement. Staff or CIC members could present a few options at that worksession. The CIC will go back to PSC to report on the evaluation of community involvement in the CPU in April, could make a recommendation at that time for community involvement during implementation.

Marty pointed out that the current CIC is officially chartered only through June 2015. Should the CIC be extended/reappointed? Who would sign up? Does the committee need more meetings added to the schedule? CIC members asked staff to do some research on the process of extending or rechartering the committee, and also canvass CIC members to find out whether they're interested in staying on board for additional time.

Minutes from the last CIC meeting on September 24th were approved, and the committee was adjourned.

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#### Next steps

Staff will send committee an email summarizing testimony related to Chapter 2.

Staff will research logistics of CIC charter extension, check in with CIC members about their interest in staying on for possible extension.

Lois will convene an ad hoc group on youth engagement in long-term planning.

#### Scheduling

CIC quarterly meetings are held at 1900 SW 4th Ave, 2nd floor, Conference Room 2500A unless otherwise notified. The next meetings are:

Wednesday, February 25, 2015, 8-10 AM

Wednesday, May 27, 2015, 8-10 AM

The PSC work sessions are scheduled for:

January 27, 3-8:15 – Using the Plan in Decision Making; Centers and Corridors; Non-conforming Uses and  
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## Split Zoning

February 10, 12:30-5 – Economic Elements, West Hayden Island

February 24, 3-9 – Hearing and Work Session on the Transportation System Plan

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

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## MEMO

**DATE:** November 12, 2014  
**TO:** Planning and Sustainability Commission  
**CC:** Community Involvement Committee  
**FROM:** Sara Wright, Community Outreach and Information Representative  
**SUBJECT:** Comprehensive Plan Update Public Involvement from 4/1/2014 to 11/4/2014

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From April 1, 2014, to present, the Bureau of Planning and Sustainability has implemented the following public information activities related to the Comprehensive Plan Update:

- Online tools and information
- Articles and advertising in media
- Planning and Sustainability Commission hearings and briefings
- Mailings to property owners
- Presentations and tabling at community meetings, walks, and events
- District liaison “office hours” at community locations
- Open house events
- “Learning and Commenting” session
- Comprehensive Plan Helpline

The intent of these activities was to inform the public about the elements of the Comprehensive Plan Proposed Draft and its effects on specific properties, answer questions from the community, and ensure that people who wanted to provide testimony to the Planning and Sustainability Commission (PSC) were prepared to do so effectively.

This memo will be part of the formal report submitted to the Oregon Department of Land Conservation and Development to meet Periodic Review requirements. As with past reports, the memo tracks BPS community involvement activities, which are guided by the Comp Plan Update Public Involvement Principles and Performance Measures (updated January 2013).

### Online Tools and Information

The primary tool used to communicate and provide opportunities for input on proposed map changes was the online Map App, an interactive map showing the proposed map changes, the Transportation Systems Plan and infrastructure investments. For each proposed land use designation change, the Map App provides information about the category of the proposed change, the reason for the proposal, and

DRAFT 11/12/2014



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the current and existing Comprehensive Plan designations and zones. Viewers can zoom in and out to see the maps at different scales, and can type in a specific address to see what has been proposed in the vicinity. Users can submit legal testimony to the Planning and Sustainability Commission through the Map App as well as see testimony submitted by others (without a name attached), which has created a conversational environment. Since July 2014, the Map App has registered roughly 30,000 page views and approximately 1,200 comments.

BPS has also continued to use the Comprehensive Plan Update web pages and E-news to reach the public. The Comprehensive Plan Update website received over 275,000 page views between December 2013 and November 2014. On September 9, 2014, an “online open house” was added to the website, allowing site visitors to review the materials produced for the three physical open houses described below. Over 4,000 visits were made to that site through November 10. The Comprehensive Plan E-news, which goes out monthly, was sent in October to 6355 email addresses. The E-news was opened by 27% of recipients, and 79 people clicked through to content. About 57.5% of opens used a desktop and 42.5% used a mobile device.

To explore new ways to communicate dense and complex topics in a matter of minutes as well as reach more people more quickly, urban designers and communications staff created three “topic videos” to help explain the reasons for some of the land use map changes as expressed in the Map App (see <http://www.portlandoregon.gov/bps/65337>). One video talked about creating more land for jobs and two others talked about the reasons and rationale for down-designating for natural hazards and stormwater constraints as well as infrastructure deficiencies in East Portland. Another series of videos for the Comprehensive Plan Update is still in progress, but three out of five episodes of the Centers and Corridors videos are available on the bureau’s YouTube channel at <https://www.youtube.com/user/bpswebteam/videos>. All the videos have been featured in blog posts, social media and the Comprehensive Plan E-news.

#### **Articles and Advertising in Media**

BPS staff placed quarter-page display ads in nine community/cultural papers in June and July to announce the release of the Map App and pending release of the Proposed Draft, followed by quarter-page ads in the same papers in August and September issues to advertise the upcoming public hearings. The papers were SE Examiner, Hollywood Star, St Johns Review, Mid-county Memo, SW Portland Post, NW Examiner, Portland Observer, El Hispanic News and Asian Reporter. BPS staff also worked with journalists at a variety of media outlets to inform coverage of the Comprehensive Plan update, resulting in more than 40 articles about the process.

#### **Planning and Sustainability Commission**

The Planning and Sustainability Commission held two briefings during the summer, open to the public, providing information on the proposed Comprehensive Plan Update. From September through November 4, 2014, the PSC held four public hearings on the Comprehensive Plan Proposed Draft. Two of the hearings were held at community locations: PCC Southeast Campus and Parkrose High School. At the hearings more than 250 individuals testified in person and in writing.

The mailer sent to individual property owners provided information about the hearings, and at least 20 people (in addition to those who offered testimony) came to each hearing just to learn more about the proposed changes and how their property might be affected. Staff were available to speak with community members one-on-one and explain how the proposed changes might affect them.

#### **Mailings**

Three mailings were sent out during this time period notifying owners of affected properties. The first was sent to owners of commercially designated property affected by the change to “Mixed Use”

11/12/2014

2



designations. The second was a general heads-up to other property owners, and the third included language required by Measure 56.

- Mixed Use mailer, sent to 17,338 property owners
  - In mailboxes starting 7/1
- Postcard, sent to 10,378 property owners
  - In mailboxes starting 7/24
- Measure 56 mailer, sent to 41,551 property owners
  - In mailboxes starting 8/15

### **Community Meetings and Events**

Staff presented information about the Comprehensive Plan Proposed Draft at 99 community meetings and walks and tabled at four community events during this time period. (See list below.)

Also, in order to provide more direct engagement opportunities, district liaisons held 16 “office hours” events in their districts. These were low-key offerings, usually involving a district liaison, a laptop and a sign. Office hours were advertised through the Comprehensive Plan Update website, the CPU E-news and the district liaisons’ community email networks. Helpline staff also encouraged callers to attend local office hours to get more information. Office hour attendees were primarily concerned with their specific properties.

### **Open Houses**

The Comprehensive Plan Open Houses were held in early September and featured information about the Comprehensive Plan Proposed Draft as well as the Early Implementation projects. Open houses were advertised through the Comprehensive Plan Update website, the CPU E-news, social media and the district liaisons’ community email networks. A lobby display at 1900 SW 4<sup>th</sup> Avenue from August 2014 to present also provided information about the Comprehensive Plan.

- Open House #1 - David Douglas High School, 9/10/2014, 4-7 p.m.
  - About 20 attendees
- Open House #2 - 1900 SW 4<sup>th</sup> Ave, 9/16/2014, 4-7 p.m.
  - About 20 attendees
- Open House #3 - Roosevelt High School, 9/18/2014, 4-7 p.m.
  - About 12 attendees

### **Learning and Commenting Sessions**

To increase participation of communities experiencing rapid change or potentially vulnerable to changes proposed in the plan, BPS hired a consultant to assist with targeted outreach to these historically under-represented communities. Through a “Learning and Commenting Session,” staff met with members of a dozen community groups, who identified areas of the plan they wanted to focus on in preparation for the public hearings. A small capacity-building stipend was provided to three groups (Verde, Community Alliance of Tenants and Portland Community Reinvestment Initiative) who wanted to explore the potential impacts of the plan on their communities more deeply. A district liaison was appointed to work with each group to help them prepare effective testimony for the PSC, and all three groups did testify to the PSC.

### **Community Engagement Liaisons**

Staff are working with the Office of Equity and Human Rights to connect with the Community Engagement Liaisons in order to reach out to immigrant and refugee communities. While BPS staff are enthusiastic about the opportunity this program offers to connect with under-represented and underserved groups, logistical issues and the challenges of building new relationships have made it



difficult to get this effort moving. BPS is committed to working with OEHR to continue to pursue relationship-building through this program.

### **Comprehensive Plan Helpline**

The helpline call center (503-823-0195) was set up as a single point of contact for questions about the Comprehensive Plan Proposed Draft. The intent was to make it easy for callers to get the information they need and to allocate staff time efficiently.

From July to October 2014, the helpline received more than 1,300 calls. From July 1–25, the helpline was staffed by a single person. From July 25 – September 26, the helpline was staffed by four part-time temporary employees. Since then, the helpline has been again staffed by a single non-dedicated employee. The helpline experienced a surge in calls on August 15, when the Measure 56 mailer began to hit mailboxes. The call volume went from five to eight calls/day to an average of 80 calls/day over the following two weeks.

Caller questions varied widely, ranging from concerns about eminent domain to questions about the impact of development on specific properties. Almost all callers were responding to the mailers and were concerned about impact on specific properties. About half of calls have been between 5 and 15 minutes long.

#### *Summary Information on Incoming Helpline Calls (July 1 – October 31, 2014)*

- 1,334 total calls
- Staff got through a backlog of Measure 56 mailer calls on 8/27 (nine business days after surge began on 8/15)
- 20 calls required language interpretation (through bilingual staff or Language Line)
  - 7 Vietnamese
  - 6 Spanish
  - 4 Russian
  - 2 Cantonese
  - 1 Korean
- Neighborhoods with 20 or more calls (*not all callers provided property address*)
  - Powellhurst-Gilbert (E) - 86
  - Eliot (NE) - 40
  - Montavilla (SE) - 34
  - Sellwood-Moreland Improvement League (SE) - 34
  - Hazelwood (E) - 33
  - Lents (E) - 33
  - Northwest District (W) - 33
  - Richmond (SE) - 32
  - Wilkes (E) - 31
  - Brentwood-Darlington (E) - 29
  - Kerns (SE) - 24
  - South Portland (W) - 21
  - Buckman (SE) - 20
  - Cully (NE) - 20

11/12/2014

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## Presentations and Tabling

Event or Organization	Date	# of Contacts	Activity
Public Involvement Advisory Council	4/1/2014	30	Presentation
Reed Neighborhood Association	4/2/2014	50	Presentation
Woodstock Land Use Committee	4/9/2014	15	Presentation
North Mt. Tabor Neighborhood Association	4/14/2014	10	Presentation
Kerns Neighborhood Association	4/15/2014	20	Presentation
Mt. Tabor Neighborhood Association	4/15/2014	40	Presentation
SWNI LU Committee	4/15/2014	8	Presentation
Montavilla Land Use and Transportation Committee	4/17/2014	5	Presentation
Arbor Lodge NA	4/17/2014	15	Presentation
Division Design Committee	4/24/2014	20	Presentation
Task 5-MU Zones Project - Neighborhood Walk - NE Broadway	4/26/2014	22	Community Walk
Montavilla Visioning	4/28/2014	45	Presentation
University Park	4/28/2014	10	Presentation
Public Involvement Advisory Council	5/6/2014	30	Presentation
Linnton NA	5/7/2014	8	Presentation
Hayden Island NA	5/8/2014	20	Presentation
Task 5-MU Zones Project - Neighborhood Walk - SE Division at 122nd	5/10/2014	8	Community Walk
Cathedral Park NA	5/13/2014	12	Presentation
Hillsdale Alliance	5/14/2014	5	Presentation
Task 5-MU Zones Project - Neighborhood Walk - SE 82nd/Jade District	5/14/2014	17	Community Walk
Kenton NA	5/14/2014	15	Presentation

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Brooklyn Station Areas Open House	5/15/2014	45	Presentation
Piedmont NA	5/15/2014	12	Presentation
SE Uplift Land Use and Transportation committee	5/19/2014	20	Presentation
Creston-Kenilworth	5/19/2014	15	Presentation
SWNI LU Committee	5/20/2014	8	Presentation
Overlook NA	5/20/2014	25	Presentation
Task 5-MU Zones Project - Neighborhood Walk - N Lombard	5/22/2014	16	Community Walk
Citywide Land Use	5/27/2014	15	Presentation
Task 5-MU Zones Project - Neighborhood Walk - N Williams	5/29/2014	28	Community Walk
Public Involvement Advisory Council	6/3/2014	30	Presentation
Task 5-MU Zones Project - Neighborhood Walk - SE Division St.	6/4/2014	63	Community Walk
St John's NA	6/9/2014	12	Presentation
East Columbia NA	6/10/2014	10	Presentation
Task 5-MU Zones Project - Neighborhood Walk -Multnomah Village	6/11/2014	15	Community Walk
SE Uplift Land Use and Transportation committee	6/16/2014	20	Presentation
Hosford-Abernethy Neighborhood Development (HAND)	6/17/2014	10	Presentation
South Portland LU committee	6/17/2014	7	Presentation
Portsmouth NA	6/17/2014	9	Presentation
Woodstock Land Use Committee	6/18/2014	15	Presentation
82nd Avenue Coalition	6/23/2014	40	Presentation
Laurelhurst Neighborhood Association	6/25/2014	40	Presentation
Brooklyn Action Corps	6/26/2014	10	Presentation

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Eastmoreland Land Use Committee	7/7/2014	10	Presentation
Sunnyside Neighborhood Association	7/14/2014	8	Presentation
Brooklyn Action Corps	7/15/2014	10	Community Walk
SE Uplift Land Use and Transportation committee	7/21/2014	15	Presentation
Drop-in office hours	7/21/2014		Office hours
Woodstock Community Business Association	7/22/2014	45	Presentation
PSC Briefing (Policy/Overview)	7/22/2014		Presentation
82nd Avenue Coalition - 82nd Ave Walk	7/28/2014	10	Presentation
Citywide Land Use Group	7/28/2014	15	Presentation
Drop-in office hours	7/29/2014		Office hours
Drop-in office hours	7/30/2014		Office hours
MLK Dream Run celebration at MLK and Alberta	8/2/2014	14	Tabling
Columbia Building Trades Council	8/5/2014	20	Presentation
Sullivan's Gulch NA	8/5/2014	12	Presentation
Sellwood-Moreland Improvement League	8/6/2014	45	Presentation
Drop-in office hours	8/6/2014		Office hours
Drop-in office hours	8/11/2014		Office hours
PSC Briefing (Maps)	8/12/2014		Presentation
Brentwood-Darlington NA	8/13/2014		Community Walk
NWNW Special Land Use Meeting	8/13/2014	10	Presentation
Working Waterfront Coalition	8/14/2014	30	Presentation
Multnomah Days	8/16/2014	55	Tabling
PAALF's Developing Our People's Plan: What is our community vision?	8/16/2014	10	Tabling
NWDA Board	8/18/2014	20	Presentation
Drop-in office hours	8/18/2014		Office hours
SWNI Open office hours	8/19/2014	15	Office hours
SWNI LU Committee	8/19/2014	10	Presentation
Drop-in office hours	8/19/2014		Office hours
Ped Advisory Committee walk on 82nd	8/19/2014	15	Community Walk

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Jade District	8/20/2014	5	Presentation
Urban Forestry Commission meeting	8/21/2014	20	Presentation
Rose City Park NA	8/21/2014	7	Presentation
Drop-in office hours	8/22/2014	4	Office hours
SE Sunday Parkways	8/24/2014	66	Tabling
Drop-in office hours	8/25/2014	1	Office hours
N Portland Library presentation	8/25/2014	1	Presentation
Drop-in office hours	8/26/2014	9	Office hours
NECN LUTC	8/27/2014	22	Presentation
South Portland NA	9/3/2014	18	Presentation
Drop-in office hours	9/4/2014		Office hours
Drop-in office hours	9/4/2014		Office hours
Drop-in office hours	9/5/2014	5	Office hours
PCoD ABE subcommittee	9/8/2014	12	Presentation
PSC Briefing (CSP/TSP)	9/9/2014		Presentation
CNN LU chairs meeting	9/10/2014	15	Presentation
Kenton NA	9/10/2014	15	Presentation
Drop-in office hours	9/10/2014	5	Office hours
Drop-in office hours	9/11/2014	7	Office hours
Hollywood Library presentation	9/11/2014	9	Presentation
SE Uplift Land Use and Transportation committee	9/15/2014	15	Presentation
Multnomah NA - LU meeting	9/15/2014		Presentation
Overlook Village Business Association	9/16/2014	5	Presentation
Jade District Steering Committee	9/16/2014	20	Presentation
North Tabor Neighborhood Association	9/16/2014	15	Presentation
Small Infill Subgroup of the Homebuilders Association	9/17/2014	15	Presentation
Piedmont NA	9/18/2014	14	Presentation
Alberta Main St design committee	9/18/2014	18	Presentation
Rose City Park and Roseway NA	9/18/2014	27	Presentation
82nd Avenue Improvement Coalition	9/22/2014	22	Presentation
Parkrose School Board	9/22/2014	20	Presentation

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Living Cully partners meeting	9/24/2014	12	Presentation
North Portland Land Use Group	9/25/2014	15	Presentation
League of Women Voters	9/26/2014	15	Presentation
SWNI CPU meeting	9/30/2014	33	Presentation
Homestead NA	10/7/2014	10	Presentation
Public Involvement Advisory Council	10/7/2014	30	Presentation
Bridlemile NA	10/8/2014	12	Presentation
Richmond Neighborhood Association	10/13/2014	45	Presentation
Eliot/Boise joint Neighborhood Association	10/13/2014		Presentation
Ashcreek Neighborhood Association	10/13/2014	20	Presentation
Multnomah Neighborhood Association	10/14/2014	40	Presentation
Urban Forestry Comm. Policy Committee	10/14/2014	4	Presentation
Doorknocking on Fessenden in St John's	10/15/2014	6	Presentation
SWHRL General Mtg	10/15/2014	20	Presentation
SE Uplift LU Committee	10/20/2014	15	Presentation
SWNI LU Committee	10/21/2014	16	Presentation
PDX CAC	10/22/2014	40	Presentation
North Portland Land Use Group	10/23/2014	12	Presentation
Woodstock Visioning Project	10/23- 10/27/2014	90	Presentation
Multnomah LU Committee	10/27/2014		Presentation
<b>Total</b>		<b>2066</b>	



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# Agenda for CIC meeting on February 26, 2014

## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

Date and Time: February 26, 2013 from 8:00 a.m. to 10:00 a.m.;

Location: 1900 SW 4th Avenue, Portland, Conference Room 2500A

Welcome (8:00 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and 011/20/13 meeting notes.

Announcements (8:05 a.m.)

Congratulations! Welcome and introduction of new and existing CIC members.

Sign, swear in and notarize certificates. Please bring in picture identification.

See upcoming CIC meetings and other meetings and events listed below the agenda.

Process update on Comp Plan Update and Early Implementation (8:30 a.m.)

Deborah Stein and Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes: Outline the Comprehensive Plan Update process now through the summer. Questions:

How does staff balance the need for transparency/sharing/"no surprises" with the public when there will not be an interim draft prior to the public release of the Proposed Plan in July?

Public Involvement Plans for the Mixed Use Zones and Institutions Zoning projects (9:00 a.m.)

Rachael Hoy for Barry Manning and John Cole, Bureau of Planning and Sustainability

Desired Outcomes: Receive CIC feedback on the two public involvement plans.

Final opportunity to collect any CIC member feedback on the draft public involvement plans.

Answer CIC questions and confirm any changes.

Note, the final Mixed Use Zoning Project Public Involvement Plan will be submitted to Metro as part of the grant requirement.

What We Heard from the Public Report – Part 2 (9:20 a.m.)

Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes: Review and discuss the What We Heard Report – Part 2.

Schedule for the reporting the Part 2 feedback to the Planning and Sustainability Commission (PSC).

Questions:

Do you get a sense of what we heard from the public from reading the report? If not, what areas do we need to better address?

There were multiple authors for this report: do you notice more than one voice, and if so, is it distracting?

Public comment (9:45 a.m.)

Next steps (9:55 a.m.)

Discussion Leader: Howard Shapiro, Chair

Orientation (10:00 to 10:30a.m.)

Deborah Stein and Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes: Purpose and background of the Community Involvement Committee.

CIC quarterly meetings

All meetings will be held at 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A unless otherwise notified.

2014:

Wednesday, February 26, 2014 8:00 to 10:00a.m.

Wednesday, May 28, 2014 8:00 to 10:00a.m.

Wednesday, September 24, 2014 8:00 to 10:00a.m.

Wednesday, November 19, 2014 8:00 to 10:00a.m.

2015:

Wednesday, February 25, 2015 8:00 to 10:00a.m.

Wednesday, May 27, 2015 8:00 to 10:00a.m.

Planning and Sustainability Commission (PSC) meetings

Briefing on the Comprehensive Plan Update - Working Draft Part 2 "What We Heard" Report on Tuesday, March 11, 2014 12:30-3:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

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# Summary Meeting Notes for CIC Meeting on February 26, 2014

## Community Involvement Committee

### Meeting Minutes

Meeting Date: Wednesday, February 26, 2014

Time: 8:00 a.m. to 10:00 a.m.

(Orientation: 10:00 a.m. to 10:30 a.m.)

Committee Members present: Alison Stoll, Christina Blaser, Denise Barrett, Howard Shapiro, Jason Barnstead-Long, Jessica Conner, Jovan Young, Judy BlueHorse Skelton, Kenneth Doswell, Laura Stewart, Linda Nettekoven, Lois Cohen, Peter Stark, Stanley Penkin.

Absent: Paula Amato, Anyekey Hallova (excused)

Staff: Deborah Stein, John Cole, Rachael Hoy, Eden Dabbs, Marty Stockton, Madeline Kovacs

Visitors: Four PSU students

### Welcome

Howard Shapiro, Chair, led the meeting.

### Announcements

Marty Stockton and Howard led introductions, congratulating all new CIC members, and welcoming back existing CIC members. Members then each introduced themselves to the group.

Members were sworn in, and certificates were signed and notarized.

New CIC members are Christina Blaser, Denise Barrett, Jessica Conner, Jovan Young, Kenneth Doswell and Laura Stewart. CIC members recommitting to a second term are Alison Stoll, Anyeley Hallova, Howard Shapiro, Jason Barnstead-Long, Judy BlueHorse Skelton, Linda Nettekoven, Lois Cohen, Paula Amato, Peter Stark and Stanley Penkin.

Marty announced the schedule for the upcoming CIC meetings, and other events (see the end of this meeting summary for the full list of meetings and events).

#### Process Update on Comp Plan Update and Early Implementation

Marty then introduced the Second Term CIC Work Plan, which satisfies responsibilities from the Amended Community Involvement Program adopted by Council Ordinance 184047. The work plan identifies quarterly responsibilities, key meeting dates, and process milestones, and also outlines priority items for CIC review for each milestone.

Marty and Deborah Stein then updated the committee regarding the CPU timeline, including past and upcoming community involvement landmarks, and outlined the CPU process now through the summer. The period for public comments has drawn to a close, and staff are currently incorporating comments into the next plan draft to be presented before the PSC. Staff are also currently drafting public involvement plans for two Early Implementation projects: Campus Institutions and Mixed Use Zones. Marty and Deborah pointed out that CIC input will be incredibly valuable in thinking about how to communicate with the public during a relatively dormant period until the summer and also on how to best educate people to give public testimony before the Planning and Sustainability Commission this fall.

Marty then gave an update on committee process: The CIC's duties are scheduled to conclude commensurate with the conclusion of Periodic Review (defined as the Portland Plan and the CPU) in the summer of 2015. At that time, outreach responsibilities return to the PSC unless a body much like the CIC is formed/continued to carry out ongoing outreach and engagement review before plans themselves are reviewed. One committee member observed that he thought it made sense to continue the work of the CIC or another independent body that reviews engagement and public involvement.

The question was then posed to the CIC committee for discussion: "How does staff balance the need for transparency/sharing/"no surprises" with the public when there will not be an interim draft prior to the public release of the CPU Proposed Plan until July?" Overall, it was observed that this is a good opportunity to engage the community around process, and that we still need to be thinking critically about how we can also keep people thinking about plan content during the spring/summer lull, and educating them on how to prepare to give feedback during the hearings process during the fall. Additional observations included:

Committee members were largely in agreement that CPU hearings this fall should, whenever possible, be held at various locations throughout the community.

One member pointed out that these hearings will be a last chance to give input on the CPU, and we should be very cognizant of that.

Another member pointed out that, last time with the Portland plan, when there was a lull, a lot of momentum was lost, so it would be good to find a way to keep people feeling engaged through the spring and summer. Staff mentioned that the next E-News will include a summary of where we are in the process which may help.

It was also suggested by multiple committee members that the CPU Part 2 What We Heard report should go back out to the neighborhood associations, community groups, and others that contributed thoughts, giving interested people a sense of the whole spectrum of opinions regarding issues of interest, and to helping to illuminate varying views.

A committee member also mentioned that media attention in general seems lacking in terms of drawing input from the larger public.

Staff mentioned that neighborhood papers tend to have pretty good reach, and this can be a good tool prior to open houses.

One committee member pointed out that, especially when communicating about huge issues like equity, we have to think critically about whether we have the capacity and the ability to follow through in a good way: What is truly within our capacity to take on? How can we honestly represent our capacity, while striving to reach very worthwhile goals?

We need to try and be more engaging with our communications, with pictures of people, mentioning direct connections between people, making sure to include invitations and links to real people.

#### Public Involvement Plans for the Mixed Use & Campus Institution Zoning Projects

Draft public engagement strategies for the Mixed Use Zones and Institutional Zoning projects were distributed, and committee members were asked to review and send feedback if they had any at this early stage.

Rachael Hoy presented the frameworks for both projects, and Marty reminded everyone that CIC members are free to ask for updates at any time from project managers. Marty and Rachael pointed out that all projects have public meetings, which CIC members are welcome to attend, and provide feedback, etc. Some projects (small ones) will not necessarily have a project advisory committee, but there will always be information made available to the public about these projects, and feedback from CIC members is always appreciated.

Deborah mentioned that whenever committee members are able to provide observations on how staff are communicating, especially when projects overlap, and help reduce confusion wherever possible, staff greatly benefit from their insight.

Staff raised the following more specific question with regard to engagement so far: The Institutional Zoning project focuses on large campus institutions, many of which have agreements with surrounding neighborhoods. This begins to touch on community benefit arrangements that go beyond what many land use planners are used to dealing with. This also raises the question of employment opportunities: Can an institution, for example, commit to focusing on hiring neighborhood residents? Currently these conversations are on the periphery of the project, and these conversations need a place at the table.

One committee member asked what specific actions are being taken, or specific opportunities are being made available, to ensure that the City is playing an appropriate role to help ameliorate potential conflicts between institutions and neighborhoods as they emerge.

Can we have one person on each of these groups/ projects tasked with taking a close look at outreach and institutional/neighborhood agreements?

Another committee member reminded the group to watch out for business input, especially when projects don't have to undergo conditional use. How are businesses being reached?

It was also mentioned that there are many projects going on right now (TriMet, for example), and thinking about all project dates side by side, that we will be competing with, will be useful in defining committee priorities.

Howard mentioned that inter-government agreements have been wanting for a long time. Rachael: At the moment, schools and updates to other inter-jurisdictional agreements is being undertaken, and we should share this with the committee. Howard: yes we should be focused especially on inter-governmental agreements with TriMet and Portland Public Schools.

#### What We Heard from the Public Report – Part 2

Marty gave the committee an overview of major themes among comments, which included transportation and neighborhood character. Marty also pointed out that staff are still working, and seeking CIC feedback in terms of best practices in gathering commenter demographics. Marty provided an overview of comments received, best practices, and identified some challenges in utilizing new technologies to gather more input and feedback and successfully gather demographic information.

There was broad committee support for seeing the What We Heard report be sent back out to the public, and to neighborhood and community groups who contributed input. Several comments reflected sentiments that the What We Heard report is a really good opportunity for the public to see what they have said, and what others are saying on the same topic.

#### Public comment

There was no public comment.

#### Next steps

CIC members not currently on it need to be added to the E-News list.

The next CIC meeting will be Wednesday, May 28, 2014 8:00 to 10:00a.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

#### CIC quarterly meetings

2014:

Wednesday, May 28, 2014 8:00 to 10:00a.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Wednesday, September 24, 2014

Wednesday, November 19, 2014

2015:

Wednesday, February 25, 2015

Wednesday, May 27, 2015

#### Planning and Sustainability Commission (PSC) Meetings:

Briefing on the Comprehensive Plan Update – Working Draft Part 2 “What We Heard” Report on Tuesday, March 11, 2014, 12:30-3:00pm; 1900 SW 4th Ave, 2nd Floor, Conference Room 2500A.

#### Orientation

Deborah Stein and Marty Stockton remained for an additional half hour with new CIC members, providing some information regarding the purpose and background of the CIC, and answering questions. Resource binders were distributed to new members, including schedule, contact information, by-laws, background, current CPU public engagement plans, and background on statewide public engagement strategies and Periodic Review.

It was also decided that new committee members should pair up with a returning committee member who will provide support and guidance over the next few months.





# Institutional Zoning Project Public Involvement Plan

January 2014

**For more information:**

Email: [john.cole@portlandoregon.gov](mailto:john.cole@portlandoregon.gov)

Website: [www.portlandoregon.gov/bps/institutions](http://www.portlandoregon.gov/bps/institutions)

Project Manager: John Cole, Senior Planner  
Bureau of Planning and Sustainability  
503-823-3475

## I. Introduction

This public involvement plan will guide the Advisory Committee and Public stakeholder process for the Institutional Zoning Plan. The overarching goal of the involvement program is to ensure there is an open, balanced and fair process that provides community members, businesses and other interested parties convenient and meaningful opportunities to participate in the planning process. This public involvement plan is a working document that will be revised as new ideas and other adjustments are identified.

## II. Project Description and Background

The Bureau of Planning and Sustainability will work with an advisory group of agency, institutional and neighborhood representatives to review and update the City's development review process and standards as they are applied to the city's campus institutions. At the same time specific infrastructure (transportation) impediments to institutional growth will be identified and presented for inclusion in the City's Capital Improvement Programs including the Transportation Systems Plan.

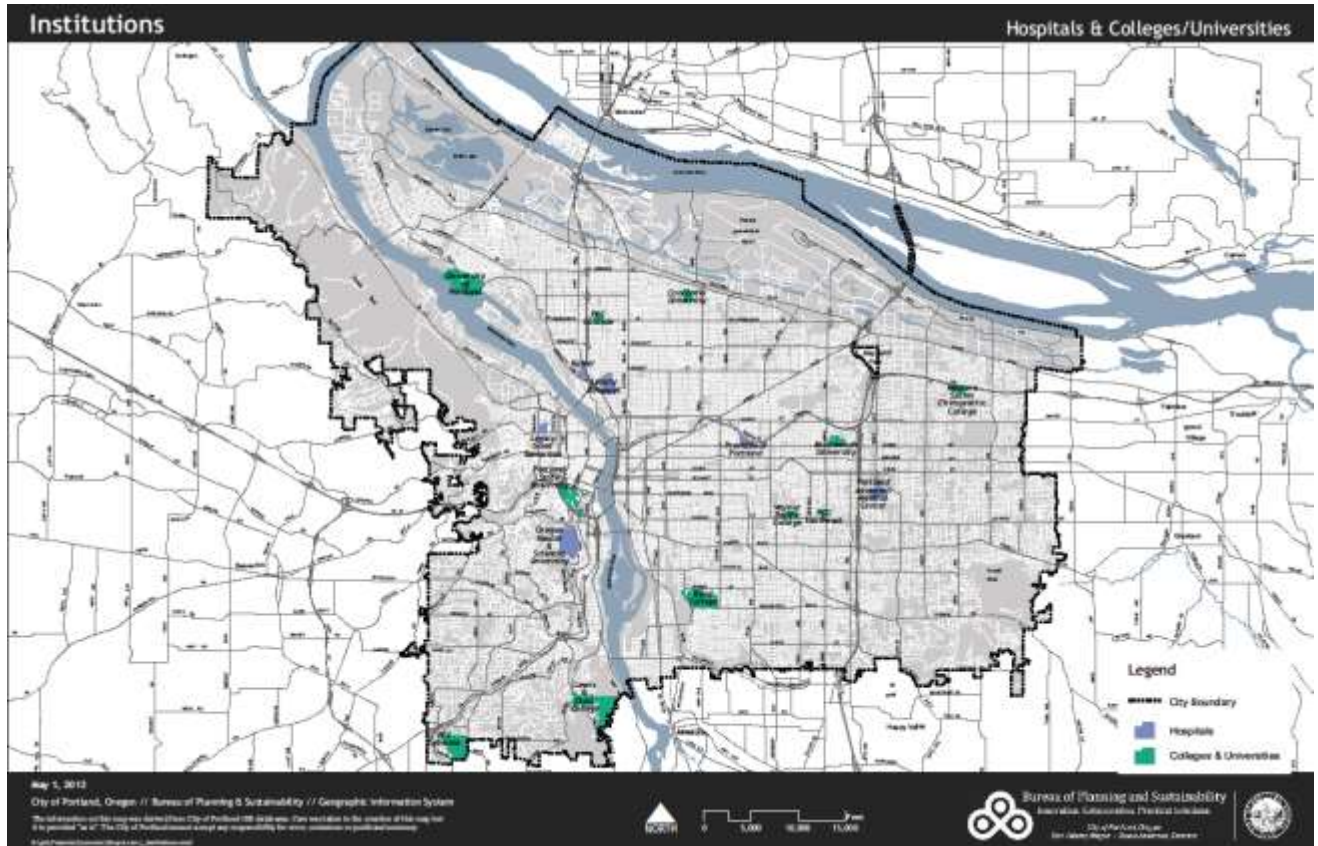
This project will develop new campus institution zoning procedures and standards, and identify infrastructure investments that could facilitate institutional employment growth. In doing so, the project will address two areas of concern related to the City's colleges and hospitals:

- 1) **There is a shortfall of available development capacity.** Health care and education make up 24% of all Portland jobs. Nearly half of these are concentrated in 19 large campuses (10+ acres in size) located across the city. Continuing recent trends, health care and education are projected to be the city's leading job growth sectors over the next 25 years with a forecasted 53,000 new jobs, including 23,400 jobs in the 15 campus institutions located outside of urban centers. The Employment Opportunities Analysis (EOA) adopted by the City as a background document to the Comprehensive Plan indicates that current zoning provides only 81% of the capacity required to meet forecasted demand through 2035. Most of this shortfall is related to hospital/health care facilities.
- 2) **The existing development review procedures are cumbersome for the institutions and frustrating for surrounding neighborhood interests.** New development on college and hospital campuses is typically authorized through a Conditional Use Master Plan or Impact Mitigation Plan. Representatives of both colleges and hospitals have indicated that the current development review processes are cumbersome and cause them to make decisions that are in conflict with their business needs. At the same time adjoining neighborhood interests are concerned that the existing review processes fail to adequately protect them from negative off-site impacts or promote campus design and land uses that contribute to the surrounding neighborhoods.

## III. Project Location

This project will focus on Portland's 15 major campus institutions located outside the Central City and off of Marquam hill. Portland State University and the Marquam Hill Campuses are omitted from the effort because their underlying zoning, a mix of Central City Commercial (CXd) and Central City Residential Zones (RXd) do not confront the same barriers presented by the low density residential zoning applied to many of the remaining institutions.

## Campus Institution Map



## IV. Project Goals

There are three initial goals for this project:

Goal 1. Provide capacity for the growth of Portland's major, dispersed campus institutions as essential service providers, centers of innovation, and major employers.

Goal 2. Improve the campus master planning process to accommodate the changing needs of institutions while minimizing development impacts on surrounding neighborhoods.

Goal 3. Enhance transportation and other public facilities as needed to serve campus institutions.

These goals may be revised as the result of input from the project advisory group.

## V. Project Duration

12 months to Planning Commission Review

During this time staff will develop alternative development review frameworks for consideration by the Advisory group, identify the preferable option(s) and codify these revisions for consideration by the Planning Commission. Final review and adoption by the City Council will be coordinated to coincide with the adoption of the new Comprehensive Plan and other Task 5. implementation projects

## VI. Project Timeline

The public process for the Institutional Zoning Update Project began in the fall –winter 2013 with project scoping and formation of the Project Advisory Committee (PAC). The planning process will occur in four phases and is expected to end in late 2014.

Timeline	Work Scope	Public Involvement
<b>Project Preparation:</b> fall –winter 2013	Finalize work plan including public outreach strategy. Form advisory group	Staff presentations to neighborhood associations, institutions, and interested community groups
<b>Phase I: Review Existing Conditions, Needs and Opportunities</b> <b>winter 2014</b>	Existing conditions review, needs and opportunities assessment	2X PAG meetings, targeted outreach as needed;
<b>Phase II: Explore Zoning and Neighborhood Impact Mitigation Alternatives</b>  <b>Winter - Spring 2014</b>	Identify alternative zoning and impact mitigation regulatory structures and development standards	2X PAG meetings, public event #1, targeted outreach as needed, brief PSC
<b>Phase III: Identify Preferred Land Use and Transportation Options: Refine Preferred Alternative(s).</b>  <b>Summer-Fall 2014</b>	ID & refine preferred land use and transportation approaches	2X PAG meetings, public event #2 targeted outreach as needed,
<b>Phase IV: Codify results from Phase III and present to PSC for consideration and recommendation to Council</b> <b>Winter 2014</b>	Advance Preferred Land Use and Transportation Alternatives for codification and infrastructure investment to CSP	PAG meetings as needed, PSC public hearing

## VII. Public Involvement Process

The Bureau of Planning and Sustainability, working with the other project partners, will involve a variety of stakeholders and interested parties in the Campus Institutional Zoning Update Project. There are three key stakeholders that have been identified including institutions; community members—especially those with property in close proximity; and city bureaus that administer

the regulations, i.e. Bureau of Development Services (BDS), Portland Bureau of Transportation (PBOT), Bureau of Environmental Services (BES).

Stakeholders have diverse interests in the project, ranging from institutions (medical and education) to property owners and businesses adjacent to these facilities. Public involvement strategies will go beyond informing the community of the project; they will seek to actively involve and engage the public and stakeholders, with opportunities for meaningful public input.

## **VIII. Public Involvement Principles and Goals**

The Institutional Zoning Update Project process will be guided by the City of Portland Public Involvement Principles, adopted by the Portland City Council in August 2010. The principles represent a road map to guide government officials and staff in establishing consistent, effective and high quality community engagement across Portland's City government.

<http://www.portlandoregon.gov/oni/article/312804>

## **IX. Public Involvement Equity Framework**

To uphold the values of inclusiveness and equity, which our fundamental to our City's Public Involvement Principles and the Portland Plan, this project will strive to not only encourage participation from diverse and underrepresented Portland communities, but also apply an equity lens throughout the process. The project will do this in the following ways:

- Facilitate an early discussion with the Project Advisory Committee (PAC) to :
  1. Develop a shared understanding of an equity lens and framework for the project
  2. Identify key project issues and identify the communities that are impacted
- Update the public involvement plan to include an assessment of these issues and impacted communities, prioritizing the involvement of these communities
- Incorporate strategies including but not limited to; a)joining the PAC and/or b)holding focus group discussions with these groups/individuals at key milestones during the process

(scheduled for February 13<sup>th</sup> PAG meeting as of this writing)

## **X. Key Stakeholders and their Concerns**

There are conflicting opinions on regulating campus institutions through master Plans or Impact Mitigation Plans outside of the Central City. This problem statement has been divided into the perspective of the three key stakeholders: institutions; community members—especially those with property in close proximity; and city bureaus that administer the regulations, i.e. Bureau of Development Services (BDS), Portland Bureau of Transportation (PBOT), Bureau of Environmental Services (BES).

**Campus Institutions.** Representatives of both colleges and hospitals have expressed concerns that the current conditional use and impact mitigation plan review processes are costly and time consuming, and do not provide the flexibility they require to respond to funding opportunities or changing business models. They have further expressed disappointment that the approvals they receive from the City are limited in their administrative flexibility and closed ended in their duration. This results in the need among some institutions to return frequently for master plan amendments or renewals that are out of proportion to the magnitude of their development proposals and lead to unnecessary confrontations with the surrounding neighborhoods. "We are

made to feel like visitors in our own neighborhoods even though we have been here for 100 years.”

**Community Members.** Neighborhoods and business districts rely on the conditional use process to influence decisions about development that affects their neighborhood and to ensure that campus institutions address compatibility concerns of nearby neighbors when making changes to their facilities. Community members desire the appropriate amount of citizen input to ensure that the approved plans and subsequent development do not negatively impact the surrounding neighborhood. BDS staff and BPS district planners who work regularly with the community cite that the most complaints related to Campus institutions involve the automobile (e.g. increased neighborhood traffic, use of neighborhood on-street parking,). Issues related to general increase in activity such as noise, lights and environmental degradation have also been mentioned as concerns.

**City Bureaus.** BDS is responsible for coordinating and permitting conditional use master plans and impact mitigation plans with other city agencies such as PBOT and BES to ensure each permit complies with the appropriate city regulations. These bureaus indicate that such development reviews, including modifications and extensions, often require a significant amount of staff time regardless of the magnitude of the development under consideration. These reviews often put them in the middle of larger debates between institutions and the surrounding neighborhood that involve issues outside of their respective jurisdictions.

## **XI. Other Audiences**

This Public Involvement program is open to all audiences that may be affected or have an interest in the Campus Institutional Zoning Update project. It will include efforts to reach out to other groups and individuals from underserved and underrepresented communities to encourage their awareness, understanding, and involvement in the process.

The following audiences may also have an interest in this project and will be made aware of its formation and progress:

- **Community/General public:** Interested people across the community; focusing on areas adjacent to institutions
- \_ **Neighborhood Associations and Coalitions:** Portland has 95 neighborhood associations that are served by five, independent non-profit District Coalition Offices and two City-run District Offices; focus will be on discussions with neighborhoods and coalitions with institutions
- \_ **Diversity and Civic Leadership Program:** Capacity building program involving five funded groups of community-based organizations comprised of under-represented community members, in order to increase constituent participation in the civic governance of the City;
- \_ **Interest-Based Groups:** Non-profit organizations, community and faith-based groups;
- \_ **Business:** Institutions, large employers and small businesses, business associations, chambers of commerce;
- \_ **Educational and Religious Groups:** Private schools, educational associations, faith-based groups, also partially referenced within the institutions (under business) and school districts (under governmental agencies);
- \_ **Governmental Agencies:** More than 20 government agencies, including Metro, TriMet, Multnomah County, the school districts, the Portland Development Commission and others;
- \_ **City Bureaus and Offices:** The City of Portland’s 25 bureaus and offices;
- \_ **City Officials, Boards and Commissions:** The boards and commissions serve mostly in an advisory capacity to various city bureaus and some county agencies. But some also hear

appeals, provide expertise, advocate, receive public concerns, or establish, review and enforce policies and regulations; and  
\_ **Media:** Local news outlets.

## **XII. Project Advisory Group**

The Institutional Zoning Update Project will be guided by a Project Advisory Committee (PAG) charged with working collaboratively with City staff to review materials and make recommendations on the Campus Institutional Zoning Update Project. The current Advisory Group roster is attached. Advisory Group responsibilities include:

- offering guidance on targeted public outreach to hear from underrepresented and/or underserved communities in the project area
- reviewing existing conditions and selection of preferred alternative zoning and impact mitigation packages
- offering guidance on core community concerns: campus edges, transitions, and off-site impacts
- offering guidance to institutions on specific development activity and zoning standards on their campuses

## **XIII. Public Involvement Opportunities and Tools**

There will be a range of involvement opportunities and communication tools used to ensure that members of the public are able to find information and engage in the Institutional Zoning Update Project process. The community involvement opportunities will be organized to allow people to engage across a spectrum of interest levels.

The following opportunities and tools will be used, offering ways to stay informed and affect the project outcomes that facilitate the range of interest levels and meet the needs of the audiences identified.

### **Opportunities**

#### **Project Advisory Group Meetings**

The Project Advisory Group, representing the diverse interests of the project, will guide the Campus Institutional Zoning Update Project and help draft the Campus Institutional Zoning Code update. PAG meetings will be open to the public and opportunity for public comment will be provided at all PAB meetings.

#### **Neighborhood and Business Groups**

The project team will meet with community and business groups to talk about the process upon request and seek their input. Staff will ensure that interested groups are made aware of project proposals and milestones, offer opportunities for submitting comments and attend community group meetings at key milestones.

#### **Open House(s)**

At least two public events will be held to provide information to interested stakeholders and the general public at key points in the process. Other Comprehensive Plan open houses may also be scheduled to highlight the various projects underway as part of the implementation phase of the Comp Plan. This is an efficient and cost effective way for the City to receive feedback on a number of Task 5 implementation projects. Forums will be designed and venues selected that



capture the city's diverse population. It is anticipated that these will align with the release of Land Use and Transportation Alternatives. Staff will present draft recommendations, answer questions and invite public feedback.

### **Social Media**

Facebook and Twitter will be used to announce project news and promote and document events. Social Media will also be used to make connections to similar efforts, organizations and individuals in Portland.

### **Tools**

#### **Project Website**

The project will maintain a calendar of events, project updates, advisory group meeting summaries and project documents on the [BPS web site](#).

#### **Mailings and Newsletters**

An electronic mailing list will be used to provide updates to interested parties regarding meetings, events and new products. Hard copy notices of important events such as public hearings will be mailed to interested parties. Occasional articles and notices will be distributed through the BPS bimonthly electronic newsletter.

#### **Media**

Announcements for key events and document releases will be distributed to local media outlets including the Oregonian, neighborhood newspapers and other outlets.

### **XIV. Decision Making Process**

Final decisions regarding outcomes of the planning process will be made by the Portland City Council based on recommendations from staff, the Project Advisory Committee, Portland Planning and Sustainability Commission and public input.

### **XV. Accountability and Evaluation**

#### **Feedback Loop**

As part of this public involvement plan, staff will be responsible for gathering and disseminating the public's input to decision makers and back to the public at large. This is a necessary component for a successful project. Staff will compile public comments throughout the planning process. Comments will be integrated into ongoing work and reported to the Project Advisory Committee. Staff will brief the Planning and Sustainability Commission and City Council on the progress of the plan, results of outreach efforts and public input. Commission and Council decisions will be communicated to stakeholders and the general public through the website, electronic/hard copy mailings and local media outlets.

#### **Public Involvement Evaluation**

Evaluation of the public involvement will be completed upon completion. Tools for evaluation will include:

- Informal feedback from stakeholders
- Short questionnaires following events
- Advisory Committee evaluations following strategic milestones for professional feedback
- Team debriefs following meetings and events to discuss needed adjustments

<b>Campus Institution Zoning Update Advisory Group</b>			
1	Beverly Bookin	*	Consultant for Hospitals and Colleges
2	Mike Coleman		Kittleson and Associates
3	Elizabeth Decker	*	JET Planning
4	Tamara DeRidder		Rose City Park NA
5	Justin Dollard		Portland Public Schools
6	David Ellis	*	Lewis and Clark College
7	Daniel Heffernan		North/Northeast Business Association
8	Rebecca Ocken	*	Portland Community College
9	Dave Johnson		Collinsview NA
10	Karen Karlsson		Northwest District Association
11	Tom Karwaki	*	University Park NA
12	Sharon Maxwell		General Contractor /Business
13	Jill Punches		University of Western States
14	Marty Stiven	*	Providence Hospital
15	Mike Warwick		Eliot NA
16	Pamela Witherspoon		Legacy Emmanuel
	<b>Staff</b>		
1	Tom Armstrong	*	Planning and Sustainability
2	Steve Kountz	*	Planning and Sustainability
3	Rodney Jennings		Transportation
4	Kurt Krueger	*	Transportation
5	Douglas Hardy	*	Development Services
			12/4/2013

# Mixed Use Zoning Project Public Involvement Plan

January 2014  
*DRAFT*

DRAFT

**For more information:**

Email: [Barry.Manning@portlandoregon.gov](mailto:Barry.Manning@portlandoregon.gov)  
Website: [www.portlandoregon.gov/bps/mixeduse](http://www.portlandoregon.gov/bps/mixeduse)

## **I. Introduction**

This public involvement plan will guide the planning process for the Mixed Use Zoning Project. The overarching goal of the involvement program is to ensure there is an open, balanced and fair process that provides community members, businesses and other interested parties convenient and meaningful opportunities to participate in the planning process. This public involvement plan is a working document that will be revised as new ideas and other adjustments are identified.

## **II. Project Description and Background**

The Mixed Use Zones Project will develop new mixed-use planning and zoning designations to begin implementing the Centers and Corridors concepts that emerged with the Portland Plan and the Comprehensive Plan. The project will focus on the city's Commercial and Central Employment (EX) zones, and the places outside the central city where these zones are applied. This project is supported by a Metro CET Grant. The City was also recently awarded a State TGM Grant to examine parking management policy in these same areas. That grant is being managed by the Portland Bureau of Transportation, but will be closely coordinated with the Mixed Use Zones Project

The project will primarily focus on the city's existing Commercial and Central Employment (EX) zones, and the places outside of the Central City in which these zones are applied. Specifically, the project will:

- Include an inclusive public participation process, and an advisory group
- Summarize and evaluate current mixed use development and design regulations applied in areas outside the Central City;
- Complete a best practices report that considers the zoning tools and approaches other cities have used to create successful, walkable urban centers;
- Analyze different development outcomes in Portland's existing mixed use and commercial zones to determine what is working well and what needs improvement;
- Develop a framework for new mixed use zones that better responds to different geographic contexts in Portland and the hierarchy of places anticipated in the new Comprehensive Plan;
- Analyze the development market feasibility of the new zones and review the zoning approaches with the public; and
- Write and revise mixed use zoning regulations to implement the mixed use zones framework.

## **III. Project Area**

The new mixed use zoning regulations will be applied to all commercially-zoned propertyed citywide, outside of the Central City. This includes all of Portland's Metro 2040 design types- one Regional Center, six town centers, over 30 transit station areas, and roughly 160 miles of Main Streets and Corridors.

## **IV. Project Goals and Outcomes**

The goal of this project is to develop new zoning code tools that will implement the Comprehensive Plan "Centers and Corridors" concepts and provide an update to the city's Commercial and Central Employment (EX) zones applied outside the Central City. The purpose is to optimize the zones to achieve desired development outcomes, including: accommodating anticipated housing growth, focusing and providing opportunity for commercial and community

services, and addressing contextual development issues. The outcome will be a set of revised zones that can be applied/mapped in the framework of the new Comprehensive Plan.

## V. Project Budget

The project is partially funded by a Metro CET grant for \$380,759. This grant will fund project team staff (Senior Planner, Associate Planner) and consultants (facilitation, urban design/architecture, and economics). In addition, the City will provide an in-kind match of \$207,900 in staff hours from areas of urban design, economics, and public involvement/district planning.

## VI. Project Timeline - Tasks/Milestones

- |   |               |
|---|---------------|
| 1. Execution of Metro CET Grant               | December 2013 |
| 2. Appoint/Convene Project Advisory Committee | February 2014 |
| 3. Research – Mixed Use Zone Assessment       | July 2014     |
| 4. Concept Development                        | November 2014 |
| 5. Code Development – Draft Code              | March 2015    |
| 6. Proposed Code Amendments – Public Hearings | June 2015     |

## VII. Concurrent Efforts and Coordination

The project will be coordinated with several ongoing and related public planning projects, including:

**Comprehensive Plan Update.** Portland's Comprehensive Plan helps the city prepare for and manage expected population and employment growth, as well as plan for the major public investments to accommodate that growth. It provides direction for City decision-making on land use, transportation, sewer and water systems, and natural resource management programs, while ensuring that investments in major city systems are coordinated.

**Parking Strategy TGM Grant.** This grant will be managed by the Portland Bureau of Transportation to examine parking management policy in Centers and Corridors around the City. The project will coordinate at a staff level, and may utilize the mixed-use project public involvement events and advisory committee as a means to gather feedback on related issues.

**Transportation System Plan.** The Transportation System Plan is the long range plan to guide transportation investments in Portland. The TSP Update is also serving to satisfy Metro obligations to ensure consistency with the Regional Transportation Plan (RTP).

**Institutional Zoning Project.** This project will develop new campus institution zoning procedures and standards, and identify infrastructure investments that could facilitate institutional employment growth.

**Industrial Land and Watershed Health integration.** Members of the former Economic Development Policy Expert Group (PEG) and the Watershed Health and Environment PEG and other community members have formed an Industrial Land and Watershed Health Working Group. The working group has been advising the Bureau of Planning and Sustainability on the update of Comprehensive Plan policies and implementation approaches Portland Harbor and

Columbia Corridor industrial areas. This work could lead to changes in the zoning map or development code in prime industrial employment land.

### **VIII. Public Involvement Process**

The Bureau of Planning and Sustainability, working with the other project partners, will involve a variety of stakeholders and interested parties in the Mixed Use Zone Planning process. Stakeholders have diverse interests in the project, ranging from property owners who will be directly impacted by the plan outcomes to members of the general public who want to stay informed about what is happening on the project and how it could impact them. The level of interest in this project and its outcomes among key stakeholders and community members is expected to be high. The process will need to be inclusive, thoughtful and responsive to public concerns and sensitivities.

### **IX. Public Involvement Principles and Goals**

The Mixed use Zone Planning process will be guided by the City of Portland Public Involvement Principles, adopted by the Portland City Council in August 2010. The principles represent a road map to guide government officials and staff in establishing consistent, effective and high quality community engagement across Portland's City government.

<http://www.portlandoregon.gov/oni/article/312804>

### **X. Public Involvement Equity Framework**

To uphold the values of inclusiveness and equity, which our fundamental to our City's Public Involvement Principles and the Portland Plan, this project will strive to not only encourage participation from diverse and underrepresented Portland communities, but also apply an equity lens throughout the process. The project will do this in the following ways:

- Facilitate an early discussion with the Project Advisory Committee (PAC) to :
  1. Develop a shared understanding of an equity lens and framework for the project
  2. Identify key project issues and identify the communities that are impacted
- Update the public involvement plan to include an assessment of these issues and impacted communities, prioritizing the involvement of these communities
- Incorporate strategies including but not limited to; a) joining the PAC and/or b) holding focus group discussions with these groups/individuals at key milestones during the process

### **X. Key Audiences and Project Advisory Committees**

This Public Involvement program is designed to reach all audiences that may be affected or have an interest in the Mixed Use Zoning Planning process. It will also be designed to reach out to other groups and individuals—those that may not yet have an interest or be compelled to participate—to encourage their awareness, understanding, and involvement in the process. Staff has identified the following particular audiences that are important to contact and engage:

- **Community/General public:** Interested people across the City;
- **Neighborhood Associations and Coalitions:** Portland has 95 neighborhood associations that are served by five, independent nonprofit District Coalition Offices and two City run District Offices;
- **Interest-Based Groups:** Non-profit organizations, community and faith-based groups, culturally-specific organizations including the Diversity and Civic Leadership partners, organizations representing older adults and people with disabilities;
- **Businesses and Employees:** Business Associations, Venture Portland, Portland Business Alliance along with many institutions, large employers and small businesses. Emphasis will

be placed on engaging a broad spectrum of business interests, including a variety of sectors, owners and employees;

- **Property Owners and Renters:** Property owners and renters within or adjacent to the study areas;
- **Governmental Agencies:** Many government agencies, including Metro, TriMet, Multnomah County, Portland Public Schools, Home Forward, Portland Development Commission;
- **Tribes:** Oregon tribal governments, separate sovereigns with powers to protect the health, safety and welfare of their members and to govern their lands;
- **City Bureaus and Offices:** The City of Portland's 25 bureaus and offices;
- **City Officials, Boards and Commissions:** City boards and commissions serve mostly in an advisory capacity to various city bureaus and some county agencies (e.g. Planning and Sustainability Commission). But some also hear appeals, provide expertise, advocate, receive public concerns, or establish, review and enforce policies and regulations (e.g. Commission on Disabilities); and
- **Media:** Local news outlets.

**Project Advisory Committee:** The Mixed Use Zoning Project will be guided by a Project Advisory Committee (PAC) charged with working collaboratively with City staff to review materials and advise staff on recommendations for new mixed-use concepts specifically in the City's Commercial and Central Employment zones throughout the City. The PAG will be formed through an open application and review process focused on bringing together a group of people representing the demographic diversity of the City of Portland, as well as having diverse interests and a commitment to equity and a collaborative process. The committee will include people not generally represented in the decision making process. The final members for the PAC will be appointed by BPS Director Susan Anderson. It is anticipated that the group will meet monthly throughout the process.

**Technical Advisory Committee:** Technical experts will be selected to review staff and consultant studies, to offer feedback and suggestions for changes before the reports are released for public use. TAC members will include City bureau staff, consultants and people with expertise in the subject matter. The TAC will meet as needed over the course of the project at project milestones, including: the release of the mixed use zone assessment, concept development, and code development. TAC members may also be asked to meet with the Advisory Committee to provide a summary of suggested changes/modifications for the specific report they are assigned to review.

## **XI. Public Involvement Opportunities and Tools**

There will be a range of involvement opportunities and communication tools used to ensure that members of the public are able to find information and engage in the Mixed Use Zoning Project process. The community involvement opportunities will be organized to allow people to engage across a spectrum of interest levels:

**Inform/Educate:** Some people are just learning of the project and want to track the process and stay up to date on the latest project news.

**Consult:** Other people want to be slightly more involved, making sure the process and outcomes are broadly addressing the topics they are interested in and generally going in the right direction.

**Collaborate:** Another group of people want to be deeply involved in the ongoing project work, closely tracking the process and providing thoughtful and meaningful input into the products.

The following opportunities and tools will be used throughout the process. In addition to the opportunities and tools listed below, a variety of outreach materials will be produced for each phase. The table below displays how the opportunities will be used periodically to meet these different levels of involvement. The tools will be used consistently throughout the project to communicate project news updates and announce events.

	Community Involvement Opportunities	Level of Involvement		
		Inform	Consult	Collaborate
<b>Fall 2013 – Winter 2014</b>				
	Recruit and establish PAC	X	X	
	Establish interested parties list	X	X	
<b>Jan –June 2015</b>				
	PAC Monthly Meetings	X	X	X
	District Coalition meetings (as needed)	X	X	
	Neighborhood/business meetings (as needed)	X	X	
	Neighborhood walks/focus groups	X	X	X
	Roundtable Discussions	X	X	X
	Social Media/Newsletters	X		
<b>April 2014–March 2015</b>				
	Open House: results of assessment	X	X	X
	Open House: preliminary concepts	X	X	X
	Open House: proposed concepts/code structure	X	X	X
	Social Media/Newsletters	X		
<b>June 2015 – August 2015</b>				
	Planning and Sustainability Commission Hearings	X	X	
	City Council Hearings	X	X	

## Opportunities

### Project Advisory Committee Meetings

A Project Advisory Committee representing the diverse interests of the City will guide the Mixed Use Zoning Project planning process. PAC meetings will be open to the public, and opportunity for public comment will be provided at all PAC meetings.

The Mixed Use Zoning Project Advisory Committee will advise City staff on a variety of topics over the course of the project, providing feedback and guidance in areas such as:

- approaches to public outreach and defining targeted outreach to underrepresented and underserved communities and groups
- review of current development outcomes and areas for improvement
- development of the mixed use framework, zoning and design concepts
- market feasibility and acceptance of proposed approaches
- proposed zoning code amendments



The Advisory Committee will meet monthly from early 2014 through early 2015. Advisory Committee members may need to hold or attend additional meetings outside of the monthly meeting time, depending on project needs.

### **Open Houses/Large Public Events**

Two to three open houses/public events will be held to provide information to interested stakeholders and the general public at key milestones in the process. Forums will be designed and venues selected that capture the city's diverse population. It is anticipated that these will align with the release of a mixed-use assessment document (task 3), initial and final concepts (task 4), and draft codes/regulations (task 5), but may also take place with other Comprehensive Plan implementation projects. This is an efficient and cost effective way for the City to receive feedback on a number of implementation projects. Staff will present recommendations, answer questions and invite public feedback.

### **Focus Groups/Community Walks**

Staff will conduct community walks/meetings and/or focus group sessions during Spring 2014 in three of the five pattern areas around the city to get detailed feedback on what issues and opportunities face the diverse populations and different geographic areas of our City. This will include a minimum on three such events, but additional events are likely. Staff will work with community-based organizations to ensure participation by underrepresented and underserved communities.

### **Roundtable Discussions**

Staff will organize roundtable discussions with commercial/mixed use developers, property owners, and business and residential interests as needed during the project. These roundtables will offer a rich opportunity to collect information to inform the best practices and issues when developing the mixed-use zone assessment.

### **Neighborhood and Business Groups**

The project team – including the District Liaisons - will meet with community and business groups to talk about the process upon request and seek their input. Staff will ensure that interested groups are made aware of project proposals and milestones, offer opportunities for submitting comments and attend community group meetings at key milestones.

### **Social Media**

Facebook and Twitter will be used to announce project news and promote and document events. Social Media will also be used to make connections to similar efforts, organizations and individuals in Portland.

### **Surveys**

During the process an online survey may be used to solicit input on issues and opportunities in the project area. Surveys can be useful in reaching individuals who might not otherwise be involved in the process. Notification of the survey will be distributed through the website, electronic mailings and at community meetings.

## **Tools**

### **Project Website**

A project webpage will be developed and regularly updated that will serve as a primary source of information for the public and as a means to solicit and receive public feedback. The website will include a project description, planning documents, project schedule,

calendar of events, meeting agendas and minutes, links to other related planning efforts and other information as needed.

### **Mailings and Newsletters**

An electronic mailing list will be used to provide frequent updates to interested parties regarding meetings, events and new products. Hard copy notices of important events such as public hearings will be mailed to interested parties. Occasional articles and notices will be distributed through the BPS bimonthly electronic newsletter.

### **Media**

Announcements for key events and document releases will be announced via project web page and established interested party list as well as distributed to local media outlets including the Oregonian, Daily Journal of Commerce, neighborhood newspapers and other outlets.

### **XII. Decision Making Process**

Final decisions regarding outcomes of the planning process will be made by the Portland City Council based on recommendations from staff, the Stakeholder Advisory Committee, Portland Planning and Sustainability Commission and public input.

### **XIII. Accountability and Evaluation**

As part of this public involvement plan, staff will be responsible for gathering and disseminating the public's input to decision makers and back to the public at large. This is a necessary component for a successful project. Staff will compile public comments throughout the planning process. Comments will be integrated into ongoing work and reported to the Project Advisory Committee. Staff will brief the Planning and Sustainability Commission and City Council on the progress of the plan, results of outreach efforts and public input. Commission and Council decisions will be communicated to stakeholders and the general public through the website, electronic/hard copy mailings and local media outlets.

### **IV.B. Public Involvement Evaluation**

Evaluation of the public involvement will be completed during the process and upon completion. Tools for evaluation will include:

- Informal feedback from stakeholders
- Short questionnaires following events
- Advisory Committee evaluations following strategic milestones for professional feedback
- Team debriefs following meetings and events to discuss needed adjustments



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## REPORT TO COUNCIL

**DATE:** January 10, 2014  
**TO:** Mayor Charles Hales and Members of City Council  
**FROM:** Susan Anderson, Director  
**SUBJECT:** Comprehensive Plan Community Involvement Committee Appointments and Re-Appointments

This confirms the re-appointment of Paula Amato, Jason Barnstead-Long, Judy BlueHorse Skelton, Lois Cohen, Anyeley Hallova, Linda Nettekoven, Stanley Penkin, Howard Shapiro, Peter Stark and Alison Stoll to serve a second term from February 2014 through June 2015.

This also confirms the appointment of Denise Barrett, Christina Blaser-Guiney, Jessica Conner, Kenneth Doswell, Simphiwe Laura Stewart and Jovan Young to the Comprehensive Plan Community Involvement Committee to serve a term from February 2014 through June 2015.

The Portland City Council created a Community Involvement Committee (CIC) in July of 2009, to guide the public outreach elements of the Portland Plan. The CIC has continued through the Comprehensive Plan Update as both the Portland Plan and the Comprehensive Plan Update fall within the purview of the State of Oregon's Department of Land Conservation and Development (DLCD) approved Periodic Review Work Program.



City of Portland, Oregon | Bureau of Planning and Sustainability | [www.portlandonline.com/bps](http://www.portlandonline.com/bps)  
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**Ord. 187831, Vol 3.1, page 10729**



Office of Mayor Charlie Hales  
City of Portland

January 13, 2014

As Mayor and Commissioner of Planning and Sustainability, I request Council confirmation of the following appointment and re-appointment to the Comprehensive Plan Community Involvement Committee:

<u>Appointment</u>	<u>Term</u>
Denise Barrett	February 2014 to June 2015
Christina Blaser	February 2014 to June 2015
Jessica Conner	February 2014 to June 2015
Kenneth Doswell	February 2014 to June 2015
Simphiwe Laura Stewart	February 2014 to June 2015
Jovan Young	February 2014 to June 2015
Reappointment	
Paula Amato	February 2014 to June 2015
Jason Barnstead-Long	February 2014 to June 2015
Judy BlueHorse Skelton	February 2014 to June 2015
Lois Cohen	February 2014 to June 2015
Anyeley Hallova	February 2014 to June 2015
Linda Nettekoven	February 2014 to June 2015
Stanley Penkin	February 2014 to June 2015
Howard Shapiro	February 2014 to June 2015
Peter Stark	February 2014 to June 2015
Alison Stoll	February 2014 to June 2015

Respectfully submitted,

Charlie Hales  
Mayor

Agenda No.  
**APPOINTMENT REPORT**

Title

Confirm the Comprehensive Plan Community Involvement Committee Appointments and Re-Appointments (Report).  
*for terms through June 2015*

<p><b>INTRODUCED BY</b> Commissioner/Auditor: <b>Mayor Hales</b></p>	<p>CLERK USE: DATE FILED <u>JAN 31 2014</u></p>
<p><b>COMMISSIONER APPROVAL</b></p> <p>Mayor—Finance and Administration - Hales <i>PH</i></p> <p>Position 1/Utilities - Fritz</p> <p>Position 2/Works - Fish</p> <p>Position 3/Affairs - Saltzman</p> <p>Position 4/Safety - Novick</p>	<p style="text-align: center;">LaVonne Griffin-Valade Auditor of the City of Portland</p> <p>By: <u><i>[Signature]</i></u> Deputy</p>
<p><b>BUREAU APPROVAL</b></p> <p>Bureau: Susan Anderson; Planning and Sustainability <i>Susan Anderson</i></p> <p>Prepared by: Marty Stockton Date Prepared: January 10, 2014</p>	<p><b>ACTION TAKEN:</b></p> <p style="font-size: 1.2em; font-weight: bold;">FEB 05 2014 CONFIRMED</p>
<p>Financial Impact &amp; Public Involvement Statement</p> <p>Completed <input checked="" type="checkbox"/> Amends Budget <input type="checkbox"/></p> <p><b>City Auditor Office Approval:</b> required for Code Ordinances</p> <p><b>City Attorney Approval:</b> required for contract, code, easement, franchise, charter, Comp Plan <i>cf</i></p> <p>Council Meeting Date <b>February 5, 2014</b></p>	

<b>AGENDA</b>
<p><b>TIME CERTAIN</b> <input type="checkbox"/></p> <p>Start time: _____</p> <p>Total amount of time needed: _____ (for presentation, testimony and discussion)</p>
<p><b>CONSENT</b> <input checked="" type="checkbox"/></p>
<p><b>REGULAR</b> <input type="checkbox"/></p> <p>Total amount of time needed: _____ (for presentation, testimony and discussion)</p>

FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:		
		YEAS	NAYS
1. Fritz	1. Fritz	✓	
2. Fish	2. Fish	✓	
3. Saltzman	3. Saltzman	✓	
4. Novick	4. Novick	✓	
Hales	Hales	_____	



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## Comprehensive Plan Update – Community Involvement Committee (CIC)

### Paula Amato

Paula is a Faculty Physician/Educator at OHSU, City Club member, Volunteer Physician at Outside In, and on the Board of the Gay and Lesbian Medical Association. She is relatively new to Portland, having worked internationally and lived in various other large cities. She has a long-standing interest in public health and is a strong believer in mixed use/diverse neighborhoods, public transportation, universally accessible public spaces, context-appropriate architecture and sustainability. She has leadership/advocacy experience, public sector work experience and has worked as a community volunteer.

### Jason Barnstead-Long

Jason is a community planning and involvement specialist, with continued participation in a number of geographical and non-geographical community groups and coalitions. He has had internships with the Office of Neighborhood Involvement and the Clackamas Community Land Trust, and was an employee at a Portland area non-profit minority community organization for over three years. He is skilled in community involvement and relationship building, problem solving, facilitation, and research and development. “As an active member of the Portland community, I want to further participate and contribute my skills in the fulfillment of a project which will have long-lasting effects on the growth and development of our community. Being part of a growing minority of disabled citizens, frequently challenged and hindered by ways in which our city planning processes are organized, I feel I can offer first-hand insight into ways to make public involvement more accessible for everyone.”

### Judy BlueHorse Skelton

Judy serves on the Native American Advisory Committee to Portland Parks and Recreation and as a Board Member of the Urban Greenspaces Institute, The Intertwine Alliance and the Portland Parks Board. Judy first worked with visionPDX and was the Portland representative to the Oregon Indian Education Association. As faculty at Portland State University, Judy teaches Environmental Education through Native American Lenses, Intro to Leadership for Sustainability, and Learning Gardens and Civic Affairs. “I love this place; I am passionate about and committed to the integration of indigenous knowledge and relationships into the larger fabric/conversations happening in Portland and the region and hope to strengthen the bridges between diverse communities, local governments, businesses, natural spaces/places and the intrinsic wisdom that the land has always held. Recognizing the immense diversity within all communities can offer creative solutions and possibilities.”



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### **Lois Cohen**

Lois has over twenty years experience in strategic communications. Her background working at every level of government, from the State of Oregon and the Federal Department of Transportation to the City of New York, gives her an uncommon ability to assess political landscapes - building innovative partnerships for the agencies and communities they serve. Since June 2008, Ms. Cohen has been the President of Lois D. Cohen Associates, a Portland-based communications firm specializing in community relations, outreach strategy consulting and delivery of communications workshops on Mentoring and on Addressing Generational Differences in the Workplace for public and private organizations. Ms. Cohen developed the School-based Outreach Program, widely used by public agencies on key public projects. Before founding Lois D Cohen Associates, Ms. Cohen served for seven years as Director of Community Partnerships for Portland State University's Graduate School of Education; and served in a number of government positions such as Intergovernmental Projects Manager for Oregon's Department of General Services. She is an effective public speaker who gave the luncheon address to those attending the 2009 Governor's Market Place.

### **Anyeley Hallova**

Anyeley is a partner with Project^ecological development, doing real estate development planning, project management, due diligence and marketing. She has also been a development manager for Gerding Edlen Development and an urban design associate with EDAW Inc. Currently, she is a volunteer with the Imago Dei Community Church, Portland, and is serving on the Adjustment Committee with the City of Portland. Her skills include group facilitation, public speaking, city planning, promoting sustainable development and public participation. "I believe that government should be inclusive of all the people it represents. This ensures that community initiatives, including planning policies and programs, reflect the needs and desires of its residents. Public participation and inclusion is essential to the success of any city planning effort."

### **Linda Nettekoven**

Linda's ongoing volunteer efforts reflect her long-term commitment to helping groups and individuals find their "voice," whether in the workplace or the public policy arena. During her 10+ years in Portland Linda has channeled much of her volunteer energy into the City's neighborhood system. A long-time board member and officer of her neighborhood association and her neighborhood coalition, she currently serves as vice chair of the Hosford-Abernethy Neighborhood Development Association (HAND). With a background in health, community and organizational psychology, she helped to develop the City's Five Year Plan to Increase Community Involvement, serves on the City's Public Involvement Advisory Committee and has represented citizen concerns on several bureau/budget advisory committees. She is also a founding member of the Division Vision Coalition, a collaborative effort to revitalize SE Division Street. "The quality of the Portland Plan will be determined by the quality of the community engagement that informs it. I look forward to collaborating with others to help create an innovative, effective and welcoming process that will make Portlanders proud."



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### **Stanley Penkin**

A native New Yorker who has been in the construction and building business for many years, Stan is currently “retired” but actively engaged in the development of green and sustainable infill projects in Portland. His educational background includes a BS in Civil Engineering and an MS in Urban Planning. During his nine years in Portland, he has been actively involved in the community, including chairmanship of his HOA Board, board member of Portland Center Stage, co-founder of the Oregon Arts and Culture PAC (ArtPAC) and an avid supporter of the arts. While New York still remains in his heart, Portland is in his soul. “Portland had the foresight to make vital and visionary decisions in the 1970s that propelled the city forward. We are now at another critical crossroad that will determine how we continue to move forward. I believe in an open, transparent and inclusionary process and am honored to be on this committee and to help in any way I can.”

### **Howard Shapiro**

Howard moved to Portland in 1973 after a 25-year career in marketing and broadcasting in Seattle. He is a member of the Portland Planning and Sustainability Commission, serves as vice chair of Albina Community Bank, is a member of the Board of Directors of The National Magazine, is on the Board of EBS – a national media and educational organization and is a Board Member of Caldera. Mr. Shapiro was formerly a board member of Rejuvenation, Portland Center Stage, and Oregon Public Broadcasting. “As Portland looks ahead, planning the next 20 years, and all that promises, the citizens, the roots of our community, need to help shape that restructure. Important voices can be overlooked or worse, ignored. The Community Involvement Committee, the antenna of public opinion and awareness of the Portland Plan, is a wonderful opportunity for me, as a Planning Commissioner, to listen and learn and contribute. I have had the unique advantage of a personal conversation with all the committee members and it is an honor to do this work with such a fine group of people.”

### **Peter Stark**

Peter is an architect and native of Portland. Having worked for large firms in New York and Los Angeles, Mr. Stark moved back to Portland in 1995 and for the past fifteen years has been very active in local development, architecture and planning. A member of Venture Portland and Portland Business Alliance, he is the past president and currently serves on the Board for the Central Eastside Industrial Council and is vice-chair of the CE-Urban Renewal Advisory Committee. In 2008, he was responsible for directing the Central Eastside’s Strategic Plan. In addition to inner Southeast involvement Mr. Stark also has participated on regional committees including those for transportation, urbanization and growth. He serves on the board for Portland Streetcar Inc. and represents the CIC on the Network Policy Expert Group for the Comprehensive Plan Update. He is on the board for the Hillside Neighborhood Association and chairs Neighbors West-Northwest Coalition representing twelve northwest neighborhoods. In addition he chairs the Cornell Road Sustainability Coalition, representing four neighborhoods, the Portland Bicycle Transportation Alliance, the Forest Park Conservancy and the Portland Audubon Society.



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### **Alison Stoll**

A NE Portland neighbor for 27 years, Alison is the executive director of Central Northeast Neighbors, a nonprofit coalition of 8 neighborhood and 5 business associations in NE Portland. Her work with CNN has spanned 20 years, first hired as a crime prevention Coordinator. Alison serves on the Boards of RideConnection, a nonprofit providing rides for seniors and differently-abled people in the Portland Metro area, Parkrose Business Association, the Alliance of Portland Neighborhood Business Associations (APNBA) and Grant Park Church. Alison is a 2007 Spirit of Portland Award Winner for Community Partnerships, holds a Chief's Forum Problem-Solving Award from Mayor Tom Potter and was presented with the American Mothers Leah Sauer Award for her work in the Community. "I believe that everyone should have a voice and be involved in their community."



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## MEMO

**DATE:** November 25, 2013  
**TO:** Community Involvement Committee  
**FROM:** Madeline Kovacs on behalf of the Comprehensive Plan Team  
**SUBJECT:** Final Summer 2013 Outreach Summary Report

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### I. Introduction

This report summarizes public participation in Summer 2013 tabling and youth focused events, sharing with the public an organized summary of what staff heard. This report will also be used by staff, alongside other sources of public input, to help guide refinement of the Comprehensive Plan Update products leading to the Proposed Draft. This report includes the following sections:

- I. Introduction
- II. Demographic Data
- III. Summary of Public Comments

Public comments were collected through fifteen outreach opportunities held over the summer of 2013, as listed below. In particular, special effort was made to reach youth constituencies through partnership with area SUN Schools. Outreach also focused on East Portland with five summer events located east of 82<sup>nd</sup> Avenue, as well as communities of color and low income populations. The Home Forward event on August 6<sup>th</sup> focused on outreach to residents within that agency's housing located in Northwest.

- Good in the Hood (06/29)
- Bureau of Planning and Sustainability All-Staff Meeting (07/11)
- Sitton SUN Elementary School - youth focused event (07/18)
- Parkrose SUN Community School - youth focused event (07/23)
- Centennial SUN Community School - youth focused event (7/24)
- Gateway Community Fair and Movie in the Park (07/26)
- Sunday Parkways in North Portland (07/28)
- Beaumont SUN Community School - youth focused event (07/30)
- National Night Out - Home Forward in Northwest Portland (08/06)



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- National Night Out - Lloyd District (08/06)
- National Night Out - Portland Community College Cascade (08/06)
- National Night Out - South Burlingame (08/06)
- National Night Out - Glenfair Neighborhood Association (8/07)
- Multnomah Days (08/17)
- Founders' Day in Lents (08/18)
- Sunday Parkways SE (08/25)

At the events, participants filled out a Map It! exercise and a postcard. Map It! respondents drew on district maps, telling us about where they live, their favorite places, and what they hope to see in the future for transportation improvements, new business investments, or other actions. The postcards, geared toward youth participants, asked respondents to draw and describe their most-loved feature of Portland or their neighborhood. In total, 266 people provided responses to the Map It! exercise, and 205 postcards were collected.

#### **How will your comments be used?**

The public comments will help guide refinement of the Comprehensive Plan Update, including Goals and Policies, the Transportation System Plan, the Citywide Systems Plan (Infrastructure Projects), and the Urban Design Framework. The entire revised package – the proposed draft – will be submitted to the Planning and Sustainability Commission (PSC) in Summer 2014. After public hearings and deliberations, the PSC will submit a Recommended Draft to City Council for consideration and adoption.

#### **Upcoming Involvement Opportunities**

In early October 2013, the public release of the Working Draft Comprehensive Plan - Part 2 launched a round of public outreach to share this large body of work with the community and solicit public feedback. The public comment period ends on December 31, 2013. The Working Draft Part 2: Maps and Infrastructure includes:

1. The online Map App [<http://www.portlandbps.com/gis/cpmapp/>], an interactive series of maps showing the geography and location of various proposals. Map App users can view a variety of maps, combine multiple map layers, see areas of concern or change, make comments and view comments from others.
2. The Citywide Systems Plan (CSP) [<http://www.portlandoregon.gov/bps/article/464625>], a 20-year coordinated infrastructure plan that updates the City of Portland's 1989 Public Facilities Plan.

Part 2 also includes a new Urban Design Framework (visible in the Map App), which shows Portland's future intended physical form. The draft map shows the location of centers and corridors and identifies key transportation connections and a system of habitat corridors, while being sensitive to the unique geographies and characteristics of different parts of the city.

At the time of this report, staff has hosted three public information sessions to share more information about the Comprehensive Plan Working Draft Part 2, the Map App and the CSP. Continuing the work of the spring District Mapping Conversations, BPS staff also hosted a new series of Mapping Conversations in East, Southwest and North Portland focused on locally specific issues or questions related to Working Draft Part 2. Discussions at these events focused on departures from current policy or investment priority, changes in zoning or form, and choices that could improve performance on the City's strategic integrated goals and metrics.

Please see the Comprehensive Plan Update calendar [<https://www.portlandoregon.gov/bps/58191>] for additional opportunities to participate. Neighborhoods, businesses, interest-based and community groups may also host a Comprehensive Plan Update presentation and discussion by contacting Comprehensive team staff to schedule.

## II. Demographic Data

Demographic data was requested of respondents to ensure that a representative cross-section of Portlanders were participating in the Working Draft Part 2 process. In general, there were 263 responses to the demographic questions, but the response rate varied by question. Detailed response data for each demographic question is summarized below. Citywide data from the 2011 American Community Survey is included in selected tables for comparison.

Outreach in past phases of the Comprehensive Plan indicated that the City needs to better engage people of color, low income residents and youth. With this exercise, staff were able to increase the participation rates of all of these groups, with 38% of participants under the age of 18, 18% making less than 10k per year and 26% people of color. Staff will continue to try to achieve a representative response rate for these groups in future outreach phases.

### Summer Outreach Participant Demographic Data

#### What is your age?

	#	%	Citywide 2011
18 & Younger	90	38%	19%
19 to 24	13	6%	10%
25 to 34	16	7%	20%
35 to 44	42	18%	16%
45 to 54	30	13%	14%
55 to 64	23	10%	12%
65 and older	16	7%	10%
Total	236	100%	101%

#### What best describes your income?

	#	%	Citywide 2011
Less than 10K	26	18%	9%
\$10,000-\$14,999	7	5%	6%
\$15,000-\$24,999	5	3%	11%
\$25,000-\$49,999	26	18%	24%
\$50,000-\$74,999	29	20%	19%
\$75,000-\$99,999	19	13%	11%
More than 100K	32	22%	20%
Total	144	100%	100%

#### Where do you live (grouped by district)?

	#	%	Citywide 2011
Central City	7	3%	6%
West	51	20%	14%
North	46	18%	11%
Northeast	55	21%	16%
Southeast	40	16%	29%
East	59	23%	24%
Total	258	100%	100%

#### What is your gender?

	#	%	Citywide 2011
Female	136	57%	51%
Male	102	43%	49%
Other	0	0%	n/a
Total	238	100%	100%

#### How do you identify yourself?

	#	%	Citywide 2011
Asian	9	4%	7%
Black or African American	20	9%	6%
Hispanic or Latino	18	8%	9%
Native American or Alaska Native	10	4%	1%
Native Hawaiian or Pacific Islander	2	1%	1%
White	150	65%	76%
Other	21	9%	n/a
Total	230	100%	100%

#### What is the primary language spoken at home?

	#	%
Chinese	0	0%
English	215	83%
Russian	1	1%
Somali	1	1%
Spanish	23	7%
Vietnamese	1	1%
Other	23	7%
Total	264	100%

**What languages are spoken at home other than English?** Twenty seven responses indicated that another language is spoken at home. Languages include French, Hindi, Italian, Japanese, Thai, and Tongan.

### III. Summary of Public Comments

#### The Map It! Exercise

During the summer tabling events, Map It! exercise participants were given a physical map of their district (see Attachment 1) and asked to respond to six questions that would help inform the maps and infrastructure components of the Part 2 products. All but one question directly tied to a policy focus within the Comprehensive Plan Update. For example, Question #2 informs staff where the public would like to see more businesses or helps identify gaps in businesses. Question #5 informs staff on a favorite place that the public would like to see protected or supported.

1. Starting from Home - Place a dot near where you live.
2. Open for Business - Please circle the area where you would most like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers.)
3. Getting Around - When you travel to work or school, shop at the grocery store or see friends, how do you get there most often? (Take the Bus, Walk, Ride a bike, Drive a car, or Multiple.)
4. Smoother Sailing - what is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?
5. Favorite Place - Draw a star on your favorite place in this district. It could be a park, a store, a school, a landmark - anything. Please name/identify it.
6. In Charge for a Day - What is the one thing you would do to make your district better?

The following discussion draws themes from respondents citywide, highlighting some interesting ideas from residents, and then identifies some key trends among individual districts.

#### Key Takeaways

##### Open for Business

- When asked to identify an area where they wanted to see more or new businesses, respondents indicated that they would prioritize locations very near their own residence. Many respondents circled a location about a half mile or less from their home.
- Location types most frequently favored for new business tended to be:
  - existing commercial nodes
  - busy intersections where residents saw potential for a commercial node
  - parks, schools, or other public spaces
- There were some variations in types of place emphasized among districts: People in Northeast tended to indicate the nearest park or school, Southeast respondents tended more towards commercial corridors, and people in West Portland frequently mentioned small commercial nodes such as Multnomah Village.
- When respondents were specific about what types of businesses they wanted to see more of (in addition to indicating location), most indicated that access to a grocery store or locally-owned small businesses or coffee shops would be preferable. People wanted places where they could gather, not just shop. These preferences were especially evident in Southeast and East Portland. A typical response: “At the intersection of SE 50<sup>th</sup> and Division, more grocery stores, please!”

### Getting Around

- When asked to indicate their primary mode of transit, 47% indicated that they utilize multiple forms of transit on a regular basis. Driving was the most frequent single mode of transit given (28%), followed closely by biking (27%). Twenty-one percent indicated that they take the bus most often, and the fewest respondents utilized walking as a primary mode (11%).
- When respondents indicated that they utilized more than one form of transit, 89% of respondents still included car travel as one of their two, three, or four most common modes.
- Responses also varied slightly by district: People in East and West Portland drive cars more as their primary mode of travel than other districts, while more respondents in SE tended to bike, and North Portland respondents take the bus more than in other districts.

### Smoother Sailing

- When asked what single transportation improvement could be made to make it easier to get around, sidewalks and pedestrian safety was mentioned frequently. Especially in East Portland, concerns were expressed that there are a lot of places with incomplete sidewalks, and that more attention needs to be given to pedestrian crossings at major intersections. Areas that respondents repeatedly remarked upon as lacking critical sidewalk access were Barbur Blvd, Beaverton-Hillsdale Highway, and along SW Vermont St near 45<sup>th</sup>. Key streets with a need for safer crossings were SE Division, East Burnside, NE Lombard, NE Fremont, NE Sandy, SE Foster and SE Holgate.
- Requests for improved or additional bike infrastructure were widespread throughout the city. These requests often centered on safety concerns, such as improving signage for bikes and blinking lights, stop signs, or turn signals at major intersections. Survey participants also prioritized adding bike lanes to major thoroughfares. Specifically, North Lombard, SE Hawthorne, SE Division, and SW Capitol Highway were mentioned as critical places to invest in infrastructure for bikes.
- Requests for bike infrastructure also included connections between neighborhoods and to downtown. Good examples of this included the connection between Hillsdale, Multnomah Village and Downtown for Southwest Portland and a north-south bike route along 28<sup>th</sup> Avenue for NE and SE respondents.
- Access to more frequent bus and LRT service was another major request. Priorities included addition of MAX service to North Portland.

### Favorite Place

- Favorite places were most commonly parks and other recreational areas. Citywide favorite places included Mount Tabor, Rocky Butte, Laurelhurst Park, and Reed College.
- The second most popular place type was schools with outdoor access and playgrounds, especially in locations that have less access to other parks and natural areas.
- Locations that serve as neighborhood gathering places, like community centers, libraries and areas with commercial activity, were also popular. Multnomah Village was a common favorite place in Southwest Portland, and Reed College and Laurelhurst Park in Southeast Portland were mentioned frequently.

## In Charge for a Day

- Pedestrian and bicycle safety was mentioned by nearly a third of Map It! Participants. Pedestrian crossings at busy streets was a clear priority, with the key streets East Burnside, NE Sandy, SW Barbur, SE Division, SE Foster, SW Capitol Highway, and a few others mentioned frequently.
- Respondents also continued to focus on increasing frequent bus and MAX service. These observations were especially common in Northeast and North Portland, with regard to the MAX Yellow Line, the #44 bus, and the #12 bus.
- Over 20 respondents mentioned sidewalk infrastructure improvements, especially in Southeast and East Portland. There was also strong desire for more bike infrastructure and additional bike routes, such as a clear, fast N-S bike route in the 20's.
- Participants identified multiple opportunities for neighborhood beautification, from neighborhood trash collection efforts to tree planting along major streets. One respondent mentioned that they thought planting “30 flowering cherry trees between 10<sup>th</sup> and 6<sup>th</sup> in Burlingame” would be a nice addition.
- Nearly a third of respondents gave answers that pertained to local community building, or factors that would help their neighborhoods feel “more complete.” Some of these ideas had to do with business investment in the form of family-friendly coffee shops and restaurants. Some asked for better access to childcare, and others wanted to see an increase in publicly-sponsored community events, such as movie nights in the park.
- Requests for improvements along major corridors and arterials were repeatedly mentioned:
  - Improving access to mass transit down major streets (bus frequency, addition of LRT)
  - Bike safety and infrastructure
  - Pedestrian safety and crosswalks
  - Commercial investment on streets with “main street” potential
- Respondents also brought up the issue of city livability in terms of people’s access to affordable housing and to employment. SE and E respondents, in particular, answered that they would ensure that people had good jobs and affordable places to live. Homelessness was a concern of respondents in the Central City district. One respondent suggested making downtown jobless centers more permanent.
- Lastly, the ability to live a healthy lifestyle was a commonly expressed desire, including factors like access to healthy food via grocery stores and the ability to walk or bike instead of driving.

## District Summaries of the Map It!

The following summaries give a snapshot of responses from each Map It! district map:

### Northeast

Most people (44%) cited multiple modes of transportation when traveling around their neighborhood, similar to the results citywide. Of the responses that listed only one mode, 10% of respondents use the bus most frequently, followed by walking (8%) and other modes (4% each).

As noted for respondents throughout the city, people mentioned wanting more businesses around their current residences. In NE, people frequently mentioned Alberta Park and along MKL Blvd as good locations for new businesses.

Similar to the results seen in other districts, NE respondents cited parks and centers of activity as their favorite places. The places most frequently mentioned are Irving, Alberta and Grant Parks, the commercial districts along Alberta St. and Broadway, and around Hollywood.

Traffic calming and safety were the most frequent transportation improvements desired in NE, followed by improvements to bicycle infrastructure and increases in transit service.

A wide variety of responses were given in response to the question about what people would do if they were in charge for a day, including creating more affordable housing, jobs, services and parks, making the streets safer and getting more people on bikes.

### **West**

Most people (51%) use multiple modes of transportation when traveling around the West district, similar to the results citywide. However, unlike other districts, many people use a car (38%) when citing only one mode in the response, followed by walking and taking the bus (4% each) and riding a bike (2%).

Similar to the citywide results, most people want more new businesses near their home. Specific places that were mentioned include along Barbur Blvd and in Hillsdale.

Similar to the results seen in other districts, West district respondents cited parks and neighborhood centers of activity as their favorite places, including Forest, Burlingame and Gabriel Parks and Tryon Creek Natural Area, Multnomah Village, and the Hillsdale Farmer's Market. People also mentioned the Hillsdale Library as a favorite place.

Improving pedestrian safety and building more sidewalks were the most frequent transportation improvements desired in the west district, followed by improvements to bicycle infrastructure and increases in transit service.

A wide variety of responses were given to the question about what people would do if they were in charge for a day, but the desire for more sidewalks, bike lanes and increased safety stood out.

### **Southeast**

47% of respondents indicated that they use multiple modes of transit regularly. Of respondents who indicated one mode as their primary form of transit, 31% indicated that they most often travel by bike, 17% indicated that they most often drive a car and 6% cited walking as their primary mode. No respondents indicated that they regularly take the bus as their primary mode, but transit was frequently mentioned in combination with other modes.

Top locations where residents wanted to see increased business investment were generally along commercial streets close to their own residences, filling in gaps where these streets do not currently have a large number of stores and other amenities. Other places where residents wanted to see increased investment were surrounding public places and schools. Division, Foster Road, and SE 82<sup>nd</sup> were streets mentioned most frequently, as were Central Catholic High School and Woodstock Elementary.

Transportation improvements mentioned by SE respondents focused on improved infrastructure for cyclists, safety for bikes and pedestrians, and traffic calming. Top streets where more bike infrastructure/access was requested include SE Foster, SE Hawthorne, SE Division, and SE 11<sup>th</sup> and 12<sup>th</sup>.



Another priority that emerged was sidewalk improvements at key crossings, including Halsey over Gateway, Holgate at 41<sup>st</sup> and 63<sup>rd</sup>, and multiple crossings at East Burnside.

Many SE respondents voiced that greater access to grocery stores, community centers and community gardens would improve the neighborhood. One respondent hoped for a grocery store on 82<sup>nd</sup> avenue between Stark and Foster. Desire for more mixed-use development along corridors, and efforts to bring in more locally-owned restaurants, were frequent.

### **East**

Respondents in East Portland answered that they most frequently either use multiple modes of transit (39%) or, unlike most other districts, drive a car (39%). Biking (7%), taking the bus (10%), and walking (2%) were less frequent in comparison to most other districts as a primary mode of transit.

Major corridors were cited most frequently by East respondents as ideal locations for increased investment and new businesses. Most mentioned were Glisan (at 102<sup>nd</sup>), Foster Road, and Division (at 122<sup>nd</sup>). Many respondents also simply listed “East Portland” as a priority location for increased investment and new businesses.

Favorite places for residents in East Portland concentrated on schools, parks, local shopping corridors or individual neighborhood coffee shops or other businesses. Parkrose High School and Powell Butte Park were the most frequently mentioned locations.

Pedestrian safety at major intersections and complete sidewalks were the most common transportation concerns among East respondents. Requests for attention to potholes, road maintenance, and improved infrastructure for cyclists were common. Survey respondents were again very focused on issues of safety, traffic calming, and presence of stoplights at busy intersections.

When asked about what they would do if in charge for a day, many answers focused on commercial development. Attention was very focused on how to best invest in, and attract small businesses to major streets and hubs in East Portland. Other comments brainstormed ideas for improved neighborhood beautification and safety. Others focused on building community through recreational programs for children & teens.

### **North**

Again, respondents answered most frequently that they use multiple modes of transit most frequently (45%). Use of cars (21%) and busses (17%) followed as most often-utilized transit modes. Biking was cited occasionally (9%), and walking hardly at all (4%).

Respondents tended to select priority places for business investment close to home. However, responses from North Portland focused more on schools, especially high schools and middle schools, than any other district. Pier Park/Sitton Elementary area was viewed as an especially important location for investment.

Parks again dominated respondent’s favorite places. In particular, Cathedral Park, Kenton Park, and Pier Park were mentioned frequently.

Safety was cited frequently as a major transportation concern for NE residents, both in terms of traffic calming, and also in terms of overall safety on the streets. Need for improved bike infrastructure, increasing the number of bike lanes, and improved bus service (especially through making a few current bus routes frequent service) followed safety as priority transportation concerns. Lombard and Greeley were cited as ideal places to make bike infrastructure investments.

When asked what they would address if in charge for a day, respondents in North Portland were very focused on the district's thoroughfares. Three respondents mentioned that they would like to see increased focus on creating greenways in North Portland, giving examples of Williams and Lombard. Corridor-related comments included adding light rail, improving bike lanes, and encouraging small business development down Lombard, adding light rail and improving busses on Williams, and attracting denser development along Interstate. North Portland respondents also focused on improving access to and the quality of existing parks.

### **Central City**

The pool of respondents for the Central City was very small (seven people total). Rather than describing any most common responses or themes, below are some highlights:

Respondents wanted to see increased business investment at: Tanner Springs Park & Jamison Square, and the intersection of NE Martin Luther King Jr. Way and Knott streets.

Public parks are clear favorite places, including all downtown city parks and Washington Park.

Respondents noted a desire for attention to safety at busy intersections, especially regarding traffic flow during rush hours. One participant suggested raising or leveling the roads to improve drainage around MLK/Grand/East Burnside area, and another pointed out that it is very difficult to get between the Broadway and Steel bridges through town.

When asked what they would do if in charge for a day, three answers related to addressing the homeless population's presence on the streets. Ideas to address the homeless population in the Central City included creation of a permanent, city-supported job center.

## The Postcard Exercise:



### Purpose of Postcards

There was a focused effort this summer to seek youth feedback, especially people under the age of 18. This demographic is often under-represented despite City attempts to engage youth, and often this demographic is absent entirely. Through coordination with the SUN Program and the four youth focused events, staff succeeding in gaining the input of not only 103 youth through the Map It! exercise, but also gained 205 additional responses through the postcards included here.

### Emerging Themes

Postcards were illustrated by youth on the front, and the following questions were answered on the back:

1. This is a drawing of: \_\_\_\_\_
2. This is what I love most about the \_\_\_\_\_ district/neighborhood of Portland.

Many youth chose to include the Portland skyline in their drawings, or views of one or more of Portland's bridges from one of the sides of the river. A few youth also included the famous "Made in Oregon" sign with the reindeer. Nature and parks were common, including Forest Park, trees, trails & the Willamette or creeks, wildlife in general. Many children also drew what they had just learned about a particular animal or natural process (precipitation!). Goats made a few honorable mentions.

Either playing sports, or Portland sports teams (especially the Trail Blazers and the Timbers) were popular. There were also a handful of postcards depicting people riding bikes through town.

Schools, playgrounds, community centers, and the Portland Zoo were also fairly common.

Interesting things not typically associated with Portland showed up a lot, including the airport, fast food restaurants, toxic chemical warning signs, and dark areas under bridges.

"Home" was listed frequently as a most loved place. Some also wrote and drew their friend's house, or views of the city "from home".

# Map It, Southeast!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

**1. Starting From Home** – Place a **dot** near where you live.

**2. Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).

**3. Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?

- Take the bus    Walk    Ride a bike    Drive a car

**4. Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?

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**5. Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.

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**6. In Charge for a Day** – What is the one thing you would do to make your district better?

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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

How do you identify yourself?

- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

What languages besides English are spoken in your home?

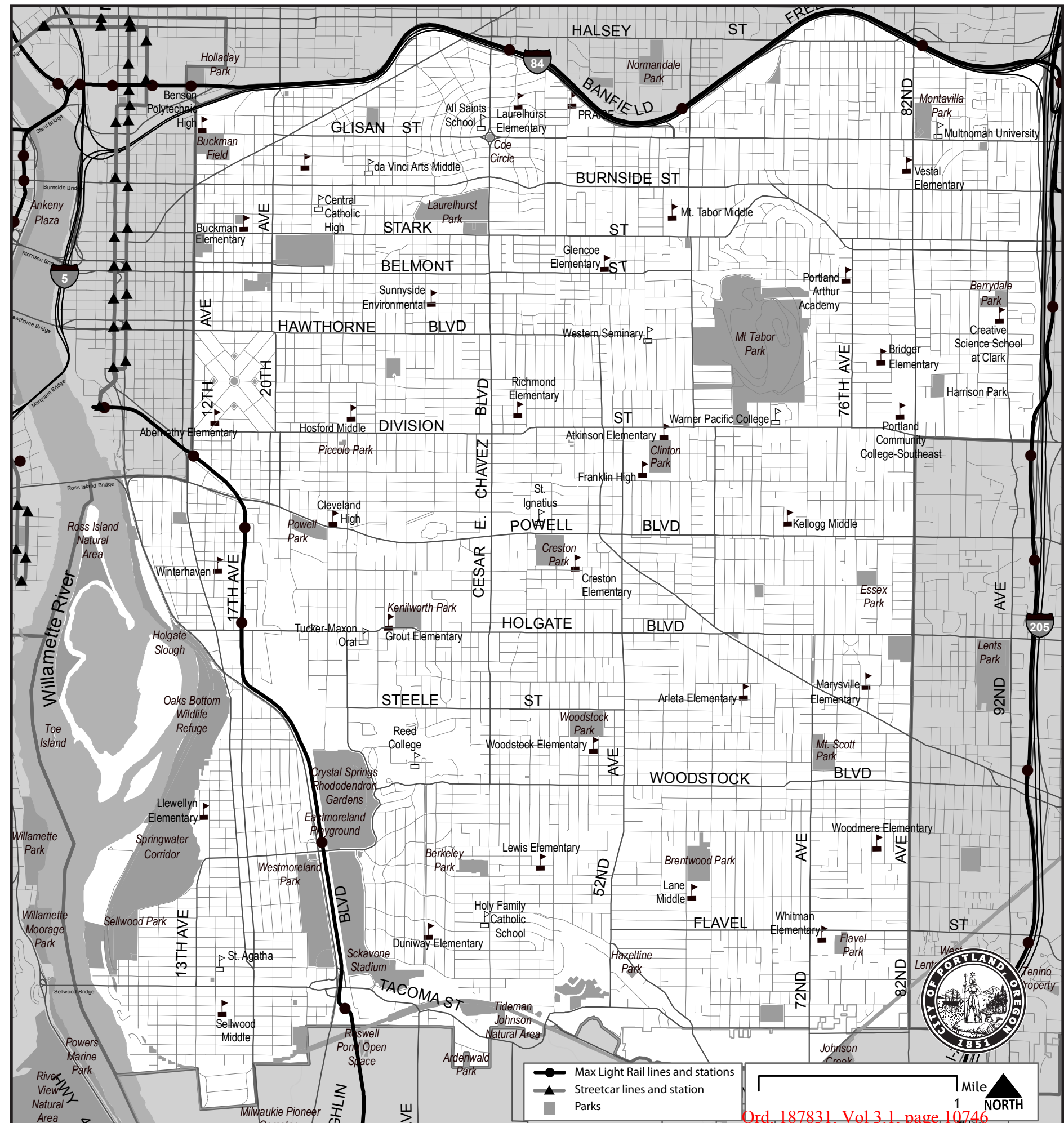
- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,999  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000

What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older



# Map It, East!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

- Starting From Home** – Place a **dot** near where you live.
- Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).
- Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?  
 Take the bus    Walk    Ride a bike    Drive a car
- Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?  


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- Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.  


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- In Charge for a Day** – What is the one thing you would do to make your district better?  


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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

### What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

### How do you identify yourself?

- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

### What languages besides English are spoken in your home?

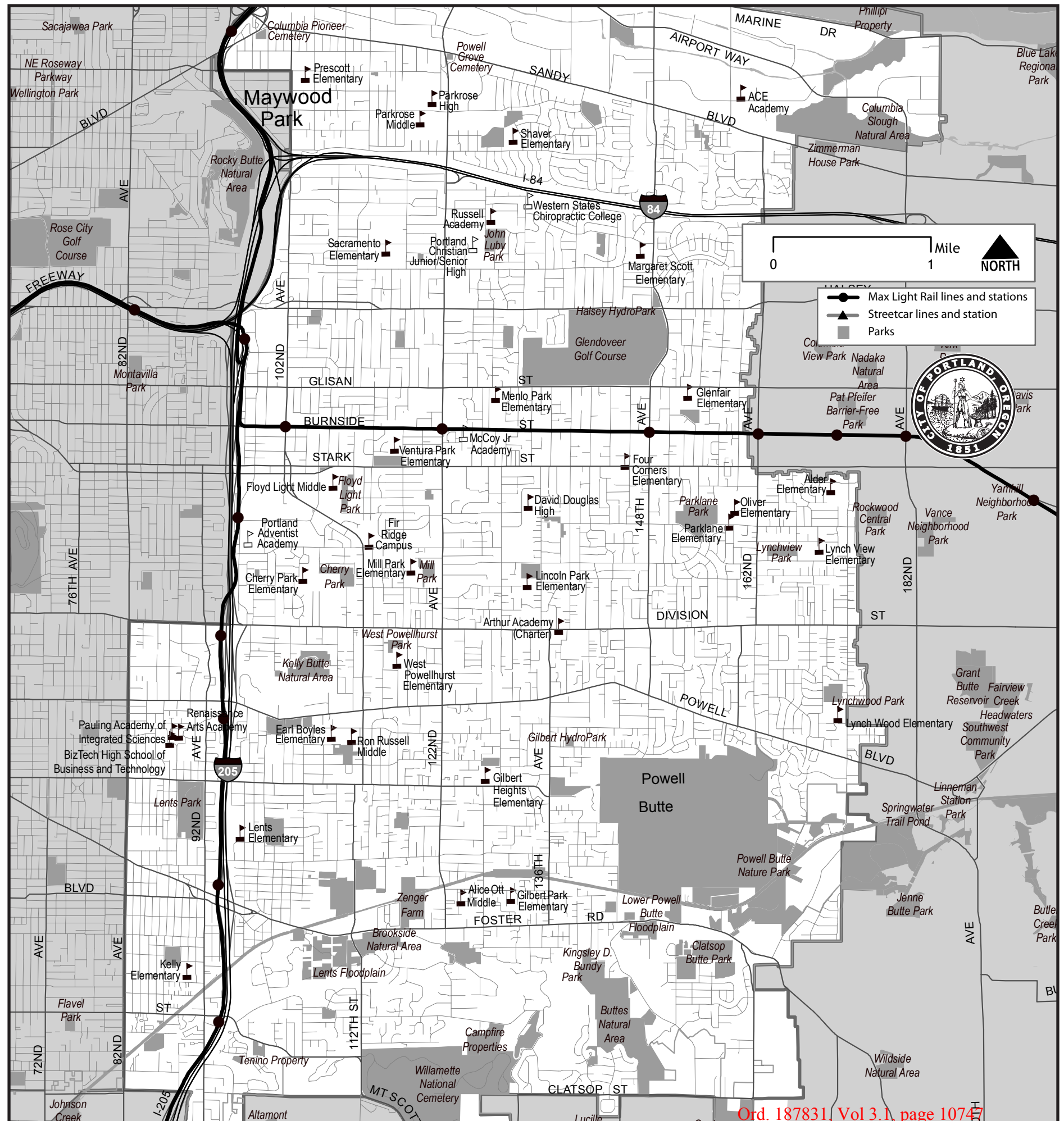
- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

### What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,999  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000

### What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older



# Map It, Northeast!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

- Starting From Home** – Place a **dot** near where you live.
- Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).
- Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?  
 Take the bus    Walk    Ride a bike    Drive a car
- Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?

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- Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.

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- In Charge for a Day** – What is the one thing you would do to make your district better?

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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

### What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

### How do you identify yourself?

- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

### What languages besides English are spoken in your home?

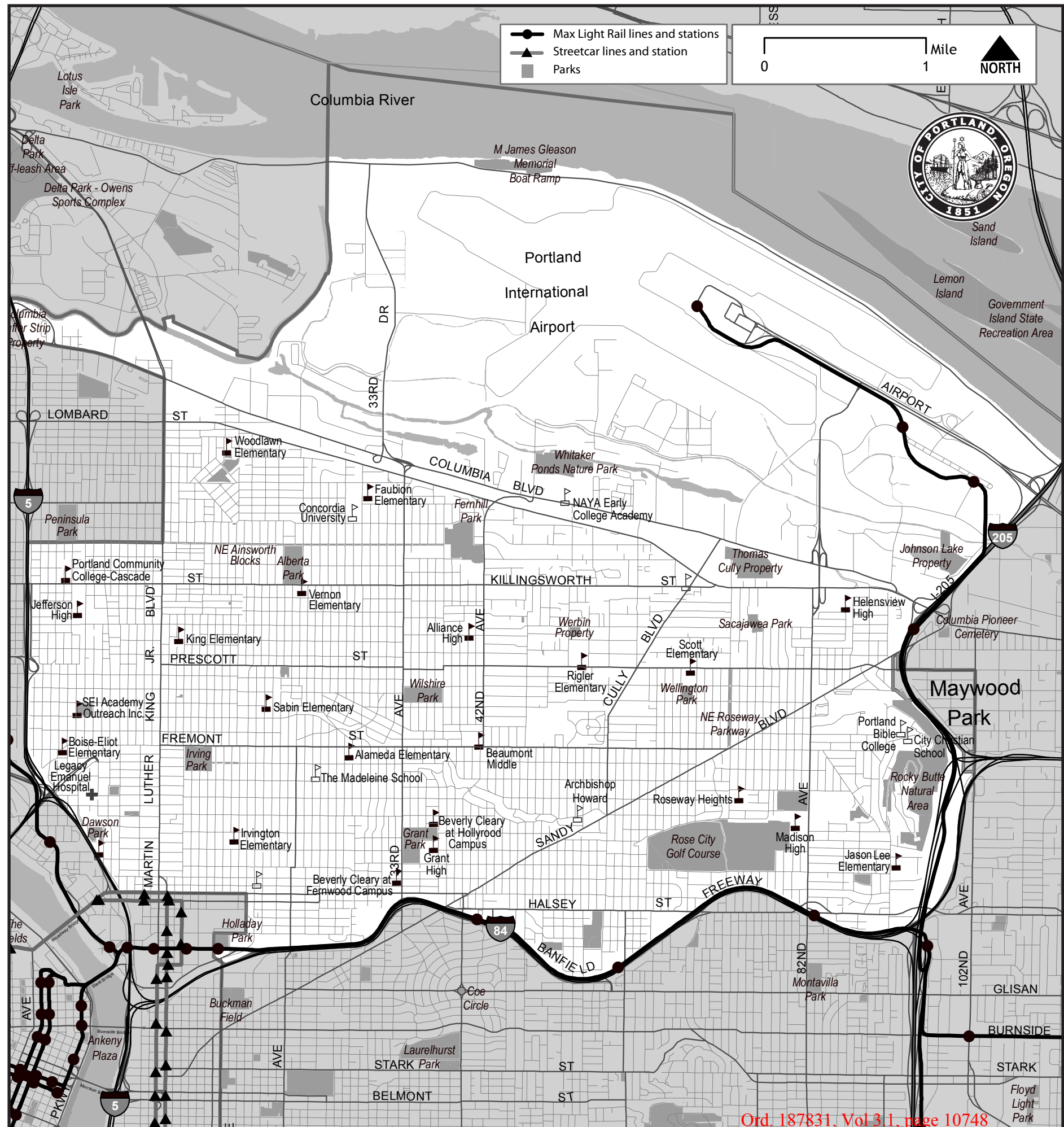
- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

### What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,900  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000

### What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older



# Map It, North!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

**1. Starting From Home** – Place a **dot** near where you live.

**2. Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).

**3. Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?

- Take the bus    Walk    Ride a bike    Drive a car

**4. Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?

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**5. Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.

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**6. In Charge for a Day** – What is the one thing you would do to make your district better?

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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

How do you identify yourself?

- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

What languages besides English are spoken in your home?

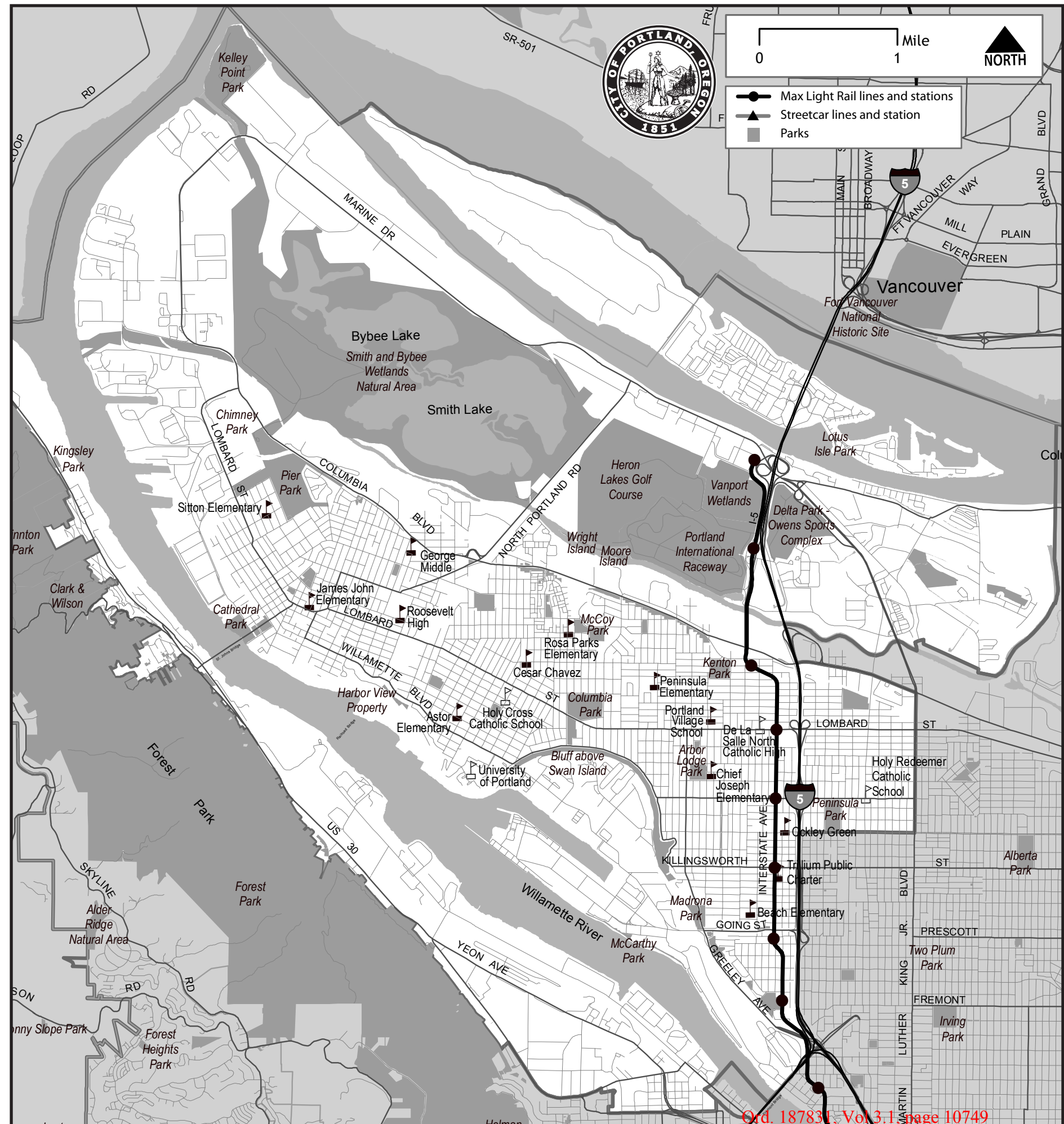
- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,900  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000

What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older



# Map It, Northwest!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

- Starting From Home** – Place a **dot** near where you live.
- Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).
- Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?
  - Take the bus
  - Walk
  - Ride a bike
  - Drive a car
- Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?  
 \_\_\_\_\_  
 \_\_\_\_\_
- Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.  
 \_\_\_\_\_  
 \_\_\_\_\_
- In Charge for a Day** – What is the one thing you would do to make your district better?  
 \_\_\_\_\_  
 \_\_\_\_\_

## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

### What is your gender?

- Male
- Female
- Other: \_\_\_\_\_

### How do you identify yourself?

- Native American or Native Alaskan
- Asian
- Black or African American
- Hispanic or Latino
- Native Hawaiian or Pacific Islander
- White
- Other: \_\_\_\_\_

### What is your age?

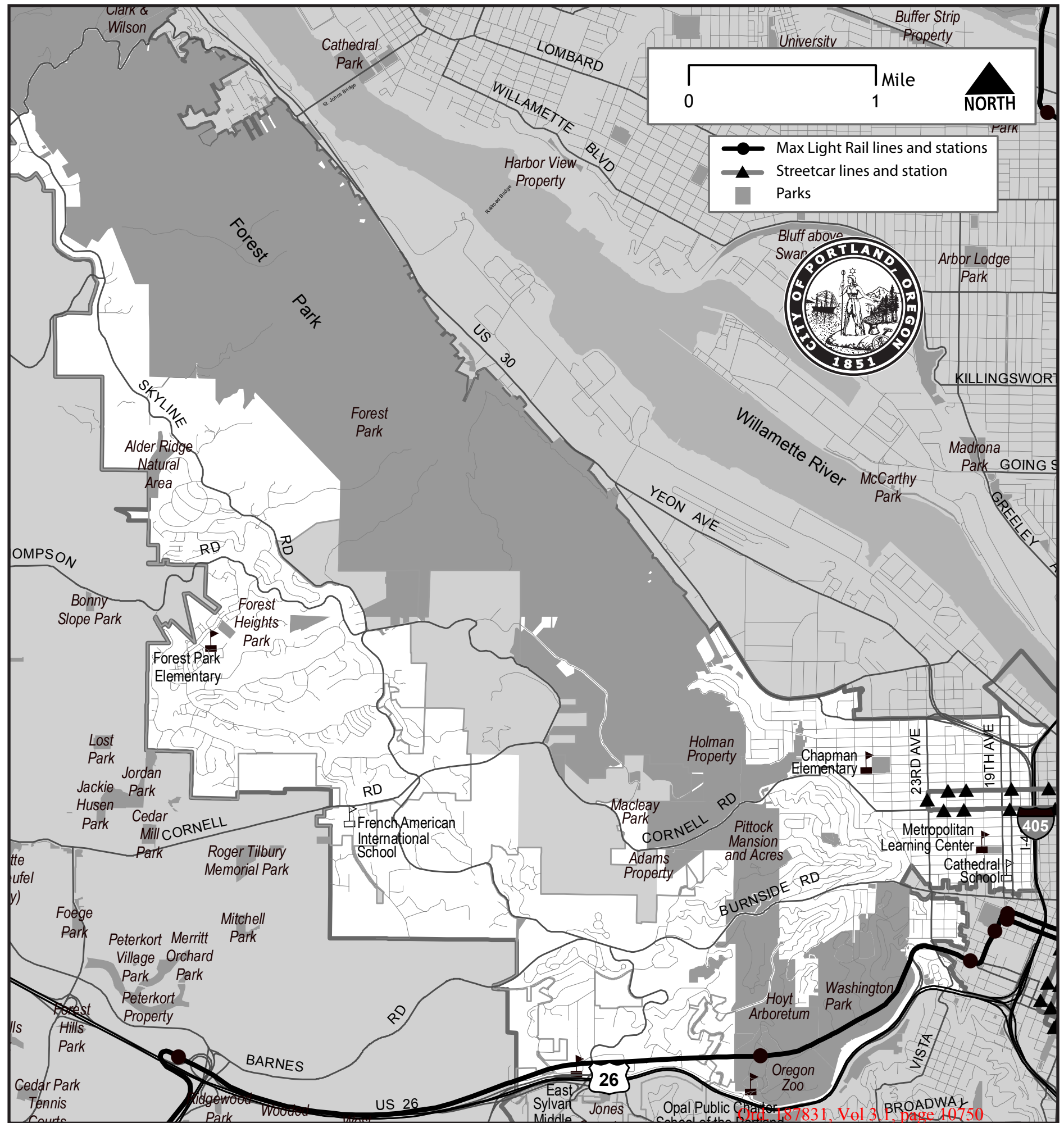
- 18 or younger
- 19-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or older

### What languages besides English are spoken in your home?

- Spanish
- Vietnamese
- Russian
- Somali
- Chinese
- Other: \_\_\_\_\_

### What is your approximate household income?

- Less than \$10,000
- \$10,000-\$14,900
- \$15,000-\$24,999
- \$25,999-\$49,999
- \$50,000-\$74,999
- \$75,000-\$99,999
- More than \$100,000





# Map It, Southwest!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

**1. Starting From Home** – Place a **dot** near where you live.

**2. Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).

**3. Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?

- Take the bus    Walk    Ride a bike    Drive a car

**4. Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?

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**5. Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.

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**6. In Charge for a Day** – What is the one thing you would do to make your district better?

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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

How do you identify yourself?

- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

What languages besides English are spoken in your home?

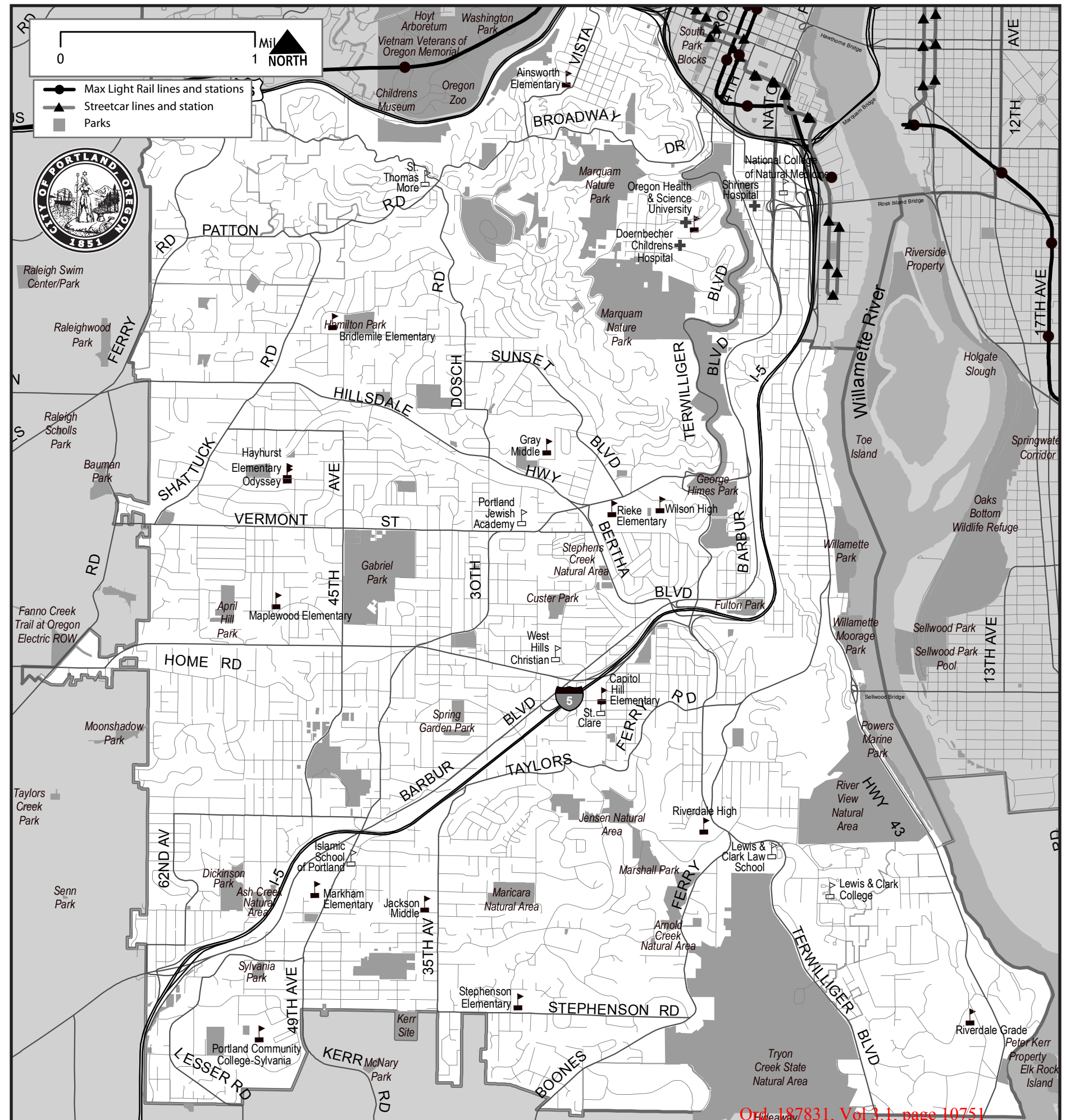
- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,900  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000

What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older



# Map It, Central City!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

- Starting From Home** – Place a **dot** near where you live.
- Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).
- Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?  
 Take the bus    Walk    Ride a bike    Drive a car
- Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?  


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- Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.  


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- In Charge for a Day** – What is the one thing you would do to make your district better?  


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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

### What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

### What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older

### How do you identify yourself?

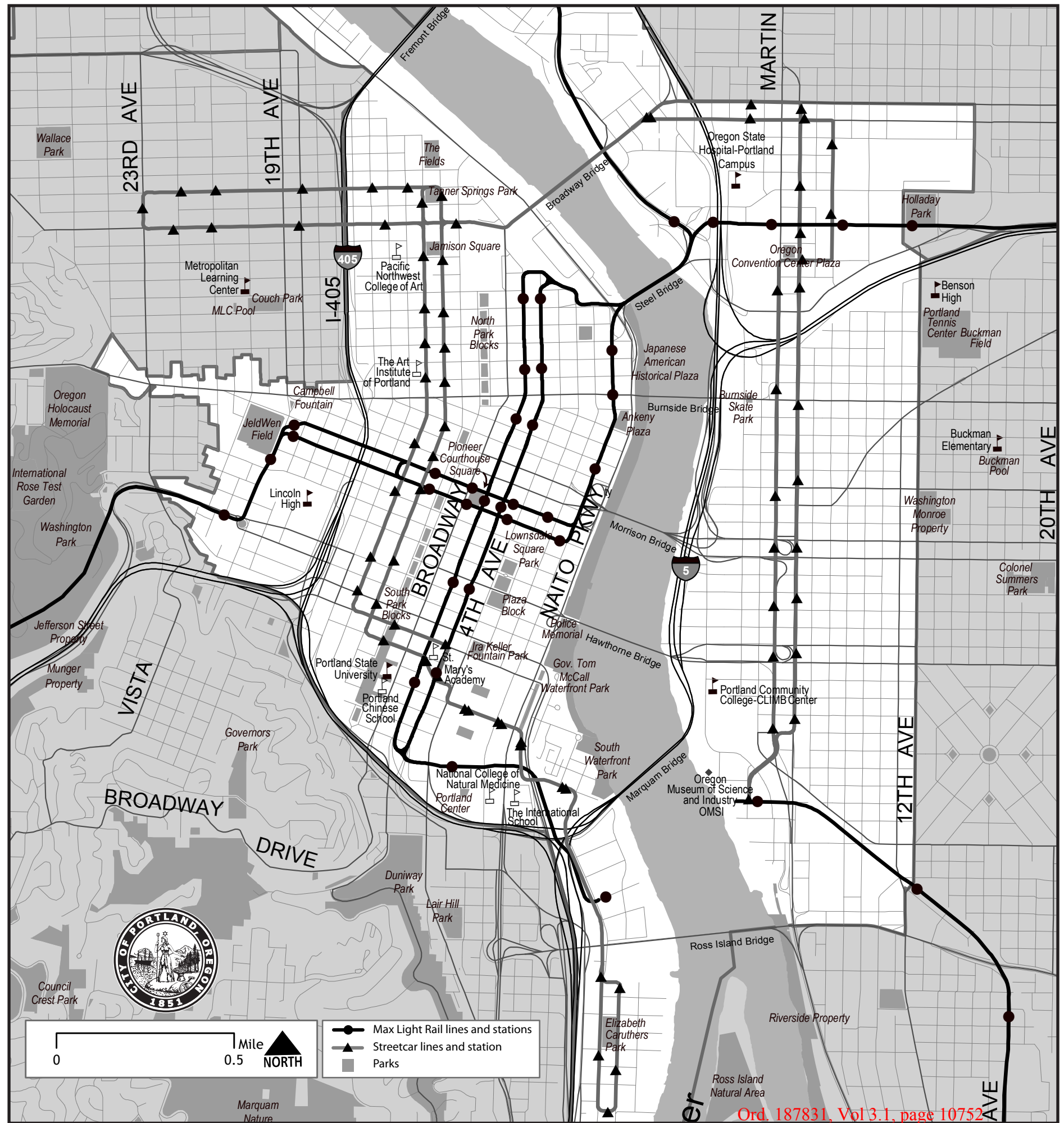
- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

### What languages besides English are spoken in your home?

- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

### What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,900  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000



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More Contact Info (<http://www.portlandoregon.gov/bps/article/136170>)



# Agenda for CIC meeting on November 20, 2013

## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

Date and Time: November 20, 2013 from 8:00 a.m. to 10:00 a.m.

Location: 1900 SW 4th Avenue, Portland, Conference Room 2500A

Welcome (8:00 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and 06/26/13 meeting notes.

Announcements (8:05 a.m.)

See upcoming CIC meetings and Part 2 events below the agenda.

CIC members recommitting to a second term – Alison Stoll, Anyeley Hallova, Howard Shapiro, Jason Barnstead-Long, Judy BlueHorse Skelton, Linda Nettekoven, Lois Cohen, Paula Amato, Peter Stark and Stanley Penkin

CIC Applications and Selection Committee – Twenty-three applications were received. There is a desire to have one or two CIC members review the applications along with BPS staff. Phone interviews or coffee meet-ups to be scheduled. Overall timing is to have a decision made before the end of the calendar year with City Council re-appointment and appointments in January 2014, concluding with a January social event to be scheduled.

Part 2 Public Involvement Update (8:15 a.m.)

Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes: Report on the Part 2 public involvement underway.

All-PEG meeting held on October 18.

Three Information Sessions held on October 22, 24 and 29th.

East, Southwest and North Mapping Conversations.

Dispersed outreach to community organizations and groups (see full list).

Capacity building by offering trainings to community groups with a curriculum that would include the Map App.

Public Input from Summer Outreach and Schedule for Part 2 (8:30 a.m.)

Diane Hale and Madeline Kovacs, Bureau of Planning and Sustainability

Desired Outcomes: Report on Summer Tabling What We Heard Report and the schedule for the reporting the Part 2 feedback.

Task 5 Introduction (8:45 a.m.)

Sandra Wood, Rachael Hoy and John Cole, Bureau of Planning and Sustainability

Desired Outcomes: Outline Task 5 project process, identify sticking points. Briefly describe the three known projects that are recruiting for advisory committees and timeline for sharing public involvement plans.

Question: When and to what frequency does the CIC want to review and/or receive updates on Task 5 projects?

Public comment (9:45 a.m.)

Next steps (9:55 a.m.)

Discussion Leader: Howard Shapiro, Chair

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

CIC quarterly meetings

2014:

Wednesday, February 26, 2014 8:00 to 10:00a.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Wednesday, May 28, 2014 8:00 to 10:00a.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Wednesday, August 27(????), 2014

Wednesday, November 19, 2014

2015:

Wednesday, February 25, 2015

Wednesday, May 27, 2015

Part 2 Comprehensive Plan Update events

North Mapping Conversation – Wednesday, November 20, 6:30 to

Ord. 187831, Vol 3.1, page 10754

9:00p.m.;UniversityofPortland'sChilesCenter,

Fix-It Fair – Saturday, November 23, 9:00a.m. to 3:00p.m.;ParkroseHigh School,12003 NE Shaver Street in  
Portland

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Phone: 503-823-7700 Curbside Hotline: 503-823-7202 1900 SW 4th Ave, Suite 7100, Portland, OR 97201

More Contact Info (<http://www.portlandoregon.gov/bps/article/136170>)



# Summary Meeting Notes for CIC Meeting on November 20, 2013

## Community Involvement Committee

### Meeting Minutes

Meeting Date: Wednesday, November 20, 2013

Time: 8:00 a.m. to 10:00 a.m.

Committee Members present: Paula Amato, Jason Barnstead-Long, Lois Cohen, Linda Nettekoven, Stanley Penkin, Howard Shapiro, Peter Stark

Absent: Judy BlueHorse Skelton, Anyeley Hallova, Alison Stoll

Staff: John Cole, Diane Hale, Rachael Hoy, Madeline Kovacs, Barry Manning, Marty Stockton, Sandra Wood

Visitors: None

### Welcome

Howard Shapiro, Chair led the meeting.

### Announcements

Marty Stockton announced the schedule for the upcoming CIC meetings and Part 2 events (see the end of this meeting summary for the full list of meetings and events).

Marty shared the CIC members recommitting to a second term are Alison Stoll, Anyeley Hallova, Howard Shapiro, Jason Barnstead-Long, Judy BlueHorse Skelton, Linda Nettekoven, Lois Cohen, Paula Amato, Peter Stark and Stanley Penkin.

Marty reported that twenty-five CIC applications had been received and that there is a desire to have one or two CIC members review the applications along with BPS staff. Howard recommended Jason Barnstead-Long and Linda Nettekoven to assist with the review. Marty

shared that Alison Stoll had also offered, making for three CIC reviewers. The Executive Subcommittee will screen the top candidates by either phone interviews or coffee meet-ups to be scheduled. Overall timing is to have a decision made before the end of the calendar year with City Council re-appointment and appointments in January 2014, concluding with a January social event and/or orientation to be scheduled.

## Part 2 Public Involvement Update

Marty summarized the public involvement approach for Part 2 which consisted of small workshops, dispersed outreach to organizations and a focus on capacity building on the Map App. Marty gave an account on the All-PEG meeting held on October 18, which was well attended and kicked off this outreach phase. Marty shared with the group the full list of outreach public meetings and events conducted so far for the Comp Plan Part 2, totaling over 70 events in October and the first part of November. Highlights included the Mappy Hour event at the Lucky Lab, which included a behind-the-scenes look at the creation of the Map App. This event had over 70 participants. Additionally, two of the three Mapping Conversations (small workshops) had been held at the date of the CIC meeting with the North Mapping Conversation scheduled for later that evening.

## Report on Summer Tabling What We Heard Report

Diane Hale gave an overview of the draft What We Heard Report, summarizing feedback from summer 2013 outreach efforts. Staff attended 15 events, using two exercises to engage the public and get feedback on where people want more businesses, what kinds of transportation improvements are needed, what are their favorite places and what would they do if they were in charge for a day. Respondents filled out 266 Map It! exercises and 205 postcards with drawings of favorite spots around the city - the postcards were largely submitted by youth. Outreach efforts focused on reaching groups that did not have high levels of engagement in other phases of the project, including youth, low-income individuals and communities of color. With this exercise, staff were able to increase the participation rates of all of these groups, with 38% of participants under the age of 18, 18% making less than 10k per year and 26% people of color.

Diane also shared some highlights from the report, both citywide trends, and key themes that emerged by district. Citywide, people continued to share that increasing pedestrian and bicycle safety and connectivity are primary concerns for transportation improvements, and parks and commercial or institutional gathering places are well-loved by Portlanders. People generally want an increase in businesses in existing commercial areas near their homes.

CIC members were pleased that response rates for youth, low-income individuals and communities of color had increased in this effort, and encouraged staff to continue the trend. Members were also pleased with the spatial and creative aspect of the exercises.

## Draft Schedule for Comp Plan Part 2 What We Heard Report

Diane Hale presented a draft outline and production timeline for the report that will summarize public comments received between October 1st and December 31st, 2013 on Comprehensive Plan Part 2 products. The report will include an overview of the outreach process, demographic and process evaluation data, and summarized feedback from all the outreach events, including dispersed events, the all-PEG meeting, district mapping conversations and the Map App. Comments received through emails and letters will also be included in the report. Staff hopes to include summaries of comments in a spatial format as well as narratives, but is still exploring the feasibility of that option. The full report will be completed by February 14th for CIC review, and released February 28th to the general public.

CIC members encouraged staff to keep the report short and graphic, organize feedback by themes and identify where feedback indicates areas of agreement and friction points in the public comments. CIC members also reiterated the need to be clear about how the public comments will be used in the CPU process, and expressed interest in being more informed or involved in the actual process that staff uses to revise the CPU products based on public feedback. Staff noted that the update process is iterative and often completed on an individual basis, which could make it difficult to actually involve CIC members in the process. However, staff will at least find ways to inform the CIC about that process and perhaps can get them involved in some of the individual updates.

Ord. 187831, Vol 3.1, page 10757

## Task 5 Introduction

Sandra Wood gave an introduction to Task 5: Implementation, which is the fifth and final task in the City's Periodic Review workplan. Task 5 will consist of multiple projects, each beginning at its own timeline and each following its own public engagement process. All projects should be completed by mid-2015. Sandra briefly described the three known projects that are recruiting for advisory committees and timeline for sharing public involvement plans. The three projects are: Mixed-Use Zoning Project, Campus Institutions, and Transportation Systems Plan.

Sandra asked the committee when and to what frequency the CIC wanted to review and/or receive updates on Task 5 projects. There was support for Sandra's proposal that that CIC input be given to engagement in three ways: at the outset of engagement planning, as a feedback and review tool at the end of the project, and CIC members making themselves available during the project, as needed.

John Cole briefly shared the Campus Institutions project. Barry Manning gave a briefly overview on the Mixed Use Zoning Project. The other implementation projects will be brought to the CIC, as they begin.

## Public comment

There was no public comment.

## Next steps

The next CIC meeting will be Wednesday, February 28, 2013 from 8:00 -10:00 a.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

## CIC quarterly meetings

### 2014:

Wednesday, February 26, 2014 8:00 to 10:00a.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Wednesday, May 28, 2014 8:00 to 10:00a.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Wednesday, September 24, 2014

Wednesday, November 19, 2014

### 2015:

Wednesday, February 25, 2015

Wednesday, May 27, 2015

## Part 2 Comprehensive Plan Update events

North Mapping Conversation – Wednesday, November 20, 6:30 to 9:00p.m.; University of Portland's Chiles Center,

Fix-It Fair – Saturday, November 23, 9:00a.m. to 3:00p.m.; Parkrose High School, 12003 NE Shaver Street in Portland





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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and time:** August 28, 2013

**Time:** 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 2500A

#### **Welcome** (8:00 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and approves the 04/24/13 and 06/26/13 meeting notes.

#### **Announcements** (8:05 a.m.)

- See upcoming PEG meetings and final summer events below the agenda.
- CIC Reappointment – Your terms have ended on Comprehensive Plan Community Involvement Committee, but all of you are eligible for a reappointment for another term through June 2015. We hope each of you is interested – but want to confirm with you. Please confirm with me by September 15, 2013. I will be turning in appointment paperwork mid-September for Council approval.

#### **Part 2 Process Update** (8:15 a.m.)

Sandra Wood, Bureau of Planning and Sustainability

Desired Outcomes: Report on the Part 2 process timeline, timing of the Proposed Draft to the Planning and Sustainability Commission and Task 5 – Implementation.

#### **Part 2 Products and Public Comment** (8:30 a.m.)

Michelle Kunec-North and Diane Hale, Bureau of Planning and Sustainability

Desired Outcomes: Report on the Companion Guide, Map App and Citywide Systems Plan and the mechanisms for receiving public comment.

- Feedback and discussion from the CIC Focus Group held on August 14.



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**Part 2 Public Involvement Proposal 2013** (8:50 a.m.)

Discussion Leaders: Deborah Stein and Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes: Report and receive feedback on the three tiered approach:

- Small workshops (three to four events),
- Dispersed outreach to community organizations and groups (10-20 meetings), and
- Capacity building by offering trainings to community groups with a curriculum that would include the Map App (three to five groups).

Note: PEG members will be contacted for a fall All-PEG meeting and community events.

**Public comment** (9:45 a.m.)

**Next steps** (9:55 a.m.)

Discussion Leader: Howard Shapiro, Chair

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov).

Policy Expert Groups and Working Groups – September Meetings

- Economic Development PEG meeting, Wednesday, September 18, 11:30a.m. to 1:30p.m.; 1900 SW 4<sup>th</sup> Avenue, 7<sup>th</sup> Floor, Conference Room 7A
- Neighborhood Centers PEG meeting, Thursday, September 19, 8:00a.m. to 10:00p.m.; 1900 SW 4<sup>th</sup> Avenue, 2<sup>nd</sup> Floor, Conference Room 2500A

Summer events – Comprehensive Plan Update outreach table

- Sunday Parkways – West, Sunday, September 29, 11:00a.m. to 4:00p.m.



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# Summary Meeting Notes for CIC Meeting on August 28, 2013

## Community Involvement Committee

### Meeting Minutes

Meeting Date: Wednesday, August 28, 2013

Time: 8:00 a.m. to 10:00 a.m.

Committee Members present: Jason Barnstead-Long, Liz Gatti, Linda Nettekoven, Stanley Penkin, Howard Shapiro, Peter Stark

Absent: Paula Amato, Judy BlueHorse Skelton, Lois Cohen, Judith Gonzalez Plascencia, Anyeley Hallova, Shirley Nacoste, Lai-Lani Ovalles, Ryan Schera, Alison Stoll

Staff: Diane Hale, Michelle Kunec-North, Deborah Stein, Marty Stockton, Sandra Wood

Visitors: None

### Welcome

Howard Shapiro, Chair led the meeting.

### Announcements

MartyStocktonannounced the final PEG meetings to be held in September and summer events where a Comprehensive Plan Update outreach table is planned, which are listed at the end of this summary.

Marty reminded the CIC that their terms have ended on Comprehensive Plan Community Involvement Committee, but all are eligible for a reappointment for another term through June 2015. Marty shared that she hoped each of the committee members are interested – but need a confirmation by September 15, 2013.

Linda Nettekoven stated that it is time to recruit new membership to the CIC. Both Peter Stark and Jason Barnstead-Long agreed. Stan had

some hesitation based on the time involved to recruit, review applications and interview potential members. Marty shared that the committee was short at least four or more community-at-large members. The group decided to move forward on a recruitment.

## Part 2 Process Update

Sandra Wood reported on the on the Part 2 process timeline, timing of the Proposed Draft to the Planning and Sustainability Commission and Task 5 – Implementation. Peter asked how long was the development of the original Comprehensive Plan process in the late 1970s/early 1980s. Sandra responded that it took at least four years if not longer. The original CIC was appointed by City Council in January 1976 and the Comprehensive Plan was adopted in 1980.

## Part 2 Products and Public Comment

Michelle Kunec-North shared internal draft versions of the Part 2 products with the committee, focusing on the online Map App. The Map App is an online tool that will help the public, partners and City staff explore interrelated spatial issues, opportunities, and choices. It will be accessible to the public, allowing users to learn more about each topic or issue, turn layers on and off to compare issues and choices geographically, and leave comments. The Map App will also be used to support staff- or partner-facilitated community conversations around particular topics or choices.

Peter stated that a tool like the Map App should continue beyond this project and could be a continual public involvement tool. Peter continued that the Map App is another part of the story in this periodic review process. Peter encouraged it's use in schools with a "train the trainer" approach.

Linda noted that a bit of framing of the Map App – of how this fits will be necessary.

BPS staff met with Linda and Jason in a separate work session on the Map App, and is working to improve navigation, orientation, and accessibility of the Map App based on their feedback. Additional CIC feedback regarding the Map App or how it might be used during Part 2 outreach and involvement is appreciated.

The beta test version of the Map App can be found at: <http://www.portlandbps.com/gis/cpmapp/> (<http://www.portlandbps.com/gis/cpmapp/>)

Please note that this version is not intended for public dissemination – we anticipate a full public launch at the end of September. This version is still underdevelopment and may have bugs in some web browsers. For the best experience, we recommend using Chrome to view the Map App at this time.

Diane Hale gave a brief overview of the ways that the public will be able to comment on the Working Draft Part 2. These include the Map App, online comment form, emails and letters, staff summaries of public discussion and comment cards. A database will be used to store and organize these comments, and reports will be made available to staff and the public. A survey might also be used to solicit feedback, depending on the format of the questions that are ultimately developed.

## Part 2 Public Involvement Proposal 2013

Deborah Stein and Marty Stockton co-presented on the the public involvement proposal following the public release of the Part 2 products.

Three approaches for outreach and engagement:

Small workshops: BPS staff would enlist partners to co-host 3-4 small workshops to zero in on specific issues/questions we need help with. Workshop locations would be selected based on the issues/questions

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which feedback is needed (e.g., if there are questions about a particular center, BPS staff would hold a workshop near that place). These workshops would be simple (minimal staffing and materials prep required). These workshops may not be spread around the city, since they are intended to focus on specific questions that are localized by nature. The advertising for these workshops could highlight the question(s) that will be posed, so in effect these workshops will be similar to the topic-based workshops that were successful in Part 1 – they will attract people who are interested in the particular focus areas.

Dispersed outreach: Enlist organizations that are interested in inviting us to introduce Part 2 products (the map app and CSP), show how the tools can be used, and walk through the Companion Guide to discuss one or more key concepts and questions. Depending on a group's interest and the amount of time it offers on its agenda, BPS staff can keep these presentations brief and introductory (15-20 minutes), or BPS staff can go into more depth with facilitated discussions (45-90 minutes or more). We anticipate approximately 15-20 of these opportunities. Staffing would be limited to one-two staff unless the group will be particularly large. Meetings can be tailored to the specific interests of the group, while using a standardized format provided by the Companion Guide. Staff would encourage interested people to provide feedback on line or through other channels, and answer questions about next steps.

Capacity building: Staff would offer trainings to 4-5 community groups about the city's process to update land use and how community members can get involved. Curriculum would include a basic Comp Plan 101 and how to use the map app and Companion Guide. These trainings would be in the spirit of the DCL leadership development trainings and the bureau's current offerings of "the ABCs of Land Use." Groups would likely include staff of the DCL organizations, Living Cully EcoDistrict partners, and others. These are intended to build capacity of grassroots community members to be more informed participants in this process as well as other upcoming land use processes.

The group was favorable of the approach. Jason asked about outreach specifically to the Community Development Corporations (CDCs). Marty responded that Oregon Opportunity Network was definitely a group that staff would be reaching out to in the fall. Jason also wondered about involving the libraries. Marty stated that the libraries, specifically Midland Library, had already been discussed as a proposed small workshop location.

#### Public comment

There was no public comment.

#### Next steps

The next CIC meeting will be Wednesday, November 20, 2013 from 8:00 -10:00 a.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

#### Policy Expert Groups and Working Groups – September Meetings

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Note: PEG members will be contacted for a fall All-PEG meeting and community events.

Summer events – Comprehensive Plan Update outreach table

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## MEMO

**DATE:** August 13, 2013

**TO:** Community Involvement Committee

**FROM:** Joan Frederiksen on behalf of the Comprehensive Plan Team

**SUBJECT:** Spring 2013 District Mapping Conversations Summary Report

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### I. Introduction

As an early outreach effort for Part 2 of the Comprehensive Plan Update project, the Bureau of Planning and Sustainability's District Planning team hosted a series of District Mapping Conversations (DMCs) around the city in May and June of 2013.

The purpose of these community meetings was to:

- Build community capacity and familiarity with the Comprehensive Plan Update work including the key organizing concepts and Urban Design Framework elements.
- Provide the community an early opportunity to review and consider the mapping implications of policies at a local scale and within a familiar geography.
- Gather early community input on proposed centers and corridors to help staff further refine the draft Urban Design Framework.
- Provide a bridge between Part 1 Working Draft and events and Part 2 Working Draft release.
- Continue to provide transparent access to development of draft Comprehensive Plan policies and mapping concepts.
- Gather input to help staff develop and refine materials and communications for Part 2 Working Draft and public events.

Ten meetings were held across the city, as part of a two-part meeting series in each of the five districts - East, Southeast, West, Northeast and North. Over 125 people participated, with an average of 20 participants per meeting. Participants included representatives from neighborhoods



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associations, business associations, institutions and organizations representing non-geographic communities, though participation varied by district.

Meeting one was designed to provide an introduction to the key policies and issues of the Comprehensive Plan Work in Part 2. Meeting two was designed to dive deeper into the key organizing concepts and Urban Design Framework elements. The meeting presentations centered on the proposed higher level concepts with the lens of a specific district level geography. The conversations were rooted in these proposed concepts but also drew richly from existing opportunities and issues raised by participants.

This District Mapping Conversations Summary Report provides the questions posed to participants and a summary of the takeaways from the meetings. The questions encouraged discussion related to where growth in each district should occur, how to best connect key places, and what areas should be prioritized for investment or job growth. The noted takeaways highlight issues or suggestions specific to each district and themes of citywide concern. Participant comments, questions and specific proposed changes to maps have been documented in this summary or in the appendices. Specific proposed changes or comments have also been shared and discussed with the Comprehensive Plan Update staff for consideration in refinement of the Urban Design Framework.

Based on evaluation feedback, participants generally appreciated the opportunity to ask questions, provide input and have an early conversation about the Comprehensive Plan Update Part 2 concepts and the proposed Urban Design Framework elements.

The meeting notes and results of the participant evaluation forms for each meeting are also included with this report as Appendices A and B.

#### Report outline

- I. Introduction
- II. Summary of District Mapping Conversations - by District
  - East
  - North
  - Northeast
  - Southeast
  - Southwest

**Appendix A:** District Mapping Conversations - Meeting Notes by District

**Appendix B:** District Mapping Conversations - Events Evaluation Summary and Results by District





## II. Summary of District Mapping Conversations - by District

### ***East Portland***

*District Liaison: Christina Scarzello*

<b>DMC #1 - May 29, 2013 - East Portland Neighborhood Office - 19 Participants</b>
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#### Discussion Questions:

1. Where is growth most appropriate in East Portland? Consider the concepts of concentrating growth and investments in centers, corridors, and station areas - will this model work for East Portland?
2. Where should neighborhood centers be located in East Portland? Consider those areas that already have characteristics of neighborhood or town centers (density, commercial zoning, infrastructure improvements) and other places that have the potential to accommodate the growth.
3. What are the best opportunities to provide for additional employment and industrial land supply? How can impacts of such uses be mitigated to maintain or enhance livability when they abut residential areas?
4. What areas have development limitations due to topography, habitat and natural resource values? How should we address development in these areas?
5. How can the city better address transitions in both scale (large vs small) and land use (commercial - residential - industrial) between different types of development?
6. Please share your thoughts on guiding principles for planners as we consider the following situations for potential land use map changes:
  - a. Density changes (increase/decrease) where infrastructure or other features supports/is lacking
  - b. Non-conforming commercial uses in residential zones
  - c. Community and pedestrian-oriented uses in areas that have auto-accommodating land use patterns
  - d. New industrial and employment areas

#### Key Takeaways:

- Concern about the projections for growth in East Portland, the lack of attention to infrastructure needs in the past (leading to current deficiencies) and how that will affect future growth, even if the city creates new requirements that tie infrastructure investments to new growth.
- Need to get higher wage jobs and middle-income housing/earners into East Portland (would also like higher income earners) - coupled with design regulations for multi-family and private market affordable housing. Publically-funded affordable housing tends to be more attractive and better managed than privately-owned rental properties and addresses a variety of housing needs (elderly, families, low to middle income).
- East Portland needs more of the “amenities” that draw middle/high income earners to an areas - parks (some for active uses, some for passive uses), libraries, community centers, gathering spaces, more grocery store options.
- Work with Gresham along the city’s eastern boundary - people move from one side to the other with no real distinction affecting their lives (except for the local governments that

draw the line). Police from both jurisdictions need to do the same, and also to stop over-emphasizing crime. This out of proportion emphasis on crime leads to unrealistic and fearful outsider perceptions and drives people and new businesses away. East Portlanders feel stigmatized. Police Bureau participation in the Comprehensive Plan is important because of the role of public safety in a livable community.

## DMC #2 - June 29, 2013 - Midland Library - 11 Participants

### Discussion Questions:

1. In East Portland, growth has occurred in several areas that have the potential to become town centers or neighborhood centers (identified on the centers map with dashed circles).
  - a. Do you think these are areas that should be identified as centers?
  - b. If so, what would make these areas more “complete” as centers?
  - c. What are their current strengths and weaknesses?
2. Proposed “civic” and “neighborhood” corridors would also be locations where more growth has been occurring or will occur.
  - a. Are these streets appropriately identified as corridors?
  - b. Would you add/remove any streets from the civic or neighborhood category?
  - c. What do these streets need to be fully realized as a civic or neighborhood corridor?
3. What are the key places you would like to see connected within East Portland and to other destinations outside of East Portland? How might existing connections be improved, or what new connections are desired?
4. How can the city better address transitions in both scale (large vs. small) and land use (commercial - residential - industrial) between different types of development?
5. Please share your thoughts on guiding principles for planners as we consider the following situations for potential land use map changes:
  - a. Density changes (increase/decrease) where infrastructure or other features supports/is lacking
  - b. Non-conforming commercial uses in residential zones
  - c. Community and pedestrian-oriented uses in areas that have auto-accommodating land use patterns
  - d. New industrial and employment areas

### Key Takeaways:

- Would like to see REQUIRED commercial with larger housing developments; in commercial zones, require housing development to include commercial.
- Would like more, smaller centers in East Portland - see notes in Appendix A for detailed location suggestions
- East Burnside (light rail line) needs help. It splits the neighborhoods that it runs through. Focus on intersections first.
- All of east side needs better transit - frequency and access - especially north-south and north of I-84
- Make Gateway an ART center as well as education and health center

# North Portland

District Liaison: Barry Manning

## DMC #1 - May 23, 2013 - Historic Kenton Firehouse - 21 participants

### Discussion Questions:

1. Do you think the idea of concentrating growth and investment in centers, corridors, and station areas is a sound approach to achieve “complete communities” throughout North district (and citywide)? Where should town and neighborhood centers be located?
2. How might relatively isolated areas or those with small markets move toward achieving a “complete communities” goal?
3. What are the best opportunities to provide for additional employment and industrial land supply? How can impacts of uses be addressed to maintain livability?
4. What areas have development limitations due to topography, habitat and natural resource values? How should we address development in these areas?
5. How can the city better address transitions in both scale (large vs. small) and land use (commercial - residential - industrial) between different types of development
6. Please share your thoughts on guiding principles for planners as we consider the following situations for potential land use map changes, such as:
  - a. Nonconforming commercial uses in residential zones
  - b. Community and pedestrian-oriented uses in areas that have auto-accommodating land use patterns
  - c. Addressing land uses and freight movement on Lombard
  - d. Rezoning golf courses in Columbia Corridor to address industrial lands shortfall

### Key Takeaways:

- Need more information and clarity around concepts - particularly centers and greenways.
- Folks want data in order to evaluate options.
- There is strong support for a streetcar on Lombard, and a willingness to focus density along this corridor, however there is a lack of clarity about what constitutes higher density.
- Development in the Interstate Corridor is causing some concerns and neighbors want to refine thinking about development and the amenities needed to support new development. Also, consider shift from residential to more employment/community-serving uses.
- There are ongoing concerns about traffic congestion getting to the peninsula - particularly the Interstate and Greeley corridors. How will we plan to address traffic with future development?
- East Columbia, Bridgeton and Hayden Island do not think of themselves as part of River/Industrial pattern area. These places have unique challenges and needs - how can they be served in the future?

Discussion Questions:

1. How can the city best support a “complete communities” goal through concentrating growth and investment in centers, corridors, and station areas?
  - a. Where should town and neighborhood centers be located?
  - b. Where should “civic” and “neighborhood” corridors be?
  - c. What “ingredients” are missing in these places?
  - d. How can isolated areas or those with small markets move toward this goal? How might these places be better connected?
2. What are the best opportunities to provide for additional employment and industrial land supply? Institutions? Golf Courses? How can impacts of such uses be mitigated to maintain or enhance livability?
3. What places have development limitations due to topography, habitat and natural resource values? How should we address development in these areas?
4. What principles should guide planners as they consider possible land use changes to address each of these situations:
  - a. Differently designated Comprehensive Plan and Zoning Map areas
  - b. Split map designations on individually owned parcels
  - c. Community and pedestrian-oriented uses in areas that have auto-accommodating land use patterns
  - d. Nonconforming commercial uses in residential zones
5. What did we miss that you think is important?

Key Takeaways:

- Need more definition of Centers, Corridors and Greenways concepts
- The Interstate MAX station areas need more attention and development of plans for building a complete community
- Access to the river is important throughout the district
- There is concern about creation of more industrial land, particularly at the expense of greenspace (golf courses). Industrial land is viewed as underutilized - productivity of existing lands should be a priority.
- Streetcar is desired on Lombard and community may be supportive of land use measures needed to achieve it

# **Northeast Portland**

*District Liaison: Debbie Bischoff*

## Discussion Questions for both meetings:

1. What do more “complete communities” look like in NE and where might they exist and/or be desirable? a) How might these places accommodate new residents so that more people live close to services? b) Are there differences between the Inner and East Portland Neighborhood Pattern Areas in this regard? c) What are each area’s assets and what’s missing in these different areas?
2. What are the key places you’d like to see connected within NE and to other destinations outside of NE? How might existing connections be improved? What types of new connections are desired and where might they be located?
3. What principles should guide planners as they consider possible land use changes to address each of these situations:
  - a. Non-conforming commercial uses in residential zones
  - b. Differently-designated Comprehensive Plan and Zoning Map areas
  - c. Split map designations on individually-owned parcels
  - d. Rezoning golf courses in Columbia Corridor to address industrial lands shortfall (will include natural resources mitigation)

## Key Takeaways:

### **DMC #1 - June 1, 2013 - St Charles Church - 24 Participants**

- Concise definitions for concepts are needed, along with descriptions of how they vary and their implications for future development and investments etc.
- Need to acknowledge neighborhood business districts and share relationships between centers and these districts. Would like to see all centers acknowledged, not just larger ones.

### **DMC #2 - June 15, 2013 - St Charles Church - 30 Participants**

- Participants shared their thoughts on the elements of a complete community.
- Participants provided inconclusive opinions on centers in inner Northeast Portland; whether there should be individual neighborhood centers, combined larger neighborhood center, or an expansion of the proposed Killingsworth Town Center to include a larger area of Lower Albina.
- Participants identified the need for more connections to the north (Columbia Corridor and river), south (southeast Portland) and east (Rocky Butte, Gateway).
- More dates and times for these sessions are needed, packing a lot of information and asking for input into two sessions is not ideal. Plus, more area-specific outreach and engagement is desirable.

# ***Southeast Portland***

*District Liaison: Matt Wickstrom*

## Discussion Questions for both meetings:

1. What do more 'complete communities' look like in SE and where might they exist and/or be desirable? A) How might these places accommodate new residents so that more people live close to services? B) What are each area's assets and what's missing in these different areas?
2. What are the key places you'd like to see connected within SE and to other destinations outside of SE? How might existing connections be improved? What types of new connections are desired and where might they be located?
3. What principles should guide planners as they consider possible land use changes to address each of these situations:
  - a. Nonconforming commercial uses in residential zones
  - b. Differently designated Comprehensive Plan and Zoning Map areas
  - c. Split map designations on individually-owned parcels

## Key Takeaways:

### **DMC #1 - June 1, 2013 - Southeast Uplift - 26 Participants**

- The group had a very interesting conversation about population projections and recognized that the further out the population projection, the less reliable.
- Attendees recognized the level of discussion would not reach individual neighborhood issues and participated accordingly. However, attendees also recognized the mapping session as a necessary step before more neighborhood-specific conversations can occur.
- The group was very informed and already had a general understanding of the concepts.

### **DMC # 2 - June 22, 2013 - Southeast Uplift - 23 Participants**

- Attendees generally agreed with the proposed locations of district and neighborhood centers but did suggest refinements such as slightly different locations or different composition.
- Attendees were interested in the implementation measures, especially those related to centers.
- Opinions on nonconforming uses vary depending on the neighborhood.
- Attendees felt strongly that design issues need to be addressed (i.e., the Community Design Standards are sub-par or area-specific design guidelines should be created) and that greater neighborhood participation should occur in development/design process.

## Southwest Portland

District Liaison: Joan Frederiksen

### Discussion Questions for both meetings:

#### *Centers, Corridors and Station Areas:*

1. What does a more “complete neighborhood” look like for southwest? What aspects of “completeness” should be prioritized?
2. Do you think the idea of concentrating growth in centers and certain corridors and station areas is a good strategy and beneficial to the community?
3. Given the constraints relevant to the district, and with the goals of providing improved proximity to services and complete communities, where is growth most appropriate in southwest?

#### *Connections:*

4. What are the key places you’d like to see connected? What level/type of connection is desired?
5. What do you think about having the habitat connections all around southwest function better? What are the most critical natural resources or areas of concern that should be considered for improvement or restoration?
6. What information do you need to consider these issues or questions further?

### Key Takeaways:

#### **DMC #1 - May 18, 2013 - Multnomah Arts Center - 11 Participants**

- Key concern is how **implementation** of Urban Design Framework concepts and other policies will be carried out. What are the on the ground results of the policy?
- **Weave in the Green** - Use amplification of “green” features as an attractor, amenity and distinguishing aspect of the SW character into the future.
- Support for **prioritization of limited pedestrian improvements** - not on all streets but create a system that includes larger and through streets and connections to key community destinations.
- Interest in building **more capacity** and better pedestrian and commercial environment in **Hillsdale**.
- Need to further articulate and explore the emerging trend/necessity that ties infrastructure investment to increased housing and commercial activity and what that means for already deficient areas in SW.

#### **DMC #2 - June 1, 2013 - Multnomah Arts Center - 15 Participants**

- Concerns were expressed about an array of issues, including loss of community involvement and voice in land use decision process with proposed updates to Comprehensive Plan policies, impact of traffic from Tigard and Beaverton on Southwest roads and neighborhoods as those cities grow, protection of character in less dense areas and consideration of earthquake hazards in planning and investment decisions.

- Important to carefully consider Urban Design Framework designations for streets, whether Neighborhood Corridor or Greenway, because there are fewer street **connections in Southwest**, in general, than in other parts of the city. Fewer connecting streets means that those streets serve a concentrated need in terms of **pedestrian and bicycle access**. In other words, there are few lower volume streets that go through and connect the services and commercial areas thus a good degree of walking and biking happens by necessity on higher volume streets.
- Diminished viability of **SW Capitol Highway** as main street in its various segments due to traffic congestion and impacts. Attention to **SW Barbur Boulevard** via high capacity transit planning and Barbur Concept Plan is supported, and future improvements on Barbur could provide breathing room for other southwest main streets. Also, interest in designation of SW Capitol Highway from Multnomah Village through West Portland Park neighborhood as a Neighborhood Corridor.
- More work and community input is needed on options for a viable path forward for West Portland Crossroads (Town Center) in light of potential future high capacity transit and continuing concerns about existing infrastructure deficiencies, prospects of additional development and the short and long term livability in the area.
- Interest in greenway designation for the length of **SW Terwilliger Boulevard**, end to end, and protection for this unique scenic asset as the city grows.
- Due to its characteristics, and the technical and urban form implications of these, there is a heightened need in Southwest to consider proposed corridors and centers as an interrelated network and plan for intensities, form and infrastructure accordingly.



## **Appendix A: District Mapping Conversations - Meeting Notes by District**

# District Mapping Conversations - Meeting Notes by District

## East Portland - DMC #1 - May 29, 2013

District Liaison: Christina Scarzello

### Questions from participants:

- Was the variability in gas prices accounted for in the report?
- What is the mix of jobs projected? Is it mostly low-wage jobs or a mix of jobs, with plenty of living-wage jobs?
- Is the central city plan a part of this plan? Or are they extra? The Central City is the definition of gentrification in Portland.
- Which areas have the most projected growth?
- How will the current amenities serve this growing population? How will parks be added?
- Can we down-zone? R10 to R5? Lose potential for higher zoning, lack of bus services.
- Employment. What do you consider grandfathered-in space?
- Why doesn't the city have offices out here?

### Participant Comments on Process:

- Concern: East Portland has never been an official part of the Comp Plan. A minor plan was made once incorporated to bring them into the fold, but improvements were barely made.
- BPS should get a legal opinion on the lack of the original plan for EP. What must new plan entail to help bring East Portland up to speed?
- Can the Bureau do a report on the economic impact of zoning, allowing large lots in East Portland to have multiple units and split into smaller lots. Laws don't prevent land divisions - there needs to be conversation on the Growth Boundary.

### Comments by topic:

#### Old Multnomah County Comp Plan

- Why doesn't the City refer to the old Comp Plan for East County in place prior to annexation?
- It seems wrong that the City has repudiated the planning efforts and desires of residents that were made prior to annexation.
- Referring back to that document would help the City understand what East County residents want for their neighborhoods.

#### Population Growth and Density

- Concerns about the amount of vacant and redevelopable land in East Portland relative to the rest of the city - East will see the lion's share of predicted future growth.
- Is the higher rate of growth in East Portland accounted for in the projections used for the Growth Scenarios Report?
- Displacement - as gentrification from inner neighborhoods spreads eastward, previously displaced East Portland residents (and longtime residents) will be pushed out of the area.
- Proposed policy for displacement and growth: Tie future growth in East Portland to living wage jobs and housing costs
- Density should be tied to Walkability Scores
- There is a family size difference in household growth. Services are for people, not for households. If projections have people going to each district equally by household, they're wrong. The majority of households growing in East Portland will have larger family sizes.

- The first plan did not predict gentrification. Have we not learned? Are we fixing the old flawed plan or just creating a new plan based off this old one?
- I can't get the philosophy of allowing growth without jobs for wage earners and affordable housing. Put people before the market!
- These reports are representative of households, not people. The visual representation is of households, not people. People growth will be higher in East Portland than the map suggests

#### “Components of Complete Neighborhoods” (related to Portland Plan Slide)

- What's missing from this slide is “open space”
- 1 library, 1 community center, for an area containing 1/3 of the city's population. They have no grocery stores, no viable public transit options. They do however, have good schools. But there is an issue with open space vs. parks.
- East Portland is totally disconnected from the original comp plan
- Add quality public & private space to the list of components of complete neighborhoods.

#### The Police

- Discussion and policies related to Police relationship, roles, and attitudes are missing components of the Comp Plan
  - Resident concerns that the police paint an inaccurate picture of the area that is often an exaggeration or mischaracterization
  - Frightens businesses away or leads to a fearful, security-oriented atmosphere in business districts that discourages storefront businesses
- Police overemphasize crime in East Portland and make outsider perceptions unrealistic. Police keep telling a story of crime, warning store owners of dangers, painting a picture of crime, while it isn't true. New people come in, see this, and leave!
- The room agreed on the effects of the negative attitude and perception police imposes on them. They feel stigmatized. Police are at meetings scaring people all the time. They say nothing bad actually happens.
- Many resources are available for residents of Portland, but it's hard to see these resources nearby. No educational resources for adults, (PAW), charter schools, etc. Residents want choice. More than 1 library.
- Would like to see a map for East Portland's new residents that identifies resources and landmarks for them.
- Car drivers in these car-oriented neighborhoods have trouble seeing what is really happening on the streets. Transit-users also have a disconnect where they don't see what are on some of the main roads.

#### Libraries, Parks & Third Places

- Libraries are one of the civic amenities frequently referred to as a cornerstone of 20-minute neighborhoods, yet there is only one in East Portland, serving a population of 150,000. For most residents it is a 20-minute drive, not a 20-minute walk.
- In addition to libraries, parks, and commercial services, the 20-minute neighborhood needs to take into account functional “third places” besides parks that allow for informal gatherings.
- Parks in East Portland are generally oriented towards active uses (i.e. baseball or soccer). The area needs more parks that allow for comfortable passive uses as well.
- The library is not accessible in East Portland - it is behind a car dealership, and is only accessible by car.
- Portland has great services. East Portland is connected to each service by a large regional center, like the library. But you need to think about making each neighborhood more localized & self-sufficient. A small library branch or service in each area is much better than the large regional center that is inaccessible.

- Suggestions: Book carts, library buses, sharing books on trucks. We need shared places for libraries to have exchanges.
- Missing in EP: Places for informal civic activity.
- Rosewood: 162<sup>nd</sup> & Stark is a suggested solution, a good informal space.
- We can easily fill in the many unusable right-of-way to create new civic and green spaces. They require only small investments in time and money, and have big benefits for many.
- If places had open meeting room spaces, sponsored by the private sector, that would solve issues. Banks in 1900s used to have public rooms . . .
- Also, addressing the lot-splitting dilemma: Baby boomers are nearing retirement. They've invested their whole lives into their houses and need that money for a little fun when they retire, and to find a permanent living space. They have the right to sell to a developer who'll pay them an extra \$100,000 because he can build multiple units on their lot.
- Our community has a ton of talent and a large knowledge base - How will we utilize our talents to launch the next generation?
- We need to move beyond the old planning methods that haven't worked well for East Portland, to grasp this opportunity and decide what we want for ourselves. As a district with the population of Eugene, Oregon, we deserve more than one library!
- The City needs to recognize that East Portland needs to get up to par before we improve infrastructure for central city growth. 'Some people that are part of this new growth may have to eat it for a while'
- Missing on slide of issues is stability. Without stability in the neighborhoods and in the school district, these changes mean little. There's a revolving door at schools with kids being pushed around and not in the same school for their whole education, or even a period of a few years.
- Do people want to stay in a neighborhood after change happens? Or do they want a choice?
- The Comp Plan is dependent on PBOT's funding.
- Note: There's an issue of suburbs vs. Central City. East Portland feels it's in the same boat as North Portland, alienated by the city.
- East Portland missed the boat on funding to get up to par with the city. When they were annexed in the 90s, the money was in place but no organization to bring the towns into the fold. Now, the Portland Development Commission has less money and different priorities.
- Suggestion: Base public investments on where kids are from. It's more fair and equitable to follow the population.
- If we tie everything to money, we've already lost.
- Question for the school district: How can we upgrade schools as community spaces after hours?
- Only 25% of families have kids. Where can everyone else go? Not all community members are allowed near schools after hours.
- Question on Earthquake readiness of schools & buildings, infrastructure in the district
- Proposal: Arts investments, particularly adult outlets. There are none. Also, access to private spaces for civic functions.
- They're adding golf courses to natural features, now are they?

#### Investing in East Portland

- There is a competition for resources in the City/region, and East Portland has been losing out. This area needs to be brought up to par with the rest of the City - incremental changes that allow for the rest of the City to get a "fair share" are too slow.
- This area needs to be brought up to the same level as the rest of the City (in terms of investments and infrastructure) before any more major investments are made Downtown or in inner neighborhoods.
- Is there a way to invest in all areas simultaneously that brings East PDX up to par?
- EPDX wants recreation areas for all people, not just highly active people. Too many sports fields, not enough space for everyone.

- Suggestion: More neighborhood supported coffee shops, food trucks, etc. Local agriculture. Wants to see a larger node with a market, maybe a Saturday market.
- Suggestion: Celebrate culture. Agrees the area works as a node. Wants a transit line, so people from other parts from city can come and access culture. Wants a node for living - wage employment along the corridor.
- Suggestion: Streetcar Route along neighborhood. BRT along Division to Powell, from 162<sup>nd</sup> to 92<sup>nd</sup>.
- Complaint: Poor Bus Transport, this would connect all of the new nodes.
- Comment - affordability is key. Residents in East Portland are being forced to move further and further out.
- Suggestion: Put growth between parks and commercial areas.
- My address is in Portland, backyard is in Gresham. The differences between the two don't exist. They're exactly the same. The cities don't care about these in between properties and border parcels. People from Gresham interact heavily with the City of Portland, always crossing the border. Kids go to school in Portland, work in Portland, play in Portland. They have no amenities. There is a high density area across the border in Gresham.
- 148<sup>th</sup> and William has townhouses where lower levels are businesses and upper levels are houses. Gresham & Fairview have this potential.
- Mile Post 5 → Bring this idea to East Portland!
- Suggestion → Programs are needed to help raise people out of poverty, like Habitat for Humanity
- People hate moving. Apartments are built for small families but large families with refugees live there.
- Having more gardening space is a huge issue.
- There are 900 parcels of unused right of way. Use these right-of-ways as gardens, but the land is still public. Encourage development of pocket parks, community gardens in East Portland. For the community.
- Suggestion → Build green spaces, places to walk family to and through, rather than a cement park (reference to some apparently hideous cement park recently built)
- 122<sup>nd</sup> is unused space. It has potential as a center, as a main street.
- Between Foster & Powell → high density, yet no commercial to serve them. They need a cool coffee shop.
- Suggestion: Rockwood as a place with high potential for cool businesses (their concept of an outside city).
- Suggests Gresham and Portland work together, develop together, if voters approve it.
- People in one area go to another area to shop. One thing Portland can do, which Metro tried to do, is make these the new centers. Find supermarkets. People shop in shopping nodes, particularly in areas where people drive. Plan around these spaces. If people can't find their needs here, they take the MAX downtown.

### Employment

- People in one area go to another area to shop. One thing Portland can do, which Metro tried to do, is make these the new centers. Find supermarkets. People shop in shopping nodes, particularly in areas where people drive. Plan around these spaces. If people can't find their needs here, they take the MAX downtown.
- Airport Way → Industrial Area. Green business development. Encourage industrial development.
- Suggestion → Establish a trade school that trains youth and provides them with skills they return to their community with - like a program that does housing insulation in Richmond, CA. Create green jobs.
- Asia & Pacific Islander communities in East Portland mostly do factory work. A lot of the jobs do not have great wages. Women work downtown cleaning. How can we create

employment in East Portland for these workers, so they don't have to worry about leaving their families and traveling up to two hours to get Downtown?

- Airport Way - huge labor force with high skill labor in East Portland.
- Comments - 146,000 residents in East Portland. 46,000 leave EP to go to work. 23,000 come to EP to work. Only 6000 live and work in EP
- Comment: A hundred languages are spoken here. It can be used to attract employers.
- Suggestion: EP as an international marketplace - that celebrates cultures and diversity.
- Wants more involvement in spaces. Not the police presence. Building a community space.
- Community involvement is messy and scares people. In truest form moves at a glacial pace. It's hard when it's the social services that are needed, not directions - based.
- It makes sense for Downtown Developers to dislike here.
- EP needs more North to South transit.

### Comments from Mapping Trace Paper:

- Refrigeration, factory, hotel work, can we create these jobs in East Portland?
- Need better N/S transit
- More high tech programs
- Milepost 5 in E PDX
- Gradenina? As community builds
- 96 parcels of unused ROW - 127<sup>th</sup> \_\_\_\_ market, turned into garden
- Park as transition, garden as transition
- Residential off of commercial streets, not on
- Res. Around amenities like parks
- Transportation needs to grow with growth
- Restrictions for growth
- Lots of foreclosed properties east of 162<sup>nd</sup>
- Look @ Gresham/Portland border. Gresham center is a police HQ, not a 'center'! -on map?
- E.P. residents grocery shop in Gresham
- Green education building trades
  - Instate
  - Train youth
- Near Rosewood: need after school program
- Gateway east edge -Computer learning center

### MAPPING EXERCISE - Transit Map

- North-South Transit - needs to be improved with better bus service
  - Streetcar: Is the streetcar economical when compared to a bus line?
  - Some East Portland residents support the local accessibility provided by streetcar (coupled with buses that provide regional mobility).
- Station Areas
  - Green Line Main Street Station - Should be an employment station?
  - Areas between station areas shouldn't be ignored
- Jobs and Economic Development
  - Better connections to jobs in the Airport Way area are needed
  - Growth is coming to Airport Way, but there are poor transit connections
  - Growing professional jobs in Gateway
- SE 136th Ave
  - This undesignated street needs a designation
  - Civic Corridor seems appropriate due to the level of use, despite the fact that it's a short run.

- BUT, if designated a civic corridor, it needs to be improved to meet standards with sidewalks, etc.
- Foster Road
  - Designated Civic Corridor, but east end should be downgraded
  - Foster & 122nd - needs Neighborhood Center designation to foster growth and an associational atmosphere
- Zoning
  - David Douglas School District needs more commercial zoning to help it grow a sustainable tax base.

### Comment Cards responses:

- Key question: Because I am a stakeholder on Halsey, I would like focused growth and development on Halsey St. As active Gateway Business Association Director, I want to see Gateway commercial leases full and enough middle and higher income residents to support them. Buses, light rail and freeways, [plans (sp?) are excellent and need to be promoted. Private investment needed so Gateway will have an increased property tax base. When private developer is ready, willing and able to build a project, zoning should be flexible and planning should be affordable and on fast track.
- Foster needs to be downgraded after 136<sup>th</sup> FROM a civic corridor. Linda Bauer
- The Scouters Mtn to the springwater trail at 162<sup>nd</sup> and SE Foster currently is very dangerous. I would like to see it not opened to the public until it is safe (with crossing and shoulders).
- Please make sure plans and models include possible considerable changes in gas prices and availability.
- High density MUST include high walkability scores, if you can't increase walkability, back off the density.
- If you want to increase density, find ways to gently have more people in each household. Sharing is really difficult for many reasons and I'd argue it is the biggest hurdle to reduce CO2 emissions.

### East Portland - DMC #2 - June 29, 2013

District Liaison: Christina Scarzello

### Comments

- No confidence in connectivity to these centers and corridors because of street grid, failure of Gateway, poor infrastructure.
- (There are) large (swaths of) residential areas with no city services, let alone commercial services
- Change commercial zone (use regulations) to allow residential but MUST have some commercial
- Tweak zoning for areas with planned housing developments to have systems in place to introduce commercial
- Blow up the map in size and send to neighborhood coalitions
- Strip malls (EPDX is full of them) would be great for business incubators. The 162<sup>nd</sup> neighborhood center (at Stark) with commercial center with incubator
- Corridor shared with Stark, Burnside & Glisan along 148<sup>th</sup>, 162<sup>nd</sup> & 122<sup>nd</sup>. They are polar away from each other. Residents only walk to one, never to two or more.
- Create centers at 162<sup>nd</sup> and 148<sup>th</sup> and 122<sup>nd</sup> between Stark and Glisan
- (Include) more - smaller - centers in East Portland

- Remember we are interconnected with Gresham along Burnside. There needs to be an extension of the corridor, and more dialogue between all governments in this planning process.
- Powell's potential as node/corridor for business is strong between 136<sup>th</sup> and I-205 (a Main Street, or perhaps commercial corridor)
- N <-> S bus lines are needed
- 148<sup>th</sup> small nodes at Division and Powell
- 122<sup>nd</sup> North of Foster → Neighborhood Corridor ?
- Halsey & Glisan & I-84 along 162<sup>nd</sup> can have small nodes
- 122<sup>nd</sup> and Division, Rosewood at Division and 162<sup>nd</sup> → neighborhood prosperity initiatives
- Less density in proposed center along 136<sup>th</sup>
- Sketchy area on Sandy at 162<sup>nd</sup>
- De-emphasize growth and rezone along Sandy from 122<sup>nd</sup> to 102<sup>nd</sup>
- Grocery store along Sandy and 148<sup>th</sup> → Rezone to accommodate
- Isolated area above I-84 on the map. This area is important for future employment. Needs better N <-> S connections, particularly beneath freeway
- More transit N <-> S, esp. stronger frequency on 162<sup>nd</sup> and 148<sup>th</sup>
- Along Sandy, between freeway and 122<sup>nd</sup> corridor. Add 2 centers, at Sandy and Parkrose
- Halsey and 122<sup>nd</sup>, small center
- Expand Gateway to 122<sup>nd</sup> between Stark and Halsey, but keep low density between Gateway and 122<sup>nd</sup>.
- System development charge per capita, not land size.
- Regional drive-to parks
- Also, need small neighborhood parks as nodes
- Pocket parks in vacant lots
- Commercial near Douglas HS @ Stark?
- 162<sup>nd</sup> and Division is a good center
- There is a food desert at 162<sup>nd</sup> and Division. Perhaps 2 smaller centers at Division and Powell.
- Add center at Powell and across to Gresham
- More community centers in EP. There is only one.
- NPI Overlays
- Area below Foster has no services.

### Corridors

- Focus on nodes on Burnside
- Stark as a Civic Corridor
- Glisan Neighborhood → Lower Speed
- Halsey Civic Corridor to 132<sup>nd</sup>
- East west gap between Sandy and Halsey
- 182<sup>nd</sup> as Civic Corridor
- Transit facility improvements along MAX lines
- Powell and Division → mobility corridor
  - Mobility corridor → circulate traffic on parallel streets
- 162<sup>nd</sup> Neighborhood corridor?
- 96<sup>th</sup> and 99<sup>th</sup> are very important
- 162<sup>nd</sup> - nowhere for peds to walk



- South end of district is bizarre because of topography
- Center at 122<sup>nd</sup> and Foster
- Slim some of the roads with planters between bike lanes and traffic.
- Add greenway aesthetics, like planters between bike lanes and traffic and create physical distance (on 122<sup>nd</sup>, Stark, Glisan, 162<sup>nd</sup>)
- N <-> S roads beneath I-84. They need help, connectivity improvements
- People in EP don't work Downtown. They need connections to where they do work, and North/South
- 162<sup>nd</sup> MAX station needs improvements
- People in EP are transit dependent. There is no alternative. They need better services and connections
- PDC has to be community driven instead of government driven
- BPS needs to facilitate PDC's connections with community. All stakeholders need to be at the table at the beginning of the process.
- Gresham's needs to be brought into the conversation and UDF plans
- Talk to police about areas of enforcement. Use them for econ. development.
- Create a flow chart of all plans, how they're connected and who to contact with questions.

#### Transit

- Neighborhood Corridor 96<sup>th</sup> & 99<sup>th</sup>
- Neighborhood Corridors 148<sup>th</sup> and 162<sup>nd</sup>
- Mobility Corridor: Powell & Division
- Mobility Corridor Stark through Glisan
- Cycle tracks on wide corridors and green elements
- On Burnside, don't make it a corridor, focus just on nodes where stations are
- Make Halsey a Civic Corridor from 122<sup>nd</sup> to I-205
- Improve connections across I-205, I-84 interchange
- 182<sup>nd</sup> civic corridor
- Quieter connects
- Connect to employment in the Columbia Corridor

#### Centers

- Food desert at Powell and 162<sup>nd</sup>
- Small centers: Powell and 148<sup>th</sup>, Division and 148<sup>th</sup>, Stark and 162<sup>nd</sup>, Glisan and 162<sup>nd</sup>, Halsey and 162<sup>nd</sup>, 148<sup>th</sup> and Stark, Halsey and 122<sup>nd</sup>
- Transportation along 148<sup>th</sup>
- Center at Sandy and 122<sup>nd</sup>, spread towards I- 205 N
- Business incubator at 162<sup>nd</sup> and Stark
- Expand Gateway as a regional center to include 122<sup>nd</sup> between Halsey and Stark, but leave the SFR in between
- Need parks near nodes! And indoor gathering places.
- Downzone area around Foster and 136<sup>th</sup>
- Keep MFR, 20 minute walk to centers
- Powell main street - commercial linear
- Need broader range of businesses
- Center at Foster and 122<sup>nd</sup>

## Mapping Comments

### Transit Layer

- Connect streetcar line planned near-term on 82<sup>nd</sup> with the long term one planned on Foster - they should be connected as a system, not necessarily as the same line

### Centers Layer

- Need more workforce training/workforce housing
- Make Gateway the Cultural Center for East Portland
- Slower speed limit on Powell
- Change Powell to 3 lanes with Storm Water + bike
- Too few connections N-S (139<sup>th</sup> + 135<sup>th</sup>) + E-W (Only Market/Mill)
- Need connections to town centers
- Pay attention to transitions and adjacencies (between zones)
- Increase commercial designations and decrease residential designations. (Arrow at Mill Park)
- Proposed Neigh. Center at Powell and 122<sup>nd</sup>
- Increase percentage of commercial requirement on Powell
- Commercial (Foster & 122<sup>nd</sup>)
- East side of Lents Park, Holgate MAX has increased use
- Jade District (Cultural center? Chinese Garden)
- Increase variety in housing stock
- I-205 & Foster proposed center/district
  - Nonconforming Uses around Mt. Scott and Foster need to be addressed
  - Remove NC along Foster

### Corridors Layer

- Mobility & Permeability (Glisan, 102<sup>nd</sup> Ave, 122<sup>nd</sup> Ave, Halsey)
- Connection to River (along 148<sup>th</sup> Greenway)
- Downzone (182<sup>nd</sup>, Halsey, I-84 area) Lack of Access
- North–South Connections
- Connect to Columbia Corridor
- Connections needed - Civic Corridor won't work without connections to Division or 122<sup>nd</sup>
- Downzone (Steele & 140<sup>th</sup>)
- Discourage development (130<sup>th</sup> & Holgate area, 3 block radius)
- Implement this trail before development arrives (New trail connecting Powell Butte to newly-acquired Scouter Butte?)
- What is Foster East of 136<sup>th</sup>? What does the Civic Corridor MEAN?
- Flavel MAX = Employment station
- Corner Market (136<sup>th</sup> & Foster)
- Silverbell Elderly 128<sup>th</sup>, 129
- Discourage development (Harold & 117<sup>th</sup>)
- Small Service Center (Foster @ 122<sup>nd</sup>)
- Access w/Botanical Garden
- No IG ??? (Harold & 104<sup>th</sup>)
- Dangerous Route (122<sup>nd</sup> northbound from Flavel)
- Super small changes due to road access/frontage. Look at functional routes (Triangle east of 205 & Foster)
- More employment with environmental buffer decreasing residential (Mt. Scott path)
- EG w/ environ buffer. More industrial/employment (Area around Rosemont School)
- Consistent road design throughout (follows path of Foster)
- Foster OK as neighbor designation

## North Portland - DMC #1 - May 23, 2013

District Liaison: Barry Manning

### Notes - Table 1

- Preserve North Portland character
- Enhance connections to other N'hoods
- Focus infill development into corridors & centers - supports preservation of single family character
- Reduce conflicts between freight and other modes
- Tame Lombard, improve transport choices (esp. non-auto)
- Enhance design of MF developments
- Enhance disaster & emergency preparedness -Structural risks of bridges
- Enhance Access to Transit - MAX station at Interstate connects to region
- Reduce noise conflicts with Open Space and development
- Provide access to river (every ½ mile) - "We need witnesses"
- Increase industrial density
- Fine tune Mixed-Use zoning - consider changing some high density res to employment focus
- Enhance development partnerships - Multiple landowners to realize desired outcomes & place
- Address parking management in Centers & Corridors
- Increase vitality of Denver Ave
- Sidewalk dev along Columbia & Lombard
- Improve or remove Conservation District in Kenton
  - Not achieving desired outcomes
  - Use Community Design Standards & Design Review
- Clarify Community Design Standards (and when adjustments are allowed vs. DR)
- Enhance open space & public access to river on Hayden Island
- Connectivity by bike/ped to key destinations & transit stations
- Encourage site specific design
- Revisit Columbia Corridor Plan - Be mindful of congestion
- Need safe route for bikes adjacent to Albina yards - realize Cement Road for npGreenway

### Notes - Table 2

- Focus new/ infill in tight centers/corridors
- Connection between Smith & Bybee Lakes + other natural areas in district - Ecodistrict?
- UP biz area - create new neighborhood center
- Institutional zoning for UP
- Concerns about emergency planning - Bridges; hazmat
- Lombard streetcar desired → enhanced main street retail
- Density along corridors - what about SJ Beyond St. Louis?
- Buffers beyond Industrial and Employment uses; tighter control on non conforming uses
- Mix up the zoning to blend high density development better
- Arbor Lodge - connect parking w/ up zoning
- Better ped facilities along Lombard near I-5
- Conservation Districts not effective - Allows bad infill
- Hayden Island needs more access to water/parks
- East Columbia - better connectors needed via non-auto modes
- Revisit Columbia Corridor Plan
- Connections to major trails - NP Greenway; including across bridge
- Need easement along Cement Road \* NP Greenway\* + improvements along River Road.
- Needs public access to Columbia River- Recreational use
- Change map (UDC) designation from "Hayden Island/Bridgton?" to include East Columbia

## Centers Discussion

- Where the circle is also denotes what is excluded/who doesn't get investments
- Are we including inside the circle or suppressing outside the circle?
- What other studies are related to this?
- UP "center" should be further south
- Greely + Lombard potential (Green Zebra)
- Streetcar along Lombard support nodes that serve the whole peninsula
- I-5 is a barrier - need to bridge that if you put centers there
- Make sure amenities go with density
- What's the difference between corridor v. center? Would centers come with park?
- Transportation SDC? How do we use them?
- Build in existing nodes
- Air quality is big issue that seems to be missing from the discussion - What maps/ data could we bring to quantify air quality/pollution risks?

## North Portland - DMC #2 - June 15, 2013

District Liaison: Barry Manning

## Notes

- Connect East Columbia and outer neighborhoods to transportation networks
- More pedestrian bridges over Interstate
- Congestion and street use around Interstate (are likely to be a problem)
- The area North of Going Street is bordered by industry on one side, which forces the center to go towards Lombard. Kenton would like a center North of Lombard.
- There is no central neighborhood center for North Portland.
- They need a river corridor between Columbia and Lombard
- Consider river taxis
- Improve access to river
- Adding a mid-Lombard center is a good idea - need to improve north-south connections
- New concept of the parking block for a center or business area. Remove parking, encourage investment, build parks. Collaborate to encourage growth by providing parking.
- Innovation hubs -Create these as a buffer between industrial and residential zones. Abandoned / underutilized lots along Columbia near I-5 need repurposing.
- Where does investment go? Details needed
- Mix up zoning along Interstate
- Inter-Bureau/agency collaboration
- What are the tools for current residents to prevent gentrification?
- Neighborhood center in Kenton
- Balance in zoning and infrastructure improvement approaches
- What is Comprehensive Plan's role in improving flexibility & innovation?
- EX & R along Interstate. Change zoning?
- Make PIR an industrial land candidate (rather than) Golf courses. Move to gain industrial land needed.
- Don't convert green space to industrial
- There is no buffer between Residential and industrial (pollution: air, noise, traffic, visual)
- Re: Note on the bluff along Swan Island

- City should attract a health/environment/education campus out near Hayden Island. CITY SHOULD CREATE A HYBRID CAMPUS/INDUSTRIAL ZONE
- Town centers need institutional/educational component
- Piedmont: How do we give it a neighborhood center? Peninsula Park is the ‘center’ of it physically. Place one a Lombard & Albina - Invest in a neighborhood center, perhaps with a marketplace.
- There are concerns about density vs. quality of life in North Portland. There are also concerns about infrastructure capacity.
- North Kenton: How do you bring the benefits of the Interstate Corridor and increased density into the neighborhoods further into North Portland?
- ADU program needs to be improved.
- Connectivity - work with TriMet

### Centers

Summary: General approval of concept of centers, and of St. Johns as a center location.

- Suggestion for new center along central Lombard between Fiske and Portsmouth.

### Connections

Summary: Improve connections, especially pedestrian and bicycle connections. Focus on improving connections to natural areas and adding bridges across the railway ravine.

- Prioritize crossing of the railway ravine. The ravine creates lack of connectivity between the two sides of North Portland. Additional bridges for pedestrians/bikes are needed. Ask Union Pacific to maintain their (ill-maintained) bridges (for peds/bikes/autos??) in the area.
- Prioritize connections to and through natural areas. These include the rivers (Willamette, Columbia) and the Willamette bluff oak savannah. The natural areas are an asset of North Portland that cannot be accessed. Residents would use access facilities if they were available- they need access.
- Improve connections between existing greenways and natural areas and amenities.
- Recognize the potential for connectivity to Swan Island through the oak savannah/bluff. Connections to Swan Island, from Overlook and the rest of North Portland, that can be maximized exist through existing path in northern section of the oak savannah/bluff.
- Add a cycletrack along Willamette Boulevard.
- The point where Killingsworth and Willamette meet is an important connecting node.

### Other

- **Light rail stations** - should be a place for community, connectivity, and a place to ‘hang out.’ There needs to be a much stronger sense of place and access to amenities at light rail stations.
- **Greeley** - Make it more bike/pedestrian friendly
- **Industrial redesignation of golf courses** - Not at Heron Lakes (not close to Bybee Lake- industrial impacts on lakes will be more harsh than golf course impacts)
- **Transit** - Support for Streetcar- or BRT “at the very least” - in North Portland. Not along Lombard (??) - Lombard should be bikeable/walkable.
- **Electric vehicles** Make stations available in St. Johns, especially industrial area- for workers
- **Education** about the presence and availability of natural areas needs to take place on transit/Max.
- **Trails** need to be on the project list.

## Northeast Portland - DMC #1 - June 1, 2013 - St Charles Church

District Liaison: Debbie Bischoff

### Comments

- There is interest to verify/check the industrial land inventory; the finding, “shortage of industrial” is being questioned. Staff will connect participant Tamara DeRidder with BPS Economic Planner to review data;
- How does Growth Scenarios Report address the issue of job and housing balance? Also, why is the range of growth (high/low) very wide for the NE District (16000-40000)?
- Participants requested a copy of the PowerPoint Presentation
- Interest/concern around commercial mixed-use: parking, quality of life, etc. cited as the reason;
- Affordable housing is a big concern - namely aging in place, and the role of ADUs
- Have a hard copy of Growth Scenarios Report sent to \_\_\_\_;
- It may be better to keep non-conforming uses in its current state - as this leads to flexible land use;
- High level of community interest in the CET grant for studying mixed-use commercial zones;
- Based on the “centers” map, an emerging theme for discussion is “community desire” vs. “centers typology” (Town center vs. Neighborhood center);
- Future topic -“A look at Design Review”;
- Maps need to add “Neighborhood Business Districts”;
- What are “Neighborhood Centers” and what is their relation to existing business centers like Beaumont, Alberta etc.;
- Role and nature of “Centers” vs. “Corridors”;
- Discussion is required regarding the relationship between “nature of investments” (public/private) and “designation of Centers”;
- What is the intended hierarchy & scale of centers?
- Participants had some questions around the nature of the planned exercise -“conceptual” vs. “aspirational”
- Smaller centers (neighborhood scale) should be all over the City; some dissatisfaction with identifying just a few centers (Bob Granger);
- Role of institution/school in the community - service provider and jobs provider -the role of Concordia University (Madeline);
- What is the difference between ‘neighborhood station’ and ‘urban station’?
- Issue for Concordia neighborhood -Lombard-Columbia Wall?
- Show “Broadway” on the map;
- Role of “Going St.” -not directly connected to Wilshire Park;
- Thomas Cully Park? Show in split zone/non-conforming;
- Participants are more concerned about radically different uses next to each other than density and split zoning;
- Concern about loss of green space to industrial uses;
- Parking spots for affordable housing?
- Participants wish current centers would be on layovers;
- Comment from evaluation cards: Regarding the forecasting of data -how accurate have these numbers that Metro states been in the past? Why is it important to have these designations -neighborhood center, town center, business center, etc. -does it affect how future development will proceed?

### Comments Card Contents

- How is goal 5 being updated for NE Portland? Specifically, there was no archeological study done west of NE 82<sup>nd</sup> to determine Historic Village sites & sacred sites;
- Give participants PowerPoint copies. Place 1 staff member at each table to cut side conversations;
- There was a lot of repetition of the idea that one size doesn't fit all. Will that be applied to residential areas, so that we can address the problem of developers demolishing existing houses and building massive (and unaffordable) houses? A setback + height that might be reasonable for a larger lot in East Portland is horrible in the older, inner neighborhoods;
- Concordia University, 2811 NE Holman St., is committed -in partnership with Portland Public Schools, Faubion School, local neighbors, community organizations and nonprofits - to creating a national model age "3 to Ph.D." This "education corridor in NE Portland" will address the fall education continuum to ensure all people fulfill their potential. The Concordia neighborhood would be a "Superhighway to college." Wrap around services, involving collaboration with community organizations and nonprofits and health & safety will be key to this Concordia -Faubion as a community 'hub' is key. Investment is anticipated to be \$30M with construction completed by summer 2017 (5 yr). \*Could a growing, thriving education hub also be desirable for locating public investments, businesses, etc. nearby/adjacent? Could this be a focused area/effort for more/al;
- Great workshop but a couple of limitation/gaps: Transportation in general, including NE 82<sup>nd</sup> as a state highway and I-205 as outer boundary, however it defines traffic and therefore the biggest negative quality of the neighborhood is through traffic.
- What kind of new jobs? What kind of land use is needed? What zoning is required? Hierarchies of corridors? How does the implementation of the policies work? How do we get the right uses in there? What will lead the framework? Clarify with simple visuals → Corridors (like patterns)

## Northeast Portland - DMC #2 - June 15, 2013 - St Charles Church

District Liaison: Debbie Bischoff

### Warm up Exercise comments:

"What makes a complete community?"

- Common outdoor space
- Wide range of ages and appropriate housing diversity
- Safe and walkable
- Vibrant commercial businesses that serve the immediate neighborhood (neighborhood-serving businesses)
- Organic grocery - any
- Balance pedestrian & vehicular traffic
- Bus service
- Access to nature
- A library, hardware store & post office
- Viable public elementary school
- School ground/park within walking distance
- Job opportunities for community
- Safe transportation for all modes
- No brownfields
- Transit at all hours that connects inside the neighborhood as well as to downtown and other regions
- Affordable housing - including a mix of housing types and a range of affordability

- Opportunity for community to have a voice
- After school activities -e.g. SUN Community School program
- Clean air and water
- Parking for condos, etc.
- Trees & canopy
- More accessibility options for people to get around, especially for those with physical challenges
- Coffee shops & other community gathering spaces
- Sidewalks
- Identity/character/sense of place
- Sense of history
- Community policing
- Churches/spiritual centers

### Mapping Conversations comments:

**Table 1**  
Centers

- There are concerns about traffic in proposed Killingsworth Town Center. The center itself makes sense, but with the streetcar added there are concerns that traffic would extend past capacity.
- There are questions about the Lower Albina/Mississippi conglomerate center area.
- All transit in NE goes East-West.
- Some of these proposed center areas will be mostly developed by the time the final Comp Plan is released. It is not 'new' in this sense.
- Services are going in on Fremont St. near MLK, Jr. Blvd. But the density is not following. Why is this? Zoning?
- Sandy Blvd./72<sup>nd</sup> Ave/Fremont St. needs a larger center connecting neighborhoods
- There is a food desert at MLK and Ainsworth.
- Some participants voiced that there needs to be more mixed use zoning along MLK Jr. Blvd. Some disagreement suggests that single-family dwellings need to be preserved. There was a battle decades ago against density.
- There are concerns about NE Portland being overbuilt, not having infrastructure or services necessary to accommodate or handle new growth.
- The central employment zone along Williams is not working. All of the development is residential. There are no jobs, and minimal mixed-use developments. Perhaps change this zoning to a commercial zone with lower height limits; change zoning to not allow residential.
- Albina Community Plan's intention was to increase employment.
- Need more local services along 82<sup>nd</sup> Ave. & Sandy Blvd.
- Need to improve 82<sup>nd</sup> Avenue's infrastructure, increase residential and improve/reconfigure the street.
- Development already coming in Williams St., more over Boise/Eliot - the market will bring the residential and commercial. The city needs to bring other services like library, parks, and community centers for complete neighborhoods.

### Connections

- Expanded bike lanes.



- Fix Going Street. There are potholes, unclear connections.
- Find new North<->South arteries.
- 28<sup>th</sup> Ave. is not easy to cross.
- Connections to Gateway are needed.
- Overall improvements in pedestrian and bike infrastructure.
- Sandy was resurfaced, but bike infrastructure was not improved. Sandy Blvd. needs bike lanes.
- Bus routes - 24 does not replace 33 well.
- Broadway St. needs a road diet.
- Biking across Sandy Blvd. in Hollywood is a nightmare; needs reconfiguration.
- Bike/ped improvements are needed in the heart of Hollywood.
- Connectivity north to green areas needs improvement.

### Zoning

- Develop a criteria (objective, but also based off of history and context) for what exactly is a non-conforming use. Existing businesses cannot expand or improve if they are in nonconforming zone. So they flounder until they go out of business. City can't rezone because of threats from wrong uses taking over the space. There needs to be a new type of commercial zone for certain uses permissible inside residential areas.
- Acceptance of non-conforming uses.
- Truth in Zoning.
- Make something you want to preserve viable.
- If non-conforming uses are accepted by neighbors, why not allow it?
- Maybe redo non-conforming and what it entails.

### **Table 2**

#### Neighborhood Centers

##### **MLK-Alberta Neighborhood Center**

- Higher density along MLK Jr. Blvd. Some think there is less potential for density along Alberta than planned.
- There needs to be a better job buffering single family homes and taller buildings.
- Limited parking in Alberta. Where will people accompanying the new growth park?
- Perhaps parking is short term concern if city is successful in transitioning population to alternate transit modes.
- Overall disagreement over MLK-Alberta as a center without additional density.

##### **42<sup>nd</sup> Avenue Neighborhood Center**

- More businesses that serve the neighborhood.
- Residential 10,000 (R10) parcels should be rezoned to Residential 5,000 (R5) as proposed by existing Comprehensive Plan.

##### **Mississippi-Williams Neighborhood Center**

- Participants could not decide if it made sense for a center to be here, and if they should be one unified center or if each corridor should maintain its own identity.

### Connections

- Some believed that the proposed streetcar should be on Alberta rather than on Killingsworth St. because that's where the activity is and there's more opportunity for development.

- Others disagreed, noting that there were many vacant parcels on Killingsworth and thus much opportunity for redevelopment, that Alberta was too narrow for streetcar, and that the streetscape had recently been rebuilt and that those improvements would have to be torn out for streetcar on Alberta St.
- Improve bus transit.
- Bus service to downtown is getting increasingly worse. . The Killingsworth St.-82<sup>nd</sup> Avenue bus, the Prescott St.-57<sup>th</sup> Ave. bus, the Fremont bus, the 33<sup>rd</sup> Ave.-Broadway bus, the 42<sup>nd</sup> Ave. bus, none of them go downtown.
- Extend greenways to edge of district. Like the one that ends at 67<sup>th</sup> Ave. instead of Rocky Butte, and the 40's bikeway that ends at Killingsworth instead of Columbia Boulevard, or the river.
- Poor access to the Columbia River from the neighborhoods.
- Prioritize Columbia slough trail.
- Bicycle infrastructure improvements needed at Parkrose light rail station.

#### Miscellaneous

- Disagreement over whether non-conforming commercial uses should be rezoned; if you do than you can't control what undesirable uses move in, but if you don't then undesired uses will remain forever (i.e. an auto shop can only ever be an auto shop)
- Voluntary inclusionary zoning, i.e. bonus height for affordable housing, and that all zoning should be very low unless affordable housing is provided, to force the market to build more.
- Potentially increase the use of Transfer of Development Rights (TDR).
- Sandy needs amenities to serve as a civic corridor.

#### **Table 3**

##### Comments on map trace layers

- Along 82<sup>nd</sup> Ave. from the Banfield Expressway to Sandy Blvd., there are strips of commercial comp plan designations that are bordering the existing commercial zoning that would make the commercial zoning really deep, if changed. Why is this suggested? Is this supposed to accommodate big box stores? We don't want big box stores and are concerned about that possibility.
- There are very difficult ped/bike connections around the Parkrose Transit Center (92<sup>nd</sup> Ave. and the Banfield Expressway). Prescott or Alberta need to be a continuous **greenway connection** through the area. 89<sup>th</sup> as a **greenway connection**.
- Sandy Blvd. and 42<sup>nd</sup> Ave. could be 2 different types of civic corridors, to distinguish. 42<sup>nd</sup> Ave. could be a neighborhood corridor.
- 57<sup>th</sup> Ave. between Halsey and Fremont should be a Neighborhood Corridor.
- 57<sup>th</sup> Ave. and Sandy Blvd. is a bad intersection.
- There was not agreement in the group on the desired density for 42<sup>nd</sup> Ave. Neighborhood Center.
- Proposed Killingsworth Town Center makes sense - it builds on existing services. Should there be more parking though to accommodate additional cars?
- Not sure that MLK Jr. Blvd. should have "downtown" densities.
- More commercial zoning along Cully Blvd in the proposed Neighborhood Center.
- There is a big gap in services between Cully - Sandy/72<sup>nd</sup> - Parkrose centers [to the north].

## Comments on flipchart

### General

- Should the proposed Killingsworth Town Center extend to MLK Jr. Blvd? It seems like there is a lot happening around there - perhaps consolidate? Then you could move the Albina neighborhood center east.
- It's hard to get to services in Central NE.
- Need to strengthen connections to downtown (via transit), **especially from NE areas east of 42<sup>nd</sup>.**
- Cully seems isolated.
- Proposed neighborhood centers are only areas with commercial centers.
- Beaumont doesn't want to be a neighborhood center.
- There is no grocery store at all along 82<sup>nd</sup>, north of Burnside.

### Are there principles or guidance the City should use when thinking about Comp Plan Map changes?

- Unless you can really do an in-depth public process that involves neighbors, you shouldn't change the zoning.
- Helensview School shouldn't be an industrial use. We would like to see it as Open Space (OS).

### Transportation System Plan (TSP) Comments

- Map walking to centers and making sure that access is available to adjacent areas
- Transportation planning is missing "centers" as part of figuring it out
- What improvements/priorities to street plan?
- Who will pay? Existing property owners or the city?
- Neighborhood residents want city to be open to finding revenue streams to fund sidewalks, etc.
- Low income neighborhoods can't form Local Improvement Districts (LIDs) to provide sidewalks (catch 22).

## Evaluation and Comment Card Remarks

- June 15, 2013. My evaluation applies to both events, June 1 and June 15th. I commend Debbie Bischoff and BPS on a marvelous job. Thank you! We have our fingers crossed on the Metro Community Planning and Development Grant for mixed use zoning and look forward to working with you all. Sincerely B. Brewer, Chair. Sullivan's Gulch
- Difficult to find overlay areas in relation to base map
- We need more follow-up events; I look forward to continuing these conversations, if nothing else, through focused mini-workshops at the neighborhood coalition land use & transport committee meetings.
- The corridor to civic center designations seem to only focus on places where density is high or can be increased. This seems to ignore other areas that provide a lot of services or resources to residents. A lot of Fremont is a good example of this. It would be nice if the comp plan took into account how these areas interact with other areas.
- There was some confusion during the map discussion on what to focus on. More structured facilitation needed. Add ground rules, perhaps? Multi-layered process can be difficult to present and discuss. Area conversations may have helped.
- While it is beneficial to hear from reps from other areas, having groups organized within a closer networking area might make for a more focused discussion.
- Excellent work laying out the nature of comp plans and the goals for the earnest planning effort. Highly accessible and informative.

- Too much concentration of bicycle areas and corridors. This was not a bike meeting but infrastructure discussions seemed to center on bike access and interface. Not sure this meeting added much concrete information but was good for seeding future conversations.
- Emerson & Sumner function as east-west bike/ped connectors between Alberta and Killingsworth, but both hit a wall at NE 15th Ave. Can this be remedied? It looks like just one sidewalk of one house would be needed to create a thorough bike/ped connection to serve 30+ blocks. Can the city make the property owner an offer?
- 1) Send us a list of things/ideas from the warm up exercise. 2) Is there any impact to zoning and building compliance when the neighboring property is recognized as historic. I.e. if the new project requires significant footings for support and/or foundation would the building have to use practices that would not impact the historic architecture and put it in jeopardy.
- Thank you for holding these mapping exercises. One item that might not have made the map: ped/bike crossing on NE 89th at Killingsworth to Cascade Station
- What is the relationship between transit stations and centers? Looks like there is a lot of focus on the corridors/centers; what will happen to the neighborhoods if you talk about growth/accommodating new housing. How proceed change if people don't want change?? I would suggest a better hierarchy for the corridors and make a complete network (with PBOT) - a lot of connections don't connect on the map. Nice job on getting the community involved in planning! Discussions are getting very detailed though. We have to plan for cars; there will be more people, so more cars. Parking, connectivity, etc.

## Southeast Portland - DMC #1 - June 1, 2013 - SE Uplift

District Liaison: Matt Wickstrom

### Comments

- Locations for potential neighborhood centers - not already shown on transparency maps (72<sup>nd</sup> & Flavel, 68<sup>th</sup> & Foster, Powell & Milwaukie, Westmoreland, Tacoma Station area, Powell & Foster, 42<sup>nd</sup> & Division, 52<sup>nd</sup> & Belmont,
- Locations of candidate or possible streetcar lines
- Ideas for potential Belmont-Hawthorne-Division town center to include areas east of Cesar Chavez and Clinton
- Improvements for potential civic corridor (Cesar Chavez)
- Attributes of station area (Holgate)
- Questions of how to encourage historic reuse
- Location for potential town center (82<sup>nd</sup> & Stark)
- Considering smaller “corridor nodes” rather than neighborhood centers (Division)
- How much commercial is the right amount and how can ground floors of buildings accommodate residential or commercial as dynamics change?
- More street activity and vibrancy on main street (Woodstock)
- Bicycle and pedestrian improvements to transit stations, potential neighborhood centers, transit streets and the Willamette River (82<sup>nd</sup> & Stark, 30’s and Powell, Ladd’s Addition area, Bybee Station, Brooklyn, Springwater Corridor Trail, Reedway across heavy and light rail tracks, Clinton Station, Eastern neighborhoods and MAX Green Line).
- Stormwater and habitat corridors.
- Industrial lands opportunity near MAX orange line and Holgate.

## Southeast Portland - DMC #2 - June 22, 2013 - SE Uplift

District Liaison: Matt Wickstrom

### Comments

- Suggest neighborhood-led checks and balances of where infill can happen
- There are concerns of single family infill, lot splitting
- We’re running out of single-family house capacity
- There is no yard space on divided lots. The family-sized houses aren’t designed for families.
- Work with Tri-Met to improve bus service & timing.
- There were questions on the timeline/priorities/engagement within the timeline
- 82<sup>nd</sup> Avenue - looking nice, or an eyesore?
- Design issues exist for parking lots. Parking for meetings like this.
- Lack of design standards, appropriate to current neighborhoods.
- How do you integrate the standards into base consumer zones NOW
- Can design review be built into new zoning?
- During the recent parking uproars, parking was fixed but the design of the buildings was completely ignored.
- Find a way to require developers to come to neighborhood associations early in process so neighbors know what’s happening and can have a voice.
- Southwest stations → Drew new town center and moved another (drawn in green)
- Can people see previous comments for a parcel/intersection on the online map tool?
- Between 12<sup>th</sup> and Cesar Chavez, there are no N ↔ S bus routes
- Improve the standards to handle truck traffic on main avenues

- Place higher density around centers
- Around 17<sup>th</sup> & rail to Milwaukee, from the 42<sup>nd</sup> area to Milwaukee, along the spring water corridor; improve connections, particularly between 37<sup>th</sup> and 42<sup>nd</sup>
- Good connectivity to new MAX station on southern border.
- '20s bikeway' will improve connections.
- C-zoned areas are all residential. They're ignoring mixed use or the employment, the lots' original purposes
- Commercial zones need to be changed so you can't build only residential in them. Particularly high density residential.
- If zoning can still allow for residential, then make changes.
- Creates non-conforming uses.
- There are two issues: What the market drives, and what create non-conforming uses.
- Residents just want predictability. To know what to expect to get built.

## Table and Chart Pack notes:

Assets: Character & Farmers Market in Milwaukee

### Issues

- Moving freight through SE
- 12<sup>th</sup> & Clinton challenges
- Powell is a huge issue
- Neighborhoods want control over where density goes. AKA along Powell
- Lack of street activation due to multifamily with no ground level commercial

### Goals

- Increase in impervious surfaces due to new development
  - Need balance
  - More greenspaces and green infrastructure in other places
- Better connections to Milwaukee
- Truck loading /unloading, esp. considering new development and businesses
- Deal with Powell - Design crossings, traffic calming, turning left (North) on to/off of Powell is difficult, need more turn opportunities
- Form-based code is recommended for residential and multifamily, including F.A.R's
- Focus new density on Powell and Burnside, and other wide streets like 82<sup>nd</sup>, Foster, C. Chavez, Sandy
- Focus efforts in areas that aren't working, not just finessing the ones that are working.

### Needs

- Parks
- Local grocery stores/neighborhood markets/corner markets
- More civic spaces than churches and coffee spaces
- Day care centers
- Limited commercial zone within neighborhoods
- Better and more frequent crossings at Powell → Maybe ped/bike overcrossing bridge
- Better N-South Connections:
  - 60<sup>th</sup> → 84<sup>th</sup>
  - 12<sup>th</sup> → Cesar Chavez

- Connections to river generally
- Air quality along corridors
- Enhanced connection to \_\_\_\_ bike path at N 37<sup>th</sup>/42<sup>nd</sup> and at McLaughlin near new transit center

#### New Table

1. Woodstock -Neighborhood Corridor
2. 60<sup>th</sup> and Glisan -NC
3. Belmont -Hawthorne -Division -expand to 52<sup>nd</sup> & include Clinton

#### 60<sup>th</sup> and Glisan needs more businesses

- Has grocery
- Has density
- Needs parks/gathering places
- Needs place-making
- Needs safe routes to schools
- Has tons of transportation
- Needs transportation connections (sidewalks to TC) and bike stations

#### Woodstock

- Has banks and hair salons
- Has complete service district
- Extend neighborhood center to 52<sup>nd</sup>
- More commercial zoning to 52<sup>nd</sup>
- Needs master plan for unimproved roadways
- Needs public plaza places
- Needs key unimproved roads paved (those parallel to Woodstock)
- Planning for compatibility and long-term livability
- Space for gardens and tree canopy
- Needs fun destinations

#### Hawthorne-Belmont-Division

- Area extending to 52<sup>nd</sup> hub on Hawthorne and Chavez Center
- Needs more multi-family
- Needs tourist housing
- Needs zones with deeper commercial (2 blocks on each side)
- Needs north-south bike and ped connections
- Needs ped connections through long-blocks
- Needs cycle track on 20<sup>th</sup>
- Needs streetcar on Chavez (grade Chavez @ Woodward.)
- Has good variety of stores and grocery
- Has connections to medical
- Has great transit
- Needs plaza on Division
- Needs cycle track on Chavez, Powell, Hawthorne
- Narrow Chavez

### Foster

- Expand Lents T.C. to include west side of 82<sup>nd</sup>
- Needs active transportation (cycle track)
- Has big lots
- Needs dense housing -mixed housing types and transition
- Needs overall investment
- Needs enhanced multi-cultural to SFR identity, production space for artisans/craft
- Needs grocery
- Needs gathering places

### 82<sup>nd</sup> + Glisan/Stark -two linked neighborhood centers

- Include both Stark and Glisan
- Needs transportation connection between Stark and Glisan.
- Needs safe routes to schools
- Assets, business, transportation, density
- Needs bike connections
- Need bike/ped access across I-84 and to MAX (82<sup>nd</sup> and 60<sup>th</sup>) and across I-205\
- Include E. Montavilla in East Portland Action Plan
- Needs planning/investment
- Green up business districts (Stark, Glisan and 82<sup>nd</sup>)
- Needs employment and offices, not used car dealerships.
- Pleasant bus shelters
- Public art and sidewalks improvements
- Safe connections across 82<sup>nd</sup> and to grocery stores

### Connections:

- Across I-84/MAX stations
- 20<sup>th</sup> is missing cycle track (may require removing parking)
- Across Powell including to Powell Park
- Safe crossings on 82<sup>nd</sup>
- Integration of Springwater Corridor Trail
- Getting to 122<sup>nd</sup> and Foster. (active transportation)
- Quality of road and bikeways degrade as moving further east.

### Question 3: Nonconforming

- Change back to commercial
- Concern that it could encourage tear-down
- Historically you don't see uses convert to new zoning
- Current zoning doesn't match Comp Plan
- Raise to higher designation
- First consider character of community
- Neighborhood input to guide design
- Improvement needs to occur in conjunction i.e. unimproved streets next to Woodstock-signals.
- Affordability and housing in CT. Diversity to support HH with kids.



## Mapping layer Notes:

### Transit Maps

- The area on Woodstock Blvd between Cesar Chavez and 52<sup>nd</sup> needs better connections to surrounding communities.
- Streetcar proposed on Chavez from Holgate to I-84
- Green up connection and stops along high-capacity transit routes
- Green space for playing (one in our neighborhood) [between Glisan, Stark and 82<sup>nd</sup> Ave
- Transit station [at 82<sup>nd</sup> and I-84] becoming neighborhood center?
- Curb extensions / concrete cuts for trees along bus. Districts
- Transit station [at 60<sup>th</sup> and I-84] becoming a neighborhood center.
- [referring to the candidate streetcar line on Thorburn between 60<sup>th</sup> and 82<sup>nd</sup>] Move to Glisan, the old Montavilla line. There is more density and commercial. [Cuts down 82<sup>nd</sup> to MAX station from Glisan]
- Regrade Chavez for streetcar [area around I-84]
- Streetcar on Belmont should be on Hawthorne for better spacing of transit lines.
- 2 lanes, streetcar and cycle track on Hawthorne.
- 20<sup>th</sup> - cycle track improvement N-S connection [From Broadway to Division]
- Tibbets to Taggart. Regrade Chavez to 8% for streetcar.

### Corridors

- Proposed greenway on Flavel from I-205 to 52<sup>nd</sup>
- Unimproved roads need improvement to help mitigate traffic that comes with growth [between Woodstock and Duke, 52<sup>nd</sup> and 72<sup>nd</sup>]
- Cycle Tracks on Powell and Foster
- Make Chavez an actual civic corridor. Widen road and install cycle tracks
- Add twenties bikeway to UDF
- Connect Springwater Corridor Trail to MAX
- Connections from neighborhood to Springwater
- Improve connections between Tacoma, McLaughlin, and surrounding commercial areas
- Connections somehow (ped/bike) [Tacoma & McLaughlin area]
- Station area plan needed [Tacoma & McLaughlin area]
- Connections from neighborhoods
- UDP Proposal - bikeway from S.E. Bybee to Oaks Park. Scratched because of 'stairs?'
- Ped/bike connection proposed across McLaughlin at Reedway
- Connection across Powell. Potential greenway from Holgate to Tibbetts along 33<sup>rd</sup>.
- Connect Brooklyn to river [at Holgate]
- Rail Tunnel [Gladstone and 22<sup>nd</sup>]
- Redevelopment Opportunity [Industrial Zone between Holgate, 17<sup>th</sup>, 28<sup>th</sup>, and Reedway]
- Safe connection to light rail [Holgate through Industrial Zone between 17<sup>th</sup> and 26<sup>th</sup>]
- Bike/ped crossing across Powell. Rebuild Pedestrian bridge [between Taggart and Pershing at Gideon]
- Springwater Corridor add to map
- UDF - Add greenway along 17<sup>th</sup> then Division westbound.
- Add a cycle track on 20<sup>th</sup> south from Tillamook
- Need bike way finding signs on Hawthorne
- More depth of commercial - spread CS zone [Hawthorne at Cesar Chavez]

- Cycle tracks on all civic corridors
- Regrade Chavez from Tibbets to Taggart to 8% grade for streetcar
- Good E-W Mobility from Belmont through Clinton, but poor N-S Connectivity from 22<sup>nd</sup> through 50<sup>th</sup>
- Neighborhood center at Division and Chavez
- Regrade Chavez at Senate for streetcar
- Connect bikes to MAX at 60<sup>th</sup>
- Add future Sullivan's Gulch bike trail to UDF
- Bike lanes needed on Burnside from 76<sup>th</sup> to I-84
- Existing greenway on 87<sup>th</sup> between Washington and I-84
- Pike/ped crossing needed over I-84 between 87<sup>th</sup> and 88<sup>th</sup>

### Centers

- How to preserve Ex - Historic reuse benefits in zones
- Neighborhood node at Flavel and 72<sup>nd</sup> (to encourage 20 minute neighborhood characteristics)
- 62<sup>nd</sup> to 68<sup>th</sup> on Foster 'Heart of Foster' should be a neighborhood center. Echoed 4 times.
- Heart of Foster is in need of family businesses and grocery store
- Extend the Woodstock Business District on 52<sup>nd</sup> to Flavel and Holgate
- Potential Neighborhood center at Holgate and Woodstock.
- More street activity and place. Retain vibrancy by evaluating expansion opportunities on main street
- Better access to Milwaukee
- Center at Powell and Chavez
- Between Chavez and McLaughlin, Springs Blvd and Woodstock Blvd: 'R-7 District'
- Tacoma and McLaughlin as a potential neighborhood center. Echoed 3 times. This should be addressed in more detail. City of Milwaukie is developing a plan for the development of this area. Take a look at what they're doing.
- Neighborhood station at Bybee - Not potential neighborhood business district.
- Keep and expand R7 zone at Steele and 34<sup>th</sup>
- Mixed use [along 28<sup>th</sup> from Holgate to SE Woodstock]. Potential neighborhood center. Connected to SE Moreland. Potential employment overlay similar to central east side.
- PCC will have meeting space when renovated
- Potential center at 13<sup>th</sup> and Tacoma. Echoed twice.
- Reexamine zoning at Milwaukie border and 13<sup>th</sup>, and near 6<sup>th</sup> and Sellwood.
- Potential town center at Bybee and Milwaukie
- Reexamine zoning of commercial areas around Milwaukie Blvd and McLaughlin in light of no MAX station. Maybe more appropriate as industrial because of increased truck traffic.
- Good bike/ped connection route [82<sup>nd</sup> and Glisan area]
- Stark and 82<sup>nd</sup>. Expand commercial zoning north of Stark, 80<sup>th</sup> to 81<sup>st</sup>. Show larger "potential Neighborhood Center" and shift westward.
- Existing bike greenway on 87<sup>th</sup> near I-84
- Bike/ped overcrossing needed to connect 87<sup>th</sup> greenway to future Sullivan's Gulch trail.
- Neighborhood center at 60<sup>th</sup> and Flanders?
- Node at 49<sup>th</sup> and Stark?
- Non conforming use area at 32<sup>nd</sup> and Couch
- Neighborhood center at 12<sup>th</sup> and Stark?

- Explore expansion of H-Bel-Div Center boundary to include Division & Clinton (seconded).
- More multifamily deeper in neighborhoods.
- How much commercial zoning is enough but not too much? How can ground floor units go from commercial to residential and back again as the economy changes?
- What about smaller corridor nodes as important mini-centers to strengthen?
- Nodes at 50<sup>th</sup> and Division
- Opportunity for employment center and neighborhood services on Division near Chavez
- Need better connections across Powell in the 30s
- Incomplete Community at Milwaukie and Bush
- Pedestrian crossing over RR lines near Clinton Station. General connectivity around the stations.
- Consider rezoning 'non-conforming uses' to 'C' something compatible for business and neighbors.
- Lots of potential at Division and 15<sup>th</sup>

## Southwest Portland - DMC #1 - May 18, 2013 - Multnomah Arts Center

District Liaison: Joan Frederiksen

**Warm-up mapping exercise:** “Thinking geographically, what is special to the SW? What are your values? Think about a place or places that are particularly special or unique to you in the context of your community and Portland?”

- Hillsdale - thru was with single lanes before & after
- Multnomah Village - area around 26<sup>th</sup> should emphasize creek headwaters
- Marshall Park, Tyron Creek (link to superfund site in Lake O.), L+C Law School - all important assets
- Bus to Law School - dangerous walking from bus to law school
- Trails - many are on unimproved Right of Ways
- Multnomah Village is a place, ped friendly + cars are secondary. Hillsdale could be the same, how to get there?
- Ash Creek - Smith school is an asset, local children are bussed quite a distance away, would like to see it reopened. Kids disbursed to various other schools where Multnomah intersects Garden Home Road needs attention fractures NA.
- Woods Park needs more attention.
- With lack of sidewalks, trails are important.
- Hillsdale - parking is an issue, Hillsdale could be a good night spot.
- Terwilliger Parkway is lovely, an asset but also lacks parking.
- Fundamental aspect of SW is its green-ness
- Need for ped safety - priority system.
- With development don't require pedestrian improvement, have a system of priorities. Leave sidewalks off of the little streets/lanes.
- Hillsdale needs a visionary approach

### Presentation - Comments and questions

- Is there some component of the plan that addresses preserving what we want to keep? The components of 'local character' -you can lose small bits and before you know it the character is destroyed.
- In representing CP comments, maybe you can summarize those comments that get at the less tangible, less land-use jargon type issues?
- Like with Smith School - the closure affects the character of the neighborhood. Part of what happened there is the school district changed the boundary so kids that could walk are in a district with the school far away.
- (we understand that the city does not affect SC Boundaries. . .)
- Staff comment - the city is looking at where growth will occur, and we will be partnering with the School District to bring them into the picture and they will do their outreach better.
- Marquam - preserving special places - if there is no mechanism built-in to monitor health of a place so we know if we're succeeding . . . concern about implementation.
- Chapter that talks about implementation tools. That's a good place to start
- One issue with plans is they are either not vetted enough or are vetted too much. Too many buckets to put things in & the buckets don't go together well. The city is trying to find ways to bridge those gaps.
- A way to address industrial lands shortfall might be to connect industries with large campuses so we can advance the thought industry and reap benefits of synergies of innovation and industry
- How about going up? Can't keep spreading/sprawling with our industrial/institutional campuses. Design with nature, minimize footprint, go tall with multi-story buildings. Chicago has good examples

## Growth Scenario Report information

- Check: Is there a performance measure for disaster recovery?
- Staff comment: POEM is putting together a plan to partner with the comp plan or recognize that CP provides an op. to do a plan
- Cost benefit analysis necessary when there is a lack of resources, should be added to performance measures.
- Staff comment: Trimet does review the city's priorities and takes it into consideration when doing their planning. Chicken/egg issue with transit service.
- Q - where do these projections come from? / ask because PSU does projections & they said the Smith Catchment area would lose families with children, but the aging population. There has been turning over to young families. That fact makes me question this data.
- Staff comment: Metro + PSU do this data and communicate.
- The city knows where building permits are happening and where infrastructure is located. The city takes the Metro/PSU + census data + our own data to make our best assessment of where growth will happen. Also follow trends.
- Adult foster care is also going on big time
- Mapping- thinking about perceptions of SQ - look at studies from Barbur Concept Plan. There are 2 ways of thinking about SW, either as part of city/urban, or as suburban.
- Topographical map would be very helpful.

### Note Taker #2

- Implementation: how do we actually achieve the desired (and supported) policy direction
- Mechanisms to preserve what we value about SW?
- Re scenarios analysis: add performance measure for disaster recovery and a measure related to cost benefit analysis for public investments Use nature as a tool - Hillsdale for example, plantings could make it really stand out as SW - intensify the green
- High-rises should have higher landscaping standards
- Hillsdale: require by regulation streetscape and buildingscape continuity
- Plan for more confined areas to promote aliveness
- Make the centers mix a cohesive one - a mix of what people want and be as flexible as possible.
- Grease tracks to get places going
- Transformation of parks: create additional good reason to be there by creating indoor/outdoor cafe at a beautiful spot. It will activate the place more hours of the day and provide income to the park for maintenance. (example - Gabriel park has a gorgeous rain forest in its center... others acknowledged the conflict with Park's preservation/restoration goals)
- Tie industrial and institutional land uses to advance needs and address land shortfalls
- Critical shortsighted ness/flaw: Need a river bus service and facing more development onto the river (Australian city given as example)

### "Parking Lot" comments (concerns expressed but not related to meeting objectives):

- Desire for a digested version of the comp plan, with some call out for geographic specific areas of relevance
- Smith Elem School closure in Ashcreek Neighborhood - impact on livability
  - Demographic was obviously going to flip as oldest ceded way to new families, who now have to bus their children - 3 different schools receive Ashcreek kids. Impacts livability. Need for PPS and city to better coordinate and consult with NA.

## Southwest Portland - DMC #2 - June 1, 2013 - Multnomah Arts Center

District Liaison: Joan Frederiksen

- 1) *Mapping exercise. "Thinking geographically, what is special to the SW? What are your values? Think about a place or places that are particularly special or unique to you in the context of your community and Portland?"*

### *Exercise reporting - called on limited number of voluntary responses from participants*

- Hillsdale has good access to library, schools. However need a better sense of Town Center with higher density, a little more walking and community feeling rather than zooming through traffic. This is caused in part by there being too many lanes in Hillsdale TC. Also need improved pedestrian crossings.
- Likes Multnomah Village (MV) and it has a lot more potential because of the pedestrian feeling off of main strip. Disappointed that this center wasn't encouraged in the Main Street program by the City [Portland Development Commission with the National Trust for Historic Preservation] with all of the handicaps the City faces.
- Disappointed with City and PPS in regards to Smith Elementary School closure. Families are moving in and out, and it doesn't appear that that new population with children is being considered, especially younger families. I hope school district will do this. Families aren't able to send their kids there and are bused much farther away.
- The Garden Home pump stations are a fiasco, where the City is putting in new pump station on top of another pump station.
- Transportation - Bike, pedestrian and trail improvements off of main traffic areas in the neighborhoods are needed. Build those out so pedestrian and health-minded users can have improved access.
- Concerned about significant population growth in Tigard and Beaverton and impacts of this traffic on main roads like Beaverton Hillsdale and other Southwest roads and neighborhoods. Wonders how City is considering these impacts and others related to that population growth.
- Alpenrose Dairy property is community minded, useable by community, providing needed open space.
- Also Hayhurst School has been supportive of broader community and provides meeting space. There is a great relationship with the principal as well.
- Heartened by new Cedar Sinai development going in on Beaverton Hillsdale that will provide independent housing for special needs adults. Provides opportunity to live independent with family living close by.
- Terwilliger Parkway and open space is a jewel of the city. However, the character of the parks have been compromised because they sit in the narrow corridor providing access to the City from the South and now the parkway is threatened as a resource and deserves attention.
- Lewis and Clark College, it is a benefit and yet is ambitious to grow, renting out facilities or hosting sporting events. This overwhelms the neighborhood because we don't have the infrastructure, parking and there is a lot of noise. Individuals to give input on LU decisions on a private organization's land. The citizen involvement is currently part of the Comp Plan and the LU process. L & C has lobbied the City for greater flexibility on campus activities.
- Capitol Highway is a significant corridor. It has mixed income housing, services, libraries, Multnomah Arts Center, businesses, schools, etc., but there's a glut of traffic. This is a big area for study and development. Capitol used to be our main street, but now Barbur Plan improvements through transportation and increase density should ease a lot of tensions.
- Barbur Concept Plan is a positive step.
- Raleigh Hills Town Center - on Beaverton Hillsdale Highway - is a big issue and needs strong hand and City of Portland involvement.

**Comments or questions during or after Urban Design Framework presentation:**

Re Town Centers:

Question: Is there a numerical distance [for town centers]? *Response: Joan (J) & Mark Raggett (M): Yes. Hillsdale and 1 mile diameter range*

Question: Why is Multnomah Village a Neighborhood Center instead of Town Center?

*Response: J: zoned capacity and constraints of where it is located, we can get into this more in the table discussion.)*

Re Connections:

Question: Lineal population area like Center? *Response: J: Mixing and matching - will depend on the context*

Comment: Neighborhood Corridor is important because that is all we have for our Greenways, in SW this is where we walk and bike, as well as drive because we lack connectivity and improved streets. The greenway concept fits more on the east side. *Response: M: Some overlap, but not all solutions are applicable in every district of the City.*

Re Greenways:

Question: Development capacity along these areas? *Response: J + M + Denver (D): No is the short answer, but we can discuss. There are changing elements. They do serve as connections.*

Re past annexations and pattern area:

Question: Are we looking at any new annexations? *Response: J: Not currently.*

Post presentation questions or comments:

Question: Transportation is cutting to get downtown, but we aren't seeing the investment of bus and light rail in our neighborhood, even though there is a population and density to support this? *Response: Denver: Yes, we are working with TriMet. We are working on SW Corridor Plan and Barbur Blvd. We recognize that this won't serve every part of SW, but TriMet is looking into gaps of service, frequency, routes, future lines, how is this system going to be feeding high capacity transit. There is work and collaboration.*

Comment: The speed and rate that cars are driving is well above the posted speed limit, so police enforcement is important and consistent speed limits between Washington, Multnomah Counties and as they enter Portland City Limit. [Re: SW Beaverton Hillsdale Highway]

Question: Width and size of street to handle traffic. In Hillsdale there are at least 5 speed limits that aren't consistent so it is hard for drivers to interpret. Possible to get rid of all of this and stay consistent regardless of lanes or widths, etc? Signage, speed limits and width, the City should really look at these elements. Standardize solutions to keep in consistent. *Response: D: Part of the concept with Corridors is to provide the right cues to the modes of transportation.*

Intro to mapping exercise

Comment: Biking is difficult in great part because it is hard to leave my neighborhood safely - actually within 1.5 mile radius of my house - versus feel more comfortable where there are striped lanes, like on Barbur. (Ashcreek)

Mapping exercise Table 1:

- Homestead: Marquam Hill - as Neighborhood Center; OHSU as City's largest employer has the jobs; also has some housing and commercial potential for people that work there. Concerned that SW Corridor bypasses Marquam Hill. (Anton V.)

- Incorporate major earthquake impacts into plans. HCT Tunnel option may be a priority, but what about hazards? (Claire C-E)
- Capitol Highway as neighborhood corridor. (Marianne)
- Raleigh Hills - Not successful planning effort
- Multnomah Village Neighborhood Center - If West Portland TC & Raleigh Hills TC don't pan out - what impact will there be to Multnomah Village (could be redevelopment)?
- Staff mentioned that the anticipated/allocated growth considered the past 15 year development trend, constraints like Infrastructure, stormwater, and zoned capacity
- Town Center (TC) designation seems reasonable (Hillsdale)
  - How it is developed is critical
  - West Portland TC still under 'cooked' but has potential
  - Boundary is a question. Has library, PCC, businesses, less constraints than other areas of SW
  - There is a market reaction to a lot of commercial build-up
- Beaverton Hillsdale Highway - potential high residential but has Fanno creek and narrow corridor
- Garden Home neighborhood center?
- How are we going to handle linear corridors? Will be bubble out at certain nodes? Or will there be a narrow 150 foot area with wall between businesses and residences? Do we need another tier down from Neighborhood Corridors?
- 'Accessible' (ADA) Walking to transit and grocery stores is a high priority. Garden Home Road very limited and no safe access - can't walk to Lamb's or Multnomah Village safely. Provide one level [equal] of infrastructure.
- Tigard expanding commercial and expanding roads but not safe pedestrian access. SW Corridor still early on. Tigard expanding parkway to get to Walmart, but not pedestrian facilities.
- Prioritize our investments. Growth and Equity: accessible access to transit, trails are not accessible
  - Tier 1 - 5 year key investments Tier 2 - 10 year investments
- BRT is a soft commitment; LRT easier for bike users to use. Smaller buses 15/20 move more frequently.
- Buses don't all have to go Downtown!
- City should aggressively prompt discussion of Raleigh Hills TC
- Macadam Neighborhood Center. Joan raised liquefaction soils question, is it good to focus growth in an area we know to have certain hazards? Responses ranged from technical fixes to the idea that if we go to more stories we must train residents to go up the stairs instead of down, since the buildings will be sinking.
- Hillsdale - possibly willing to take higher density in the R7 and R10 areas.
- Have had problems getting new development to go higher. Now doing things small scale and one at a time. In the triangle parcelization seen as obstacle.
- Hard to get people to do multiple stories or think base infrastructure
- Possible to consider re-delineating to higher densities transitioning over time
- Currently have 6 buses to downtown and it's way easy.
- How do we prioritize investment if it takes 25 years. Should we focus on other - WPTC?
- Example of change of thinking. Example of rebuilding town center in a weekend. We need to start somewhere. Not ideal now but can get there.
- Responsibility on part of the City to put in facilities, don't wait for developer. South Waterfront is an example of this.
- Connections: PCC? Sellwood?



- What type stations among Barbur Blvd.?
  - Platform above or below Barbur between Terwilliger and Hamilton. People can then step up or down to transit, trail, or water. Create a John's Landing transit center?
- What about the feeling that SW didn't accept its share of growth -except South Waterfront?
- Look at attractions
  - Unique characteristics
  - Tree canopy
  - Mosque
  - PCC
- Greenways
- Anton: Terwilliger Corridor. Should connect all the way to Downtown.
- Network of greenways. Not enough to get people out of their cars- have to drive to get to greenway network.
- See bikeway plan for solutions to help with connections.
- Greenway gaps must be filled
- Vermont could be a good bike way
- Need to address 50's cul-de-sacs East side more successful at alleys/lanes, rear vehicle access. Add arteries through the back of some longer blocks to reinstitute/clean front blocks. Keep machines and people in different spaces.
- Where possible, is there a designation/addition that allows for this type of site design as part of the UDF concept? Courtyard - condos housing
- Challenge is to buy properties or improve public right of way. PBOT should have a land acquisition program like BES/PPR for connections or rear lot access pattern. Target key properties for purchase for ROW improvements!
- Vegetation management and undeveloped/paper streets key.
- Improve bikeways.
- Signage critical to help people identify and use greenways
- Need safe access to Gabriel Park off of 45<sup>th</sup>
- Increase connections. Red electric important: Shattuck, Dolph + Bruegger (R of Ways)
- Ashcreek (62<sup>nd</sup> connection to Bar. Ped/bike)
- Neighborhood Corridors (Vehicular/Ped/Bike convenience)
  - Multnomah
  - Hillsdale
  - Lewis & Clark
  - Capitol Hwy
  - Multnomah Blvd./Garden Home Road
- Special meetings in areas of low income.

### **Mapping exercise Table 2:**

#### **Centers and Corridors**

- o Density circles need to be half the size
- o Mixed housing and employment along with transportation. We are facilitating commuters, instead of having places where we people can work and live in one area. Is Barbur part of this approach and not a conduit? What is the right mix of uses along these corridors?
- o Transitions in use from density levels. We are looking at growth areas, and there are transition area
- o Protect the people in these less dense areas

- o Zoning changes were made to keep the character of the neighborhoods
- o Hayhurst has ghettoized people to corridors. Quality housing and Affordable Housing need to be the same. Zoning along those corridors so there access needs to be quality and safety. Mindful of the unintended affects of affordable housing and corridor placement. Can we ensure pedestrian, bike and transportation safety?
- o There could be more multi-family along Capitol Highway and Multnomah Village
- o PCC Sylvania doesn't want more housing built around them. It is not a resident dorm area. Shrinking the blue [multi-dwelling zones] and not expanding it.
- o These are areas of equity - people who access these services need places to live near them and that are affordable. Can we make it concentrated and attractive and affordable through location and zoning?
- o West Portland should be smaller
- o Hillsdale
- o Multnomah Village
- o Taylor's Ferry is a neighborhood center
- o Marquam Hill
- o Homestead
- o Shattuck
- o What does affordable mean? What are the uses and needs of people who live in these housing options?
- o ID crosswalk improvements, speed limits, signage,
- o It is hard to make Economic Development (ED), CD and housing choices without a comprehensive, multi-agency plan on the transportation weirdness issues, plans, challenges, funding, etc.
- o Portland should decide the growth, and not try to suck all of the employment into the City limits
- o We are facilitating the transportation for day-trippers into Portland
- o Equivalent to stops on transit are stops for future Economic Development.
- o Barbur is underdeveloped even though there is space
- o No consensus on West Portland Crossing - work on viable option
- o Transit could improve day-trippers and increase mixed-use and improve crossing safety for non-car uses
- o Make it a Barbur Parkway
- o Need police enforcement that matches Beaverton and Washington County
- o Concern about placement and approvals of liquor licenses, and nature of businesses (unattractive businesses) location in neighborhoods and along corridors

#### Complete Neighborhoods

- o Little shopping, not big shopping
- o More than one Neighborhood Association needs to work together to address Economic Development
- o Not all neighborhoods want the same thing
- o Keep the ability for public input in planning each neighborhood, instead of the top-down City planning approach
- o City inclusion needs to work for low-income folks both in place and location like Cedar Sinai for elders and others. And go to Bike Shops
- o Live Work and Play people
- o Safe Routes to Schools should be a major consideration

#### Connections

- o No grid, fewer options
- o Direction about choices and limited space
- o Success at Neighborhood Level: Illinois Greenway has started to slow speed down and deter turn-off traffic
- o The type [grade level] of school it is determines transportation modes and frequency
- o Terwilliger is going in the opposite direction - safety is not improved by auto-centric approaches, which has made traffic going faster. Pill Hill traffic is part of this process.

- o Too much concentration in the inner City with jobs and residential towers
  - o City has to consider reverse patterns between East and West trends
  - o Have the amenities on the road match the plan for those roads in relation to their area
  - o Make sure funds are in place before concepts and ideas are shared and brought to the public
  - o Having a framework is good because of the changing elements of planning - politics, finances, etc.
  - o Do we concentrate zoning or do spread up-zoning
  - o Public investment in business to create jobs in these zoned areas, and is there finance to perform this. ED encourages businesses, but also reflects these placement goals that we want to accomplish (dense housing, affordable housing, etc.)
  - o What about a little SW bus that shuttles people among neighborhood and town centers
  - o Electric Buses with on-demand scheduling
  - o Neighbors lost service with closing of #1 bus
  - o Nodes and corridors will only work with enhanced public transit at the right cost for low-income populations, which means the population should be concentrated
  - o Smaller format grocery stores with a district-central distribution center
  - o Do we get our fair share of services compared to other areas of City? Basic levels of services, increases in density and change with little to no infrastructure
  - o Make all new development require sidewalks
  - o Concrete creates runoff and violates environment and harms them
  - o We don't want improvements. Improvements mean we become a thru street with more traffic. So every neighborhood needs to be addresses one at a time for sidewalk assessment
  - o Maplewood is a success story for an experiment in regards to greenways.
  - o Inclusive housing in City priorities - it is a regional or state issues
    - o "They are not good neighbors."
    - o Are there other city actions that can make them "less of a destruction?"
    - o Are there remediations for these landlords
    - o Managers need to encourage better behavior. They need training. Managers aren't enabled to address these issues. New Columbia is an example. Stevens Creek Crossing.
    - o Private landlord renting a slum project, code enforcement around livability and safety. In Collinsview they rent to college students.
    - o Zoning in isolation. You don't just plopp houses, you have an inclusion of services and this needs to be matched by zoning. Free market and private sector drives a lot of these services. Social services in Neighborhood House; Senior service and bringing these organizations into the Neighborhood Association.
- Environment is big in this area
- i. Improvements
    1. Tailored to each neighborhood
    2. Permeable sidewalks
    3. New technology should be considered
    4. Low-impact requirement for any projects in the Hills
  - ii. Enhancements
  - iii. Preservation areas
    1. Next to Cedar Sinai
    2. Natural Park
    3. Tryon Creek both sides of hills
    4. Riverview Cemetery natural area
    5. Metro Wildlife Corridors
    6. Use existing City Maps and PBOT
    7. Beaver Creek
    8. Fanno Creek
    9. Red Electric Trail

10. All existing parks. "All of SW is an environmental area."

11. Consider tax abatement for private lands with public trails coming through their land: win-win

- iv. Soil consideration, it isn't permeable in a lot of areas which makes it difficult to work with permeable technology
- v. Again, no cookie cutter solutions for every neighborhood in the City
- vi. Better access to the River, John's Landing, and the City for all modes of transportation
- vii. South waterfront should become greenway, not industrial or residential
- viii. Little swales are working, like in the parking lot in the Multnomah Center
- ix. City can help us get to the natural areas with signage, tracks and promotion (Smaller Sunday parkways)

#### Neighborhood Corridors

- Vermont
- Boones Ferry
- Pomona
- 45<sup>th</sup>
- Multnomah Blvd.
- Lesser
- Haines
- Terwilliger down to the South
- Taylors Ferry

#### Other items

- Infrastructure should keep up with development
- Concern: Citizen input making a real difference on the ground

## **Appendix B: District Mapping Conversations - Event Evaluation Summary and Results by District**

# District Mapping Conversations - Event Evaluation Summary

Evaluation Cards and Comment Cards were available at each DMC for participants to comment additionally on the process or content of the event. Some events had them on each table while others handed them out near the end of the event. Evaluations received from each event do not necessarily reflect the events' attendance or the opinion of the whole group present. Some evaluation and comment card written responses were combined onto the evaluation card - therefore some content related comments were received with the evaluations.

## Overall Evaluation

Below is a record of evaluation results across the DMC series as a whole. Responses were generally positive, though some participants indicated need for more clarity on next steps in the process and how their input would be used. There are split statistics present to compare the effectiveness of the first, more informational meeting, with the second, which generally included more concrete map-based discussions. The first five meetings elicited a total of 51 responses. The second five meetings elicited 44 responses

### Questions:

- 1) I learned something about a topic of interest

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Response
First Meetings	51.0%	47.1%	0%	2.0%	0%	0%
Second Meetings	63.6%	34.1%	0%	2.3%	0%	0%
Overall	56.8%	41.1%	0%	2.1%	0%	0%

- 2) This event provided an opportunity to ask questions of importance to me

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Response
First Meetings	45.1%	47.1%	2.0%	3.9%	0%	2.0%
Second Meetings	54.5%	43.2%	0%	2.3%	0%	0%
Overall	49.5%	45.3%	1.1%	3.2%	0%	1.1%

- 3) This type of event adds value to the planning process

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Response
First Meetings	58.8%	37.3%	2.0%	0%	0%	2.0%
Second Meetings	59.1%	36.4%	0%	2.3%	0%	2.3%
Overall	58.9%	36.8%	1.1%	1.1%	0%	2.1%

4) The workshop materials were presented clearly and in a manner that was easy to understand

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Response
First Meetings	41.2%	54.9%	0%	2.0%	0%	2.0%
Second Meetings	34.1%	56.8%	6.8%	0%	0%	2.3%
Overall	37.9%	55.8%	3.2%	1.1%	0%	2.1%

5) The length of this event was

	Too Short	Just Right	Too Long	Neutral	No Response
First Meetings	17.6%	70.6%	7.8%	3.9%	0%
Second Meetings	20.5%	68.2%	6.8%	0%	4.5%
Overall	18.9%	69.5%	7.4%	2.1%	2.1%

6) The workshop clearly presented next steps in the process

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Response
First Meetings	9.8%	74.5%	2.0%	11.8%	0%	2.0%
Second Meetings	29.5%	61.4%	4.5%	2.3%	0%	2.3%
Overall	18.9%	68.4%	3.2%	7.4%	0%	2.1%

7) The workshop information clearly explained how my input will be used

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Response
First Meetings	5.9%	60.8%	3.9%	27.5%	0%	2%
Second Meetings	15.9%	56.8%	6.8%	15.9%	0%	4.5%
Overall	10.5%	58.9%	5.3%	22.1%	0%	3.2%

# District Mapping Conversations - Results by District

## East Portland - DMC #1 - May 29, 2013

District Liaison: Christina Scarzello

	Strongly Agree	Agree	Disagree	Strongly Disagree
1 - I learned something about a topic of interest		1		
2 - This event provided an opportunity to ask questions and voice opinions		1		
3 - This type of event adds value to the planning process		1		
4 - The workshop materials were presented clearly and easy to understand	1			
6 - The workshop clearly presented next steps in the process		1		
7 - The workshop information clearly explained how my input will be used		1		
	Too Short	Just Right	Too Long	
5 - The length of this event was		1		

### Open ended comments from the evaluation cards:

Key question: Because I am a stakeholder on Halsey, I would like focused growth and development on Halsey St. As active Gateway Business Association Director, I want to see Gateway commercial leases full and enough middle and higher income residents to support them. Buses, light rail and freeways are excellent and need to be promoted. Private investment needed so Gateway will have an increased property tax base. When private developer is ready, willing and able to build a project, zoning should be flexible and planning should be affordable and on fast track.



## East Portland - DMC #2 - June 29, 2013

District Liaison: Christina Scarzello

	Strongly Agree	Agree	Disagree	Strongly Disagree
1 - I learned something about a topic of interest	4			
2 - This event provided an opportunity to ask questions and voice opinions	4			
3 - This type of event adds value to the planning process	4			
4 - The workshop materials were presented clearly and easy to understand	2	2		
6 - The workshop clearly presented next steps in the process	2	2		
7 - The workshop information clearly explained how my input will be used	1	3		
	Too Short	Just Right	Too Long	
5 - The length of this event was		4		

### Open ended comments from the evaluation cards:

- Good job & thanks for keeping us in the loop
- Address Infrastructure Deficiencies on a need basis, not potential economic return on investment
- Deemphasize or downgrade high density residential along 136th
- Increase system development charges to pay for infrastructure. Base Sacs on PER CAPITA capacity in residential zoned areas. Sacs for big box commercial should be taxed at a higher percentage of square foot than small scale commercial.
- In areas with storm water issues consider how high FAR, small floor print on large parcels with lots of green space.

## North Portland - DMC #1 - May 23, 2013

District Liaison: Barry Manning

	Strongly Agree	Agree	Disagree	Strongly Disagree
1 - I learned something about a topic of interest	6	7	1	
2 - This event provided an opportunity to ask questions and voice opinions	9	4	1	
3 - This type of event adds value to the planning process	7	6		
4 - The workshop materials were presented clearly and easy to understand	9	4	1	
6 - The workshop clearly presented next steps in the process	9	1	3	
7 - The workshop information clearly explained how my input will be used	7	1	6	
	Too Short	Just Right	Too Long	
5 - The length of this event was	2	8	2	

### Open ended comments from the evaluation cards:

- Not enough agencies/departments participated. Relationships and issues of environment and industrial land and institutions/commercial were not adequately described or explained/examined.
- Major players are not involved publicly. Thus the plan's major points are being developed behind closed private doors.
- Emergency preparedness needs to be addressed.
- Add air shed mapping + planning considerations.
- Maps & info was clear & pretty understandable
- Need port, EWI & Swan Island reps to have fruitful discussion
- Control conversation to stay on track or reduce information time and increase discussion time.
- Bring the statistical analysis for each city plan. I need more numbers to make an informed decision.
- Needs to be a clear level of differentiation between town centers and neighborhood centers. Level of investment and incentive priorities need to reflect the hierarchy of center designations. Thank you! P.S. more land use incentives for new institution establishments.
- St. Johns as a development node is incompatible with extended use of a truck route across the St. Johns Bridge

## North Portland - DMC #2 - June 15, 2013

District Liaison: Barry Manning

	Strongly Agree	Agree	Disagree	Strongly Disagree
1 - I learned something about a topic of interest	2	5		
2 - This event provided an opportunity to ask questions and voice opinions	3	4		
3 - This type of event adds value to the planning process	3	4		
4 - The workshop materials were presented clearly and easy to understand	6	1		
6 - The workshop clearly presented next steps in the process	5	2		
7 - The workshop information clearly explained how my input will be used	4	1	2	
	Too Short	Just Right	Too Long	
5 - The length of this event was	3	3	1	

### Open ended comments from the evaluation cards:

Great job in presenting difficult, complicated concepts  
 Need a way to bring to our neighborhood. Get specific into needs for our 'hood.

## Northeast Portland - DMC #1 - June 1, 2013

District Liaison: Debbie Bischoff

	Strongly Agree	Agree	Disagree	Strongly Disagree
1 - I learned something about a topic of interest	10	5		
2 - This event provided an opportunity to ask questions and voice opinions	9	5		
3 - This type of event adds value to the planning process	12	3		
4 - The workshop materials were presented clearly and easy to understand	8	7		
6 - The workshop clearly presented next steps in the process	2	12	1	
7 - The workshop information clearly explained how my input will be used	1	11	3	
	Too Short	Just Right	Too Long	
5 - The length of this event was		13	2	

### Open ended comments from the evaluation cards:

- Thank you - nice job!
- Thank you, Debbie + Co!
- Well done!
- Being a first time invitee - I feel I have an introduction to what my community will become and how I can and will have an avenue for input
- Would like to know how comments made on favorite site in our neighborhood will be used
- How is Goal 5 being updated for N/NE Portland? Specifically, there was no Archeological Study done west of NE 82<sup>nd</sup> to determine Historic Village sites & Sacred Sites -TDR
- Would have liked a copy of the power point presentation to make notes on for my own reference later on.
- To avoid side conversations while Debbie is talking put 1 staff person at each table
- There was a lot of repetition of the idea that one size doesn't fit all. Will that be applied to residential areas, so that we can address the problem of developers demolishing existing houses and building massive (and unaffordable) houses? A setback + height that might be reasonable on a larger lot in East Portland is horrible in the older, inner neighborhoods.
- Concordia University, 2811 NE Holman St., is committed -in partnership with Portland Public Schools, Faubion School, local neighbors, community organizations and nonprofits -to creating a national model age "3 to Ph.D." This "education corridor in NE Portland" will address the fall education continuum to ensure all people fulfill their potential. The Concordia neighborhood would be a "Superhighway to college." Wrap around services,

involving collaboration with community organizations and nonprofits and health & safety will be key to this Concordia -Faubion as a community 'hub' is key. Investment is anticipated to be \$30M with construction completed by summer 2017 (5 yr). \*Could a growing, thriving education hub also be desirable for locating public investments, businesses, etc. nearby/adjacent? Could this be a focused area/effort for more/all?

- Scott. [Sumner.neighborhood@gmail.com](mailto:Sumner.neighborhood@gmail.com) Great workshop but a couple limitations/gaps: Transportation in general. 1a) NE 82<sup>nd</sup> as state highway 1b) I-205 as outer boundary but it defines traffic + therefore the biggest negative quality of our neighborhood - THRU TRAFFIC
- What kind of 'new' jobs? What kind of land use is needed? What zoning is required? Hierarchies of corridors? How does the implementation of the policies work? How do we get the right uses in there? What will lead the framework? Clarify with simple visuals → Corridors (like patterns). NPI 'Our 42<sup>nd</sup> Ave'

## Northeast Portland - DMC #2 - June 15, 2013

District Liaison: Debbie Bischoff

	Strongly Agree	Agree	Disagree	Strongly Disagree
1 - I learned something about a topic of interest	9	5	1	0
2 - This event provided an opportunity to ask questions and voice opinions	6	8	1	0
3 - This type of event adds value to the planning process	10	4	1	0
4 - The workshop materials were presented clearly and easy to understand	6	7	0	0
6 - The workshop clearly presented next steps in the process	3	9	1	0
7 - The workshop information clearly explained how my input will be used	3	8	3	0
	Too Short	Just Right	Too Long	
5 - The length of this event was	2	11	2	

### Open ended comments from the evaluation cards:

- June 15, 2013. My evaluation applies to both events, June 1 and June 15th. I commend Debbie Bischoff and BPS on a marvelous job. Thank you! We have our fingers crossed on the Metro Community Planning and Development Grant for mixed use zoning and look forward to working with you all. Sincerely B. Brewer, Chair, Sullivan's Gulch NA
- Difficult to find overlay areas in relation to basemap
- We need more follow-up events; I look forward to continuing these conversations, if nothing else, through focused mini-workshops at the neighborhood coalition land use & transport committee meetings.

- The corridor to civic center designations seem to only focus on places where density is high or can be increased. This seems to ignore other areas that provide a lot of services or resources to residents. A lot of Fremont is a good example of this. It would be nice if the comp plan took into account how these areas interact with other areas.
- There was some confusion during the map discussion on what to focus on. More structured facilitation needed. Add ground rules, perhaps? Multi-layered process can be difficult to present and discuss. Area conversations may have helped.
- While it is beneficial to hear from reps from other areas, having groups organized within a closer networking area might make for a more focused discussion.
- Excellent work laying out the nature of comp plans and the goals for the earnest planning effort. Highly accessible and informative.
- Too much concentration of bicycle areas and corridors. This was not a bike meeting but infrastructure discussions seemed to center on bike access and interface. Not sure this meeting added much concrete information but was good for seeding future conversations.
- Emerson & Sumner function as east-west bike/ped connectors between Alberta and Killingsworth, but both hit a wall at NE 15th Ave. Can this be remedied? It looks like just one sidewalk of one house would be needed to create a thorough bike/ped connection to serve 30+ blocks. Can the city make the property owner an offer?
- 1) Send us a list of things/ideas from the warm up exercise. 2) Is there any impact to zoning and building compliance when the neighboring property is recognized as historic. i.e. if the new project requires significant footings for support and/or foundation would the building have to use practices that would not impact the historic architecture and put it in jeopardy.
- Thank you for holding these mapping exercises. One item that might not have made the map: ped/bike crossing on NE 89th at Killingsworth to Cascade Station
- What is the relationship between transit stations and centers? Looks like there is a lot of focus on the corridors/centers; what will happen to the neighborhoods if you talk about growth/accommodating new housing. How proceed change if people don't want change?? I would suggest a better hierarchy for the corridors and make a complete network (with PBOT) - a lot of connections don't connect on the map. Nice job on getting the community involved in planning! Discussions are getting very detailed though. We have to plan for cars; there will be more people, so more cars. Parking, connectivity, etc.

## Southeast Portland - DMC #1 - June 1, 2013

District Liaison: Matt Wickstrom

	Strongly Agree	Agree	Disagree	Strongly Disagree
1 - I learned something about a topic of interest	8	9		
2 - This event provided an opportunity to ask questions and voice opinions	8	7	1	
3 - This type of event adds value to the planning process	8	8		
4 - The workshop materials were presented clearly and easy to understand	7	9		
6 - The workshop clearly presented next steps in the process	2	14	1	
7 - The workshop information clearly explained how my input will be used	1	10	4	
	Too Short	Just Right	Too Long	
5 - The length of this event was	4	13		

### Open ended comments from the evaluation cards:

- Eliminate East Bank I5 Freeway - see Buckman Community plan for specifics. Make neighborhood centers 1/2 to 1-mile apart. Improve bus service - headway -- At least 20 OFTA Fwy. Reduce speed limits by 5-10 mph. Tax gasoline to fund improvements. Use large RR area in Brooklyn for open space, Rec improve identity to each neigh. Use schools for public use community center for all. Develop vacant properties in centers and corridors. What about affordable housing? Improve neighborhood voice in development process. Use the river more. Put limits on big trucks in residential neighborhoods. Make convenience stores have higher quality food and fresh vegetables. Consider a totally new zoning style.
- Always difficult to make space for a large group to comment. That said a small percentage of (mostly male) participants were the primary drivers of discussion
- Concerned that not all the communities were represented
- Larger space would be good
- I want to be sure the 14 or so zoning issues on Hawthorne are dealt with. IE deal with the commercial buildings/properties which were (down) rezoned residential in 1980. ie Perfume House, Hawkins Hardware + more. Do you need the list again? Nancy nchapin@tsgpdx.com
- The zoning map will be key. Zoning titles need to accurately describe what they mean. Example: R5 = R5 or R3?
- 1) I like focus on 'East side' to not be confused or complicated with west side issues. 2) Always nice to hear and see what other neighborhoods are thinking and are concerned about.
- Event was great but a bit too rushed. With a group motivated to show up on a Saturday they should be willing to spend more time there. Next time consider a four-hour event.

- Wish we had a larger space to meet so the tables were further apart and we could have more participants. Good job covering a lot of territory! Great participants. Thank you!
- More time for public comments/questions in the whole group - too much time is taken by city presenters; ability to give opinions depends on willingness to essentially make off-topic comments/questions. Also, I question communal (often individual) drawing as a good way to plan.

## Southeast Portland - DMC #2 - June 22, 2013

District Liaison: Matt Wickstrom

	Strongly Agree	Agree	Disagree	Strongly Disagree
1 - I learned something about a topic of interest	8	8		
2 - This event provided an opportunity to ask questions and voice opinions	9	7		
3 - This type of event adds value to the planning process	9	6		
4 - The workshop materials were presented clearly and easy to understand	4	10		
6 - The workshop clearly presented next steps in the process	5	11	1	
7 - The workshop information clearly explained how my input will be used	2	10	2	
	Too Short	Just Right	Too Long	
5 - The length of this event was	3	11		

### Open ended comments from the evaluation cards:

- I think we need to talk more about a few things: 1) Community Center at (Washington?) High in Buckman. 2) N/S bike and ped routes across Belmont/Hawthorne/Division and POWELL, particularly around mid 20s avenues. 3) Some formalization of a list of design guidelines and/or suggestions for making new development preserve/maintain/conform with existing neighborhood ARCHITECTURAL CHARACTER. 4) Ideas for soliciting wider grassroots community input, perhaps by QR codes that take users to a short survey, possibly with ability to upvote others' responses
- thank you!
- I would strongly recommend that written comments be included on the GIS online interactive maps (not just adjust lines + circles) so that others can see these edits/suggestions. Also would like to see an option with online maps showing comments to agree/disagree with comments. This has been done in other planning processes I have seen and it is useful to help identify priorities
- Best wishes Matt - Roger@Hawthorne
- (too short to cover everything we were trying to cover). Space felt crowded and noisy. Hard to hear people at the table because of other conversations in the



room - all very important. Had complaint from participant with hearing impairment. Wish there could have been more participants, more new people, more underrepresented group members. Needed a strategy for mixing participants at their tables so inner and outer SE were represented at each table in discussing Neighborhood Centers.

- 1) Ensure all communities have safe access to schools, parks & grocery. 2) Zoning aligns with neighborhoods & transit stops
- What's sorely missing in current code and should be a strong element in future code is all the tools at the city's disposal to influence sensitivity to context in re: infill design. E.g. height restrictions based on surrounding existing homes . . . retaining old trees + access to garden space as much as possible, "daylighting" standards to ensure light and airspace between homes (Also pertains to fire safety), etc. Some neighborhood design standards + review power would be nice

# Southwest Portland - DMC #1 - May 18, 2013

District Liaison: Joan Frederiksen

	Strongly Agree	Agree	Disagree	Strongly Disagree
1 - I learned something about a topic of interest	1	3		
2 - This event provided an opportunity to ask questions and voice opinions	2	2		
3 - This type of event adds value to the planning process	4			
4 - The workshop materials were presented clearly and easy to understand	1	3		
6 - The workshop clearly presented next steps in the process		2	1	
7 - The workshop information clearly explained how my input will be used		2	1	
	Too Short	Just Right	Too Long	
5 - The length of this event was	3	1		

**Open ended comments from the evaluation cards:**

- 'Powerpoint' is boring. Consider using more engaging presentations with 'Keynote'. It would be nice to have handout in PDF format in advance of the meeting . . . Maybe on a web page customized for the meeting, with links to the handouts? As tablets (e.g. iPad) become widespread, folks may prefer this to paper handouts . . . and it makes sharing with others easier.
- The staff did a good job of presenting and listening.
- Suggestion: identify the expectations & expected outcome/input desired. Do this up front & check with those in attendance what they expect. Overall it was a very good meeting - good job - keep it up!
- Process confusing! Complete community? Emergency management component in design is critical to plan!

# Southwest Portland - DMC #2 - June 1, 2013

District Liaison: Joan Frederiksen

	Strongly Agree	Agree	Disagree	Strongly Disagree
1 - I learned something about a topic of interest	2			
2 - This event provided an opportunity to ask questions and voice opinions	1	1		
3 - This type of event adds value to the planning process	2			
4 - The workshop materials were presented clearly and easy to understand	2			
6 - The workshop clearly presented next steps in the process	1			
7 - The workshop information clearly explained how my input will be used				
	Too Short	Just Right	Too Long	
5 - The length of this event was		2		

**Open ended comments from the evaluation cards:**

- I learned rather than giving much input. 2nd event very effective interactive session!
- Marquam Village' area immediately west of OHSU should be considered as a Neighborhood Center (development potential, +/- 10,000 employees @ OHSU & VAMC, good transit connections). All of Terwilliger Parkway/Blvd. should be designated as a greenway (does not appear to be designated north of Hamilton St.) & connect to SW Park Blocks Greenway. 'Inner neighborhood' pattern area should extend west to Terwilliger Parkway between Hamilton St. & Duniway Park.- Homestead NA, Friends of Terwilliger.
- Western Neighborhoods Policy 5.14 recommends enhancing the trail system, but if we truly want to increase mobility without depending on a car we need to prioritize ADA-accessible walkways to transit, grocery stores, schools, parks and services, along with safer bike facilities throughout neighborhoods. There are a number of roadways that are key i.e. Taylors Ferry, Pomona, 45th, 62nd, Shattuck, Vermont, Dosch etc. (see SWNI comments on the Portland Bike Plan for specifics).

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# Agenda for CIC meeting on June 26, 2013

## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

Date and time: June 26, 2013

Time: 11:30 a.m. to 1:30 p.m.

Location: 1900 SW 4th Avenue, Portland, Conference Room 2500A

Welcome (11:30 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and approve the 04/24/13 meeting notes.

Announcements (11:35 a.m.)

See upcoming PEG meetings and summer events below the agenda.

PSC briefing on the Comp Plan Update and What We Heard from the Public Report, link:  
<http://www.portlandoregon.gov/bps/article/452784>, next Tuesday, June 25 at estimated start time of 8 p.m.

Part 2 Workshops preparation and CIC involvement.

Debrief on District Mapping Conversations (11:45 a.m.)

Discussion Leader: Joan Fredriksen, Bureau of Planning and Sustainability

Desired Outcomes: Report on the District Mapping Conversations. Share what went well and what we might want to alter in each of the following:

Overall format

Questions being asked of the participants

Other

CIC observations of PEGs (12:15 p.m.)

Discussion Leader: Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes:

Feedback and discussion on 2013 PEG meetings to date.

Recommendations to forward to BPS on PEG areas of improvement.

Summer Outreach Tabling Events 2013 (1:00 p.m.)

Discussion Leaders: Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes:

Update on the summer outreach tabling events (see dates below).

Share final activities: the "Map It" exercise and the postcard.

Public comment (1:15 p.m.)

Next steps (1:25 p.m.)

Discussion Leader: Howard Shapiro, Chair

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

District Mapping Conversations

(Canceled) Northwest, Saturday, June 22, 10:00a.m.-12:00p.m., Legacy Good Samaritan Medical Center, 1015 NW 22nd Avenue, Wistar Morris Conference Room

Southeast #2, Saturday, June 22, 10:00a.m.-1:00p.m., Southeast Uplift, 3534 SE Main St, Portland, OR

Planning and Sustainability Commission

Comp Plan Update briefing, Tuesday, June 25, estimated start time 8:00p.m., Conference Room 2500.

Policy Expert Groups and Working Groups – June/July Meetings

Neighborhood Centers PEG meeting, Thursday, June 20, 8:00-10:00a.m., Conference Room 2500A

Community Involvement PEG meeting, Thursday, June 20, 6:00-8:00p.m.; City Hall, 1221 SW 4th Avenue, Pettygrove Conference Room

Networks PEG meeting, Wednesday, June 26, 2:30-4:30p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500B

Watershed Health and Environment PEG meeting, Wednesday, June 26, 4:00-6:00p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Infrastructure Equity PEG meeting, Wednesday, July 10, 10:00a.m-12:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Economic Development PEG meeting, Wednesday, July 17, 11:30a.m. to 1:30p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Summer events – Comprehensive Plan Update outreach table

Good in the Hood, Saturday, June 29, 12:00-6:00p.m., Lillis Albina Park/Harriet Tubman Middle School at N FlintandN Russell St

Community Fair and Movie atGatewayPark, Friday, July 26

Sunday Parkways – North, Sunday, July 28, 11:00a.m.-4:00p.m.

National Night Out, Tuesday, August 6, various locations

Multnomah Days, Saturday, August 17, 8:00a.m.-4:00p.m.,SW Capitol Hwy

Lents Founders' Day, Sunday, August 18

Sunday Parkways – SE, Sunday, August 25, 11:00a.m. to 4:00p.m.

Sunday Parkways – West, Sunday, September 29, 11:00a.m. to 4:00p.m.

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# Summary Meeting Notes for CIC Meeting on June 26, 2013

## Community Involvement Committee

### Meeting Minutes

Meeting Date: Wednesday, June 26, 2013

Time: 11:30 a.m. to 1:30 p.m.

Committee Members present: Lois Cohen, Judith Gonzalez Plascencia, Linda Nettekoven, Stanley Penkin, Howard Shapiro, Alison Stoll

Absent: Paula Amato, Jason Barnstead-Long, Judy BlueHorse Skelton, Liz Gatti, Anyeley Hallova, Shirley Nacoste, Lai-Lani Ovalles, Ryan Schera, Peter Stark

Staff: Debbie Bischoff, Joan Frederiksen, Diane Hale, Barry Manning, Deborah Stein, Marty Stockton

Visitors: None

### Welcome

Howard Shapiro, Chair led the meeting.

### Announcements

MartyStocktonannounced the upcoming PEG meetings and summer events where a Comprehensive Plan Update outreach table is planned, which are listed at the end of this summary.

Marty shared that the Planning and Sustainability Commission was briefed on the Comp Plan Update and What We Heard from the Public Report, link: <http://www.portlandoregon.gov/bps/article/452784> (<http://www.portlandoregon.gov/bps/article/452784>), the night before on Tuesday, June 25.

CIC decisions and follow up actions

<https://www.portlandoregon.gov/bps/article/461382>

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The CIC decided to change back to the morning timeframe for future meetings. The August 28th meeting will now be held from 8:00-10:00a.m.

### Debrief on District Mapping Conversations

Joan Frederiksen, West District Liaison with BPS, provided highlights to the CIC on District Liaison led District Mapping Conversations that were held in May and June. She recapped the purpose of the events and the outreach done. The purpose of the events was to provide an early conversation with community stakeholders on key concepts from the Comprehensive Plan Update Urban Design Framework and how they might play out in the districts, educate and get early feedback on these concepts, and gain insight on how to message and program events centered on the maps and related topics.

Joan provided and referred to a handout with a summary of attendance, key points, and participant feedback on the events. Joan also shared that staff will be preparing summaries of these events to be shared with the community and the public online.

CIC members had questions and comments about partnering on outreach with Venture Portland (and business associations) and reaching and involving under-represented communities. Alison Stoll shared that it was hard for participants to attend both meetings. A couple of CIC members present had attended one of the District Mapping Conversations and shared positive and constructive feedback on the logistics and how the events were received by the community. Linda Nettekoven stated that the space needs to be supportive of the event and address the acoustics to improve participation. Judith Gonzalez Plascencia said choosing as example of what a potential outcome is would be helpful.

### CIC observations of PEGs

Marty led the CIC observations of the PEGs seeking feedback and a time for discussion on 2013 PEG meetings to date.

Stan Penkin shared feedback on his experience in the Residential Development and Compatibility PEG. He was impressed with the process and thought it was well organized. He initially thought it was too heavy on City staff, but changed his perspective. He would have liked to have seen the venue change and locate to other parts of the city and get the community more engaged. Stan also stated that in regards to the name "Policy Expert Groups" that he felt was off-putting, that the PEGs were fairly technical and members were really experts.

Alison Stoll summarized her experience on the Neighborhood Centers PEG. She stated that the meetings were well organized and the group was very congenial, but still struggled with what the PEGs were. She noticed that community member attendance declined. She saw the conflict between or strange hybrid of designing the PEG meetings for the community to attend or the PEG members.

Howard Shapiro, in regards to his role on the Community Involvement PEG, questioned his contribution and wondered if there was value added.

Lois Cohen shared her observations of the Education and Youth Success PEG. She was impressed with the range of people making up the PEG and thought that everyone felt they had an opportunity to participate.

In regards to an All-PEG meeting that is proposed for Fall 2013, CIC members felt that it could be an opportunity for PEG members to cross-pollinate with other PEGs. It was recommended that one PEG member give a summary of the following:

### Where we were and what we learned

#### Conflicts



Here is where we ended up at the final meeting.

Stan shared that he thinks the opportunity has passed on the All-PEG meeting and shared the fatigue factor may be high.

#### Summer Outreach Tabling Events 2013

Marty Stockton presented the overall approach and goals for the summer tabling events. Dates and tabling locations were announced (see dates below). Marty shared that two SummerWorks youth interns would start at BPS in early July through August and would be assisting with both the summer outreach as well as help design and implement youth-focused outreach as well. Lois Cohen recommended contacting the SUN School coordinator at Cesar Chavez and Faubion schools in North and Northeast Portland.

Marty shared the two final activities for summer tabling. The first item was a postcard that would read, "Greetings from SE/NE/N/W/E Portland. Community members could use these cards to draw an iconic image or word(s) that describes the corresponding part of town. A link to the postcard is here: <http://www.portlandoregon.gov/bps/article/456126> (<http://www.portlandoregon.gov/bps/article/456126>).

The second activity was an interactive map exercise. With this exercise community members would answer a series of questions about where they would like more stores, preferred transportation improvements, their favorite place and the one thing they would do to make their district even better. The presented exercise included five questions. A link to the postcard is here: <http://www.portlandoregon.gov/bps/article/454908> (<http://www.portlandoregon.gov/bps/article/454908>).

#### Public comment

There was no public comment.

#### Next steps

The next CIC meeting will be Wednesday, August 28, 2013 from 8:00 -10:00 a.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

#### CIC – Meetings in 2013

Wednesday, August 28th

Wednesday, September 25th

Wednesday, October 23rd

Wednesday, November 27th

#### Policy Expert Groups and Working Groups – June/July Meetings

Neighborhood Centers PEG meeting, Thursday, June 20, 8:00-10:00a.m., Conference Room 2500A

Community Involvement PEG meeting, Thursday, June 20, 6:00-8:00p.m.; City Hall, 1221 SW 4th Avenue, Pettygrove Conference Room

Networks PEG meeting, Wednesday, June 26, 2:30-4:30p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500B

Watershed Health and Environment PEG meeting, Wednesday, June 26, 4:00-6:00p.m.; 1900 SW 4th

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Avenue, 7th Floor, Conference Room 7A

Infrastructure Equity PEG meeting, Wednesday, July 10, 10:00a.m-12:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Economic Development PEG meeting, Wednesday, July 17, 11:30a.m. to 1:30p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Summer events – Comprehensive Plan Update outreach table

Good in the Hood, Saturday, June 29, 12:00-6:00p.m., Lillis Albina Park/Harriet Tubman Middle School at N Flint and N Russell St

Community Fair and Movie at Gateway Park, Friday, July 26

Sunday Parkways – North, Sunday, July 28, 11:00a.m.-4:00p.m.

National Night Out, Tuesday, August 6, various locations:

Lloyd District (CC) (August 6, 5-7 p.m., Holladay Park, NE 11th and Holladay)

Home Forward (NW) (August 6, 3-6 p.m., Pearl District, location tbd)

PCC Cascade (NE) (August 6, 4-8 p.m., PCC Cascade, 705 N Killingsworth St.)

South Burlingame (SW) (August 6, 5-8:30 p.m., Burlingame Park, SW 12th and SW Falcon)

Glenfair NA (E) (Aug 7, 4-7 p.m., Glenfair Park NE 157th & Couch)

Multnomah Days, Saturday, August 17, 8:00a.m.-4:00p.m., SW Capitol Hwy

Lents Founders' Day, Sunday, August 18

Sunday Parkways – SE, Sunday, August 25, 11:00a.m. to 4:00p.m.

Sunday Parkways – West, Sunday, September 29, 11:00a.m. to 4:00p.m.

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# Map It, Southeast!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

- Starting From Home** – Place a **dot** near where you live.
- Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).
- Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?  
 Take the bus    Walk    Ride a bike    Drive a car
- Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?  


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- Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.  


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- In Charge for a Day** – What is the one thing you would do to make your district better?  


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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

### What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

### How do you identify yourself?

- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

### What languages besides English are spoken in your home?

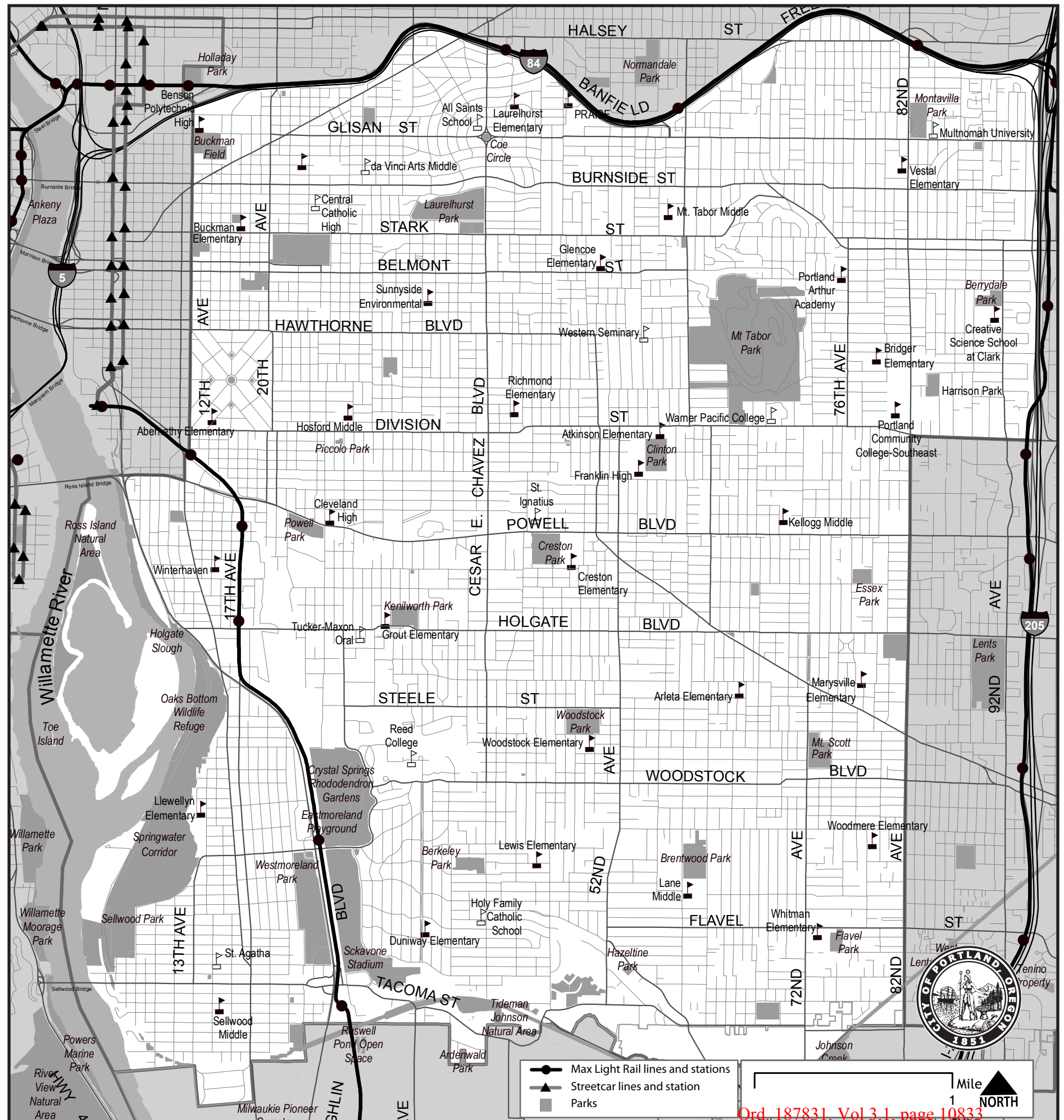
- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

### What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,999  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000

### What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older



# Map It, East!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

- Starting From Home** – Place a **dot** near where you live.
- Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).
- Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?  
 Take the bus    Walk    Ride a bike    Drive a car
- Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?  


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- Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.  


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- In Charge for a Day** – What is the one thing you would do to make your district better?  


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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

### What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

### How do you identify yourself?

- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

### What languages besides English are spoken in your home?

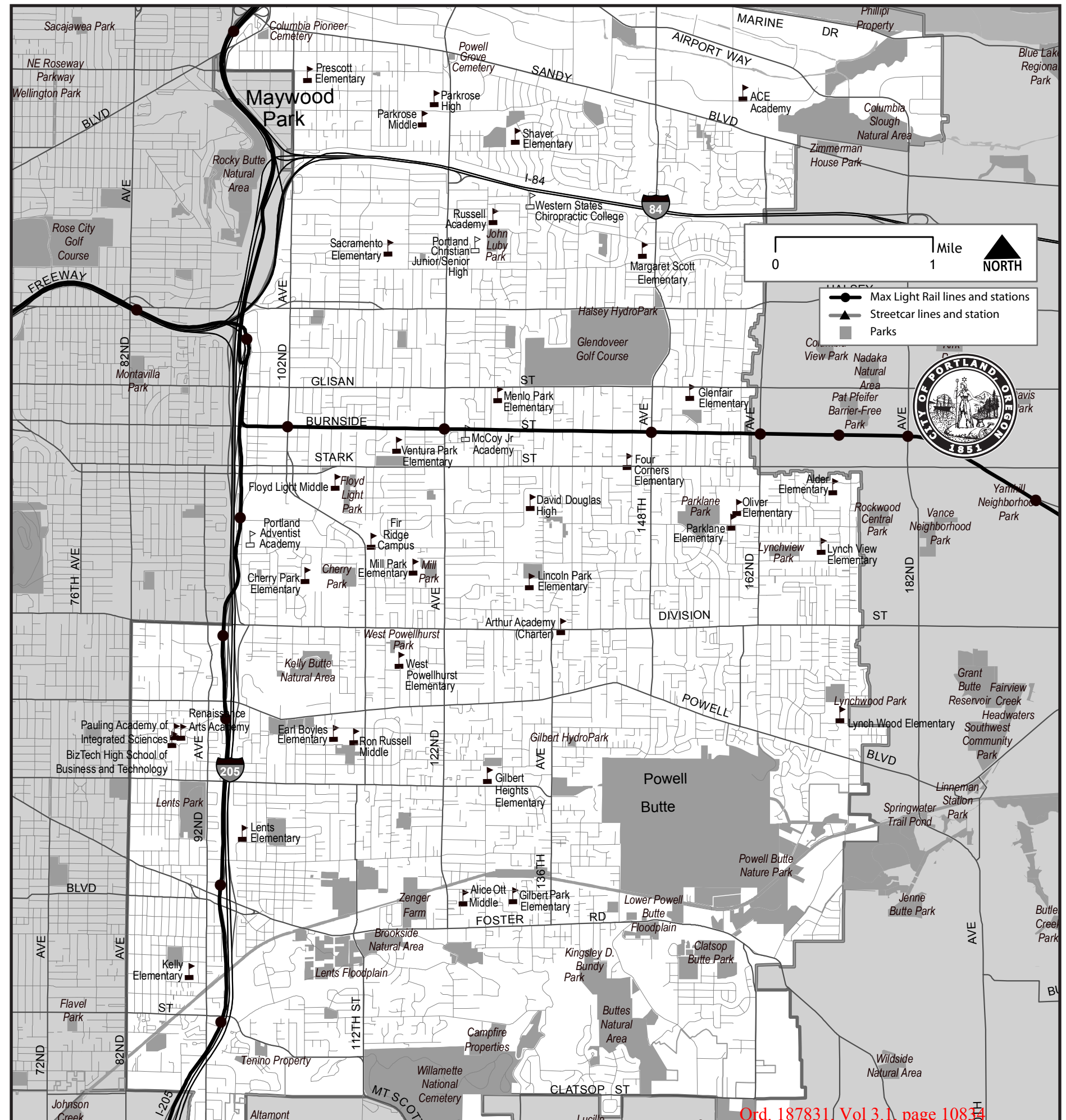
- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

### What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,999  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000

### What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older



# Map It, Northeast!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

**1. Starting From Home** – Place a **dot** near where you live.

**2. Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).

**3. Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?

- Take the bus    Walk    Ride a bike    Drive a car

**4. Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?

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**5. Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.

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**6. In Charge for a Day** – What is the one thing you would do to make your district better?

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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

How do you identify yourself?

- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

What languages besides English are spoken in your home?

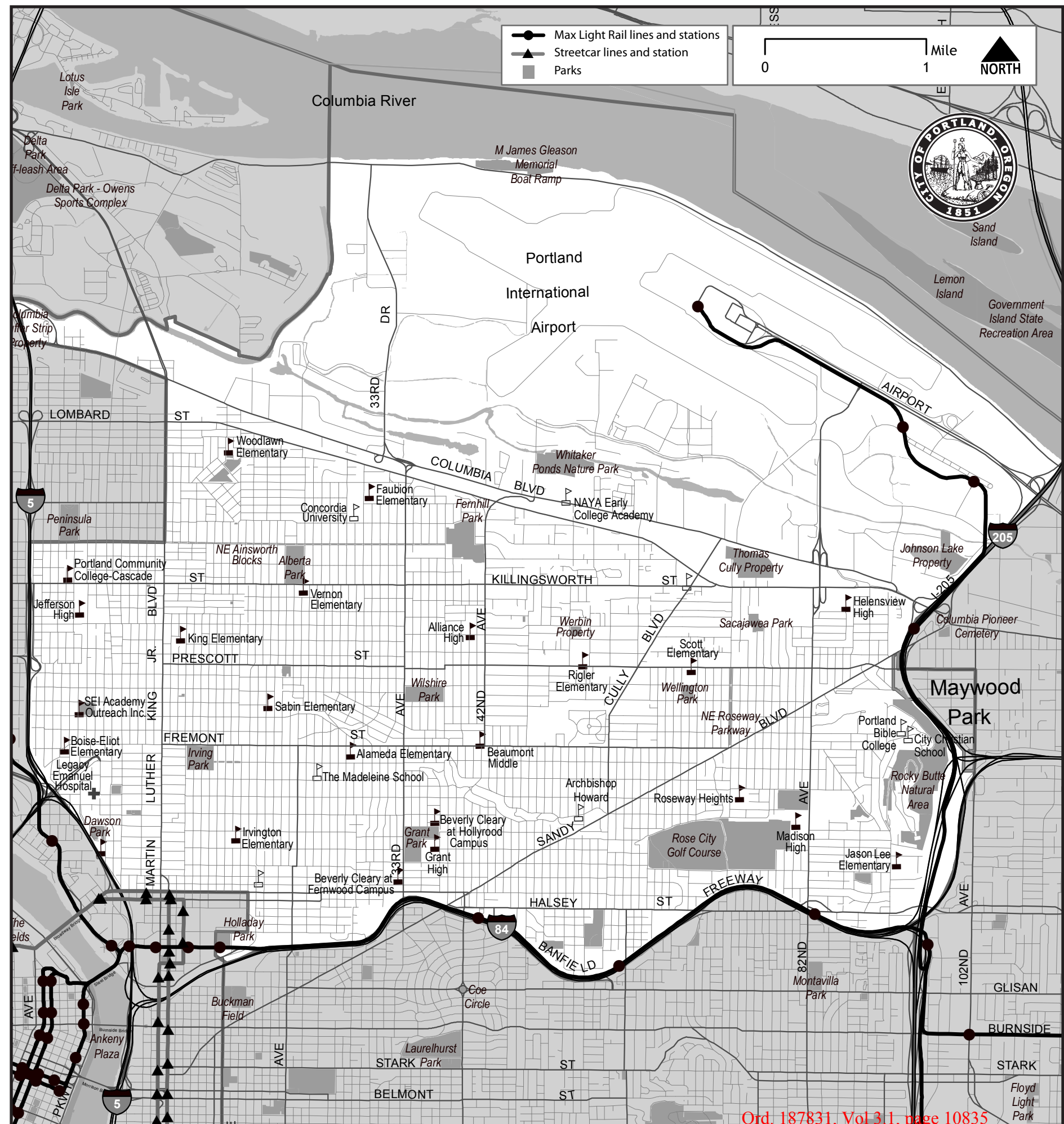
- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,900  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000

What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older



# Map It, North!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

**1. Starting From Home** – Place a **dot** near where you live.

**2. Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).

**3. Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?

Take the bus  Walk  Ride a bike  Drive a car

**4. Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?

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**5. Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.

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**6. In Charge for a Day** – What is the one thing you would do to make your district better?

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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

How do you identify yourself?

- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

What languages besides English are spoken in your home?

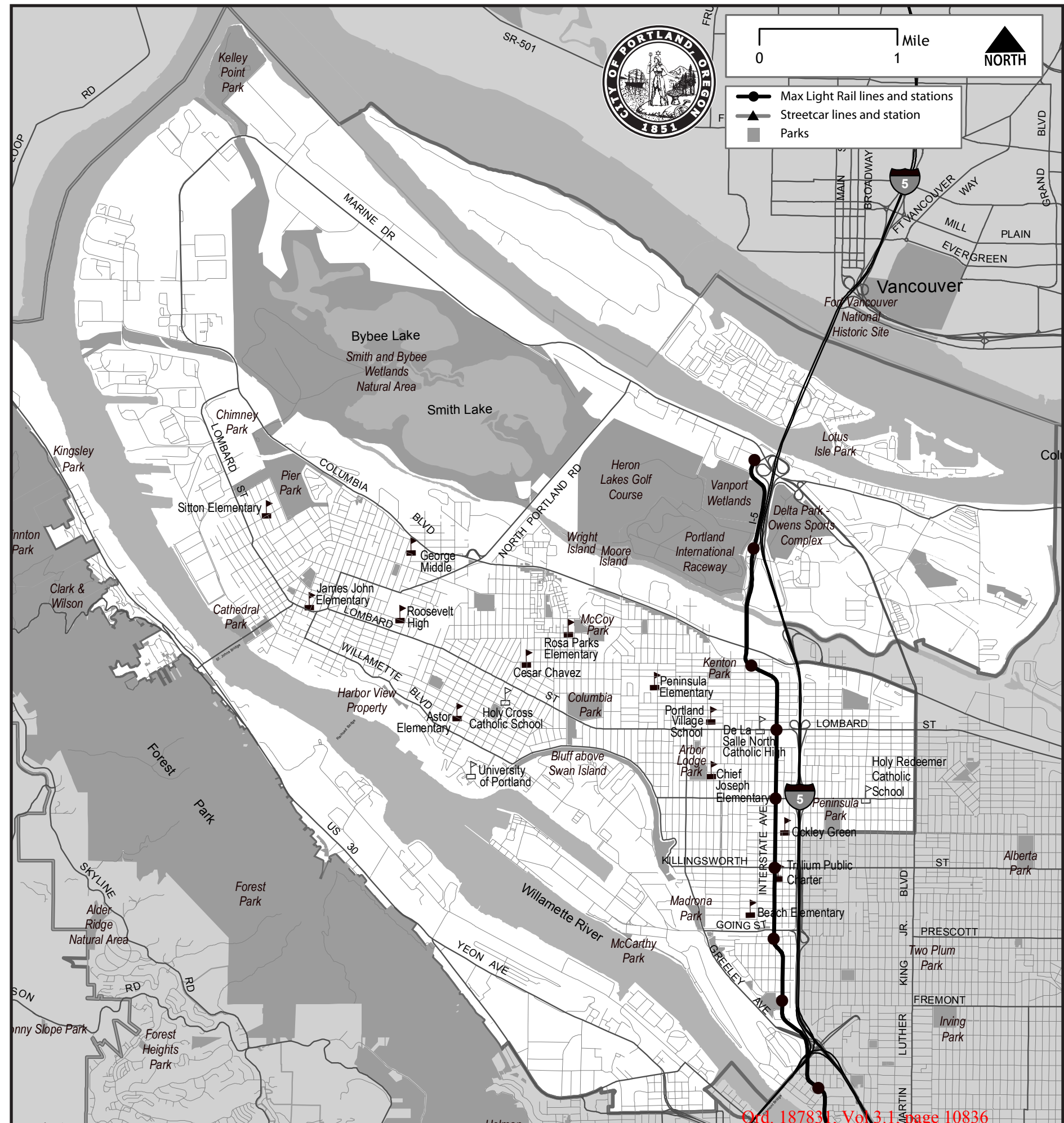
- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,900  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000

What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older



# Map It, Northwest!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

- Starting From Home** – Place a **dot** near where you live.
- Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).
- Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?  
 Take the bus    Walk    Ride a bike    Drive a car
- Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?  


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- Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.  


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- In Charge for a Day** – What is the one thing you would do to make your district better?  


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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

### What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

### What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older

### How do you identify yourself?

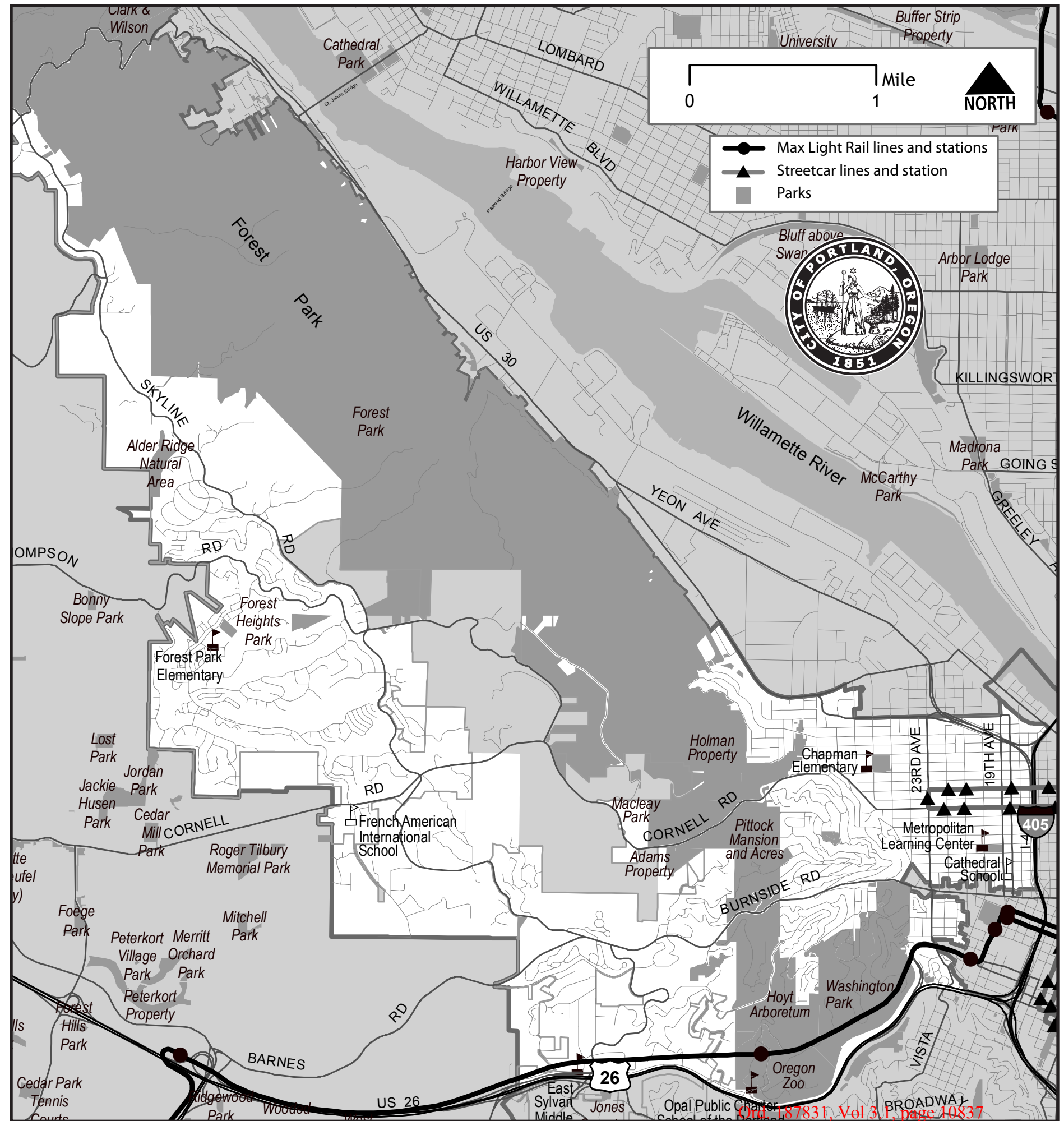
- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

### What languages besides English are spoken in your home?

- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

### What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,900  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000



# Map It, Southwest!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

**1. Starting From Home** – Place a **dot** near where you live.

**2. Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).

**3. Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?

- Take the bus    Walk    Ride a bike    Drive a car

**4. Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?

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**5. Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.

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**6. In Charge for a Day** – What is the one thing you would do to make your district better?

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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

How do you identify yourself?

- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

What languages besides English are spoken in your home?

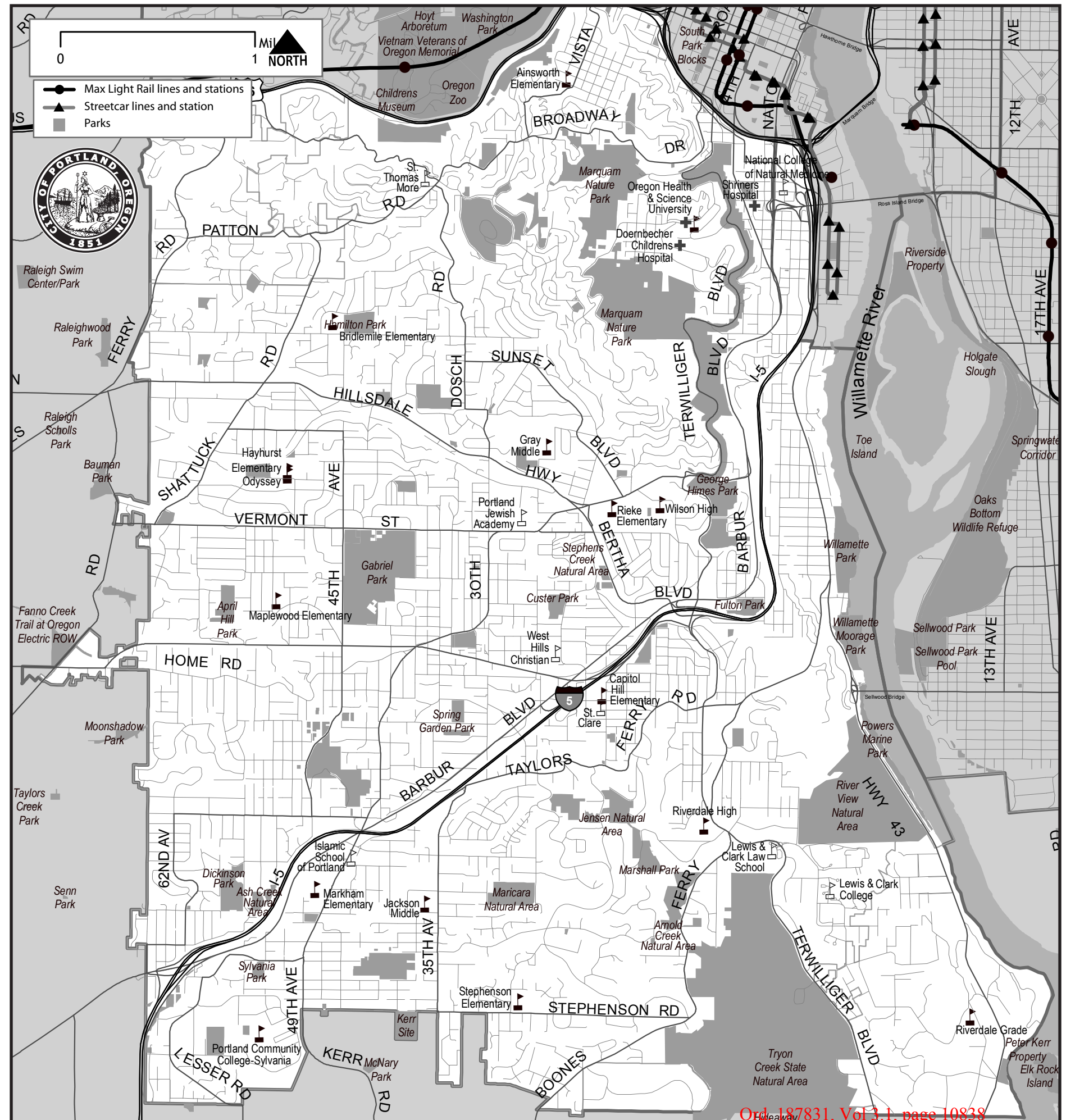
- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,900  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000

What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older





# Map It, Central City!

## Show us your daily life and special places.

Follow the directions below to help the City of Portland develop the community's long-range plan to manage population, employment growth and investment. Your feedback will be part of the commentary for the Comprehensive Plan Update. Thanks for your time and input!

- Starting From Home** – Place a **dot** near where you live.
- Open for Business** – Please **circle** the area where you would MOST like to see more or new businesses (for example, grocery stores, banks, coffee shops or childcare centers).
- Getting Around** – When you travel to work or school, shop at the grocery store or see friends, how do you get there most often?  
 Take the bus    Walk    Ride a bike    Drive a car
- Smoother Sailing** – What is the one transportation improvement (safer intersection, new bike or pedestrian path, paved or repaved street, etc.) that would make it easier for you or your family to get around every day?  


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- Favorite Place** – Draw a **star** on your favorite place in this district. It could be a park, a store, a school, a landmark — anything. Please name/identify it.  


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- In Charge for a Day** – What is the one thing you would do to make your district better?  


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## Who are you?

Please help us ensure that we are including all of Portland.

Your zip code: \_\_\_\_\_

### What is your gender?

- Male  
 Female  
 Other: \_\_\_\_\_

### What is your age?

- 18 or younger  
 19-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65 or older

### How do you identify yourself?

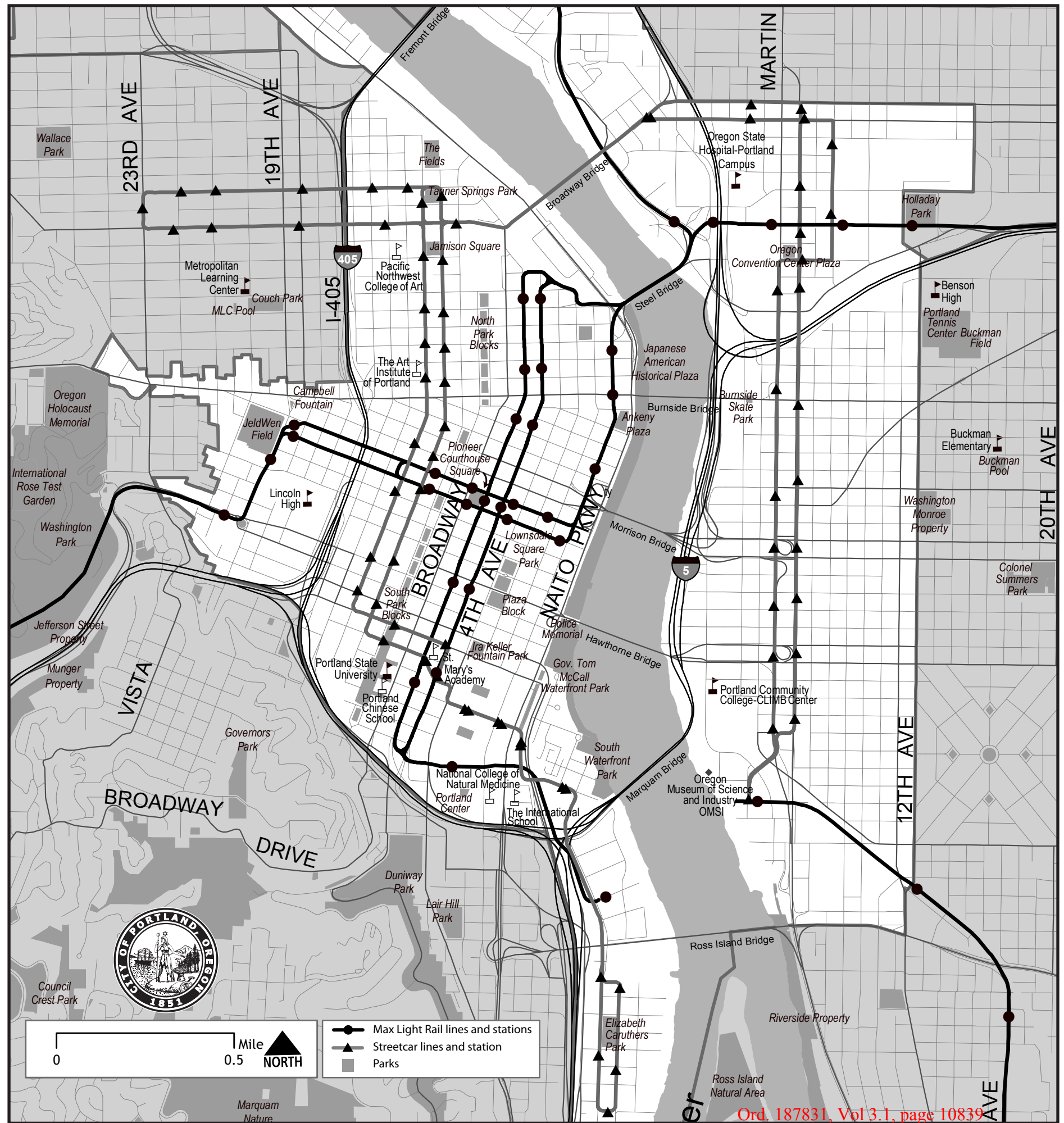
- Native American or Native Alaskan  
 Asian  
 Black or African American  
 Hispanic or Latino  
 Native Hawaiian or Pacific Islander  
 White  
 Other: \_\_\_\_\_

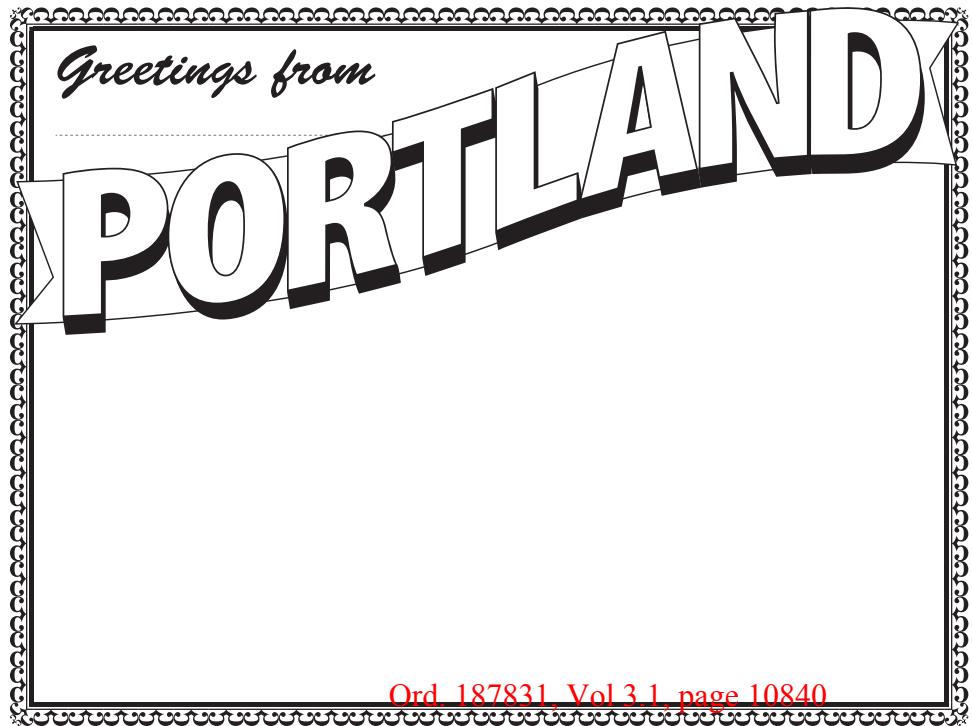
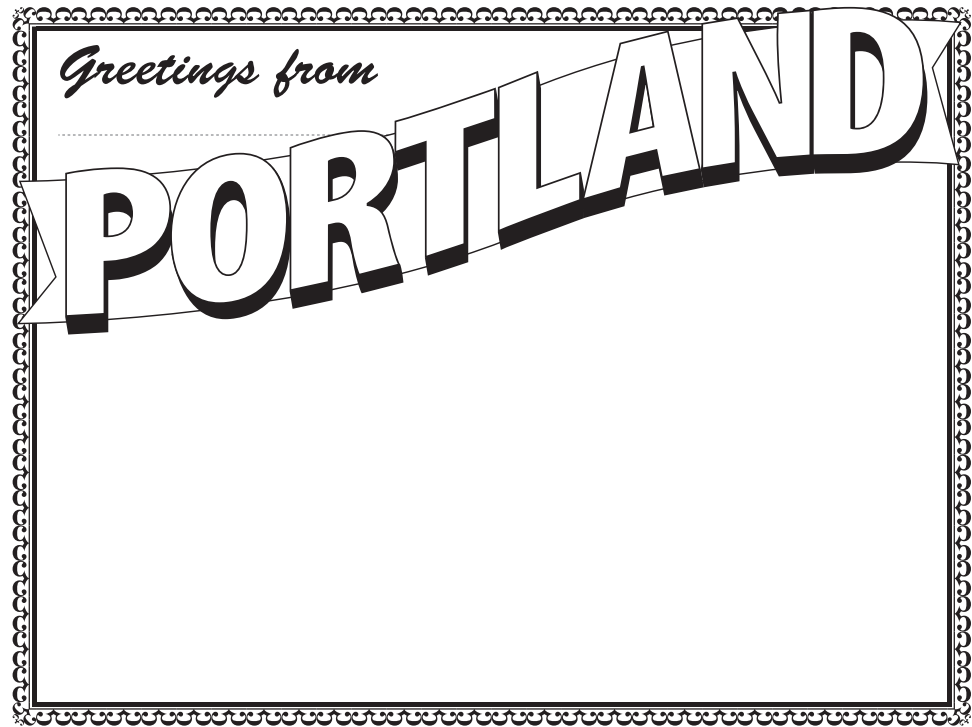
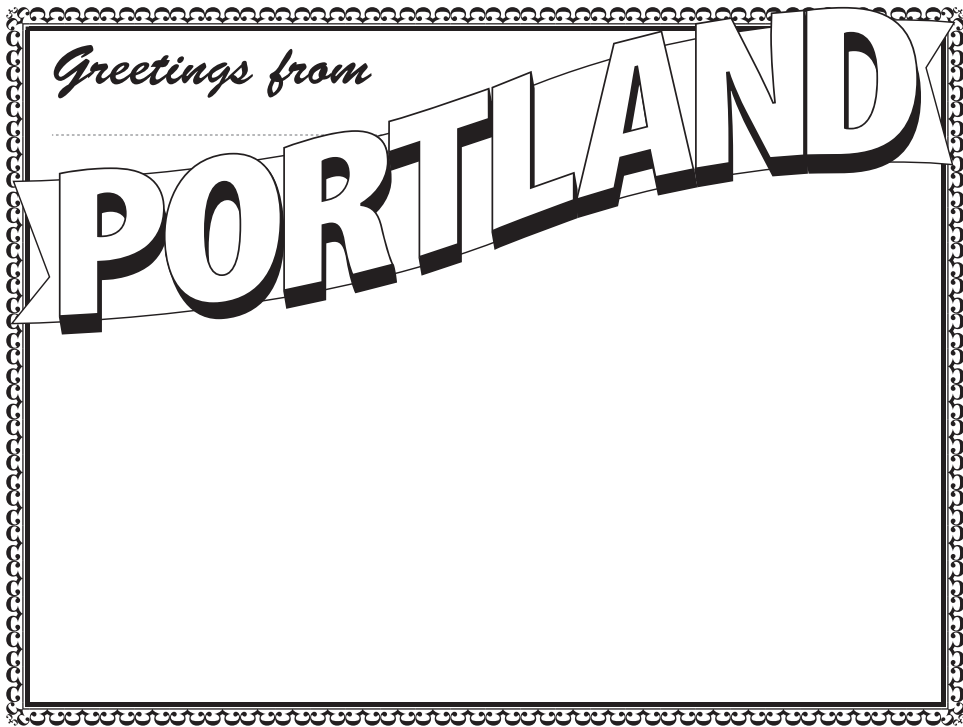
### What languages besides English are spoken in your home?

- Spanish  
 Vietnamese  
 Russian  
 Somali  
 Chinese  
 Other: \_\_\_\_\_

### What is your approximate household income?

- Less than \$10,000  
 \$10,000-\$14,900  
 \$15,000-\$24,999  
 \$25,999-\$49,999  
 \$50,000-\$74,999  
 \$75,000-\$99,999  
 More than \$100,000





*Having a great time!*

This is a drawing of

\_\_\_\_\_.  
(place/thing that you drew)

This is what I love most  
about the \_\_\_\_\_  
district/neighborhood  
of Portland.

PLACE  
STAMP  
HERE

To:

City of Portland, Oregon  
Bureau of Planning and Sustainability  
1900 SW 4th Avenue, Suite 7100  
Portland, Oregon 97201

*Having a great time!*

This is a drawing of

\_\_\_\_\_.  
(place/thing that you drew)

This is what I love most  
about the \_\_\_\_\_  
district/neighborhood  
of Portland.

PLACE  
STAMP  
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To:

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1900 SW 4th Avenue, Suite 7100  
Portland, Oregon 97201

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(place/thing that you drew)

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district/neighborhood  
of Portland.

PLACE  
STAMP  
HERE

To:

City of Portland, Oregon  
Bureau of Planning and Sustainability  
1900 SW 4th Avenue, Suite 7100  
Portland, Oregon 97201

*Having a great time!*

This is a drawing of

\_\_\_\_\_.  
(place/thing that you drew)

This is what I love most  
about the \_\_\_\_\_  
district/neighborhood  
of Portland.

PLACE  
STAMP  
HERE

To:

City of Portland, Oregon  
Bureau of Planning and Sustainability  
1900 SW 4th Avenue, Suite 7100  
Portland, Oregon 97201



Bureau of Planning and Sustainability  
Innovation. Collaboration. Practical Solutions.

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## MEMO

DATE: June 14, 2013  
TO: Community Involvement Committee  
FROM: Marty Stockton on behalf of the Comprehensive Plan Team  
SUBJECT: What We Heard from the Public

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### I. Introduction

This report summarizes public comments from the workshops, the Policy Survey and other public comments on the Working Draft Part 1 Goals and Policies received within the comment period of January 14 through May 6, 2013. The purpose of this report is to share with the public an organized summary of what staff heard. This report will also be used by staff to refine the goals and policies in Part 1 and guide the development of Part 2. An outline of the report is included below:

- I. Introduction
- II. Demographic Data
- III. Summary of Public Comments
- IV. Summary of Policy Survey Analysis
- V. Attachments

Public comments were collected through the following involvement opportunities:

- Eight workshops - Over 350 people signed in at the workshops, which included six district workshops and two topic-specific workshops on business and the environment.
- An online and paper survey - There were 427 surveys submitted.
- Sixty-five community presentations were held within the comment period in which approximately 1,400 people attended. From January 2012 through May 6, 2013, 175 community presentations were held in which approximately 3,500 people attended.
- Four community events where staff set up informational tables and talked to the public at in which approximately 100 people were reached, such as, the Fix-It Fairs and the Our 42<sup>nd</sup> Avenue Annual Celebration and Design. Since January 2012, 16 community events staff set up informational tables and talked to the public at in which approximately 500 people were reached.
- In addition to the survey, close to 290 public comments were collected online, at the workshops and at other community meetings.



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Ord. 187831, Vol 3.1, page 10842

So how will this feedback be used?

All of the input from the survey, online comments, workshops, breakout groups, other meetings and community partners has been sorted by relevance to chapters in the plan, topic areas and geography. Staff reviewed each comment in light of all of the other comments received, as well as other internal analysis as they revise each chapter. In some cases, specific comments will lead to amendments, and in other cases they will not. Comments on Part 1 are summarized within this report.

The public comments will also guide the development of the Working Draft Part 2 maps and project lists, which will in turn guide further revisions to the Part 1 policies. The entire revised package – the proposed draft – will be submitted to the Planning and Sustainability Commission (PSC) in winter 2013-14. After public hearings and deliberations, the PSC will submit a Recommended Draft to City Council for consideration and adoption.

#### Upcoming Involvement Opportunities

In the meantime, staff have learned from the demographic data collected that low income residents, people of color and youth are under-represented in the group of respondents. Staff will work with the Community Involvement Committee (CIC) to target future outreach methods to more effectively engage these communities in the next phases of the project to ensure that participants better match the demographics of the city. Upcoming opportunities include:

- The Comprehensive Plan Update table at Good in the Hood, Sunday Parkways, National Night Out and other summer events.
- Continuation of mapping conversations with community groups that will help bridge the gap between Part 1 and Part 2 of the Comprehensive Plan Update.
- An online “Map App” to allow the public to see specific places and their physical characteristics, as well as, potential opportunities and constraints for development and change.
- Part 2 workshops in the Fall 2013.

## II. Demographic Data

Demographic data was requested from workshop participants and survey respondents to ensure that a representative cross section of Portlanders were participating in the Working Draft Part 1 process. In general, we received approximately 165 demographic data responses from workshop attendees (~47% of total attendees), and approximately 330 responses from survey respondents (~77% of total survey respondents). Detailed summary information is below for both datasets. Citywide data from the 2011 American Community Survey is included in selected tables for comparison.

The data indicate that we need to better include low income residents, people of color, renters and youth. Staff will work with the CIC to design future outreach methods to achieve this goal. Readers should keep in mind that, in all likelihood, this summary does not reflect the full diversity of Portland. People of color, younger and lower-income, etc. households may have different perspectives/concerns.

### Workshop Participant Demographic Data

#### How did you get to the workshop today?

	#	%
Bike	13	8%
Carpool	19	11%
Drove alone	87	51%
Mass transit	15	9%
Walk	35	21%
Total	169	100%

#### What is your age?

	#	%	Citywide 2011
Under 18	n/a	n/a	19%
18 to 24	1	1%	10%
25 to 34	20	6%	20%
35 to 44	26	15%	16%
45 to 54	30	19%	14%
55 to 64	52	34%	12%
65 and older	39	26%	10%
Total	168	100%	101%

#### What best describes your household income?

	#	%	Citywide 2011
Less than 10K	6	4%	9%
\$10,000-\$14,999	4	3%	6%
\$15,000-\$24,999	9	6%	11%
\$25,000-\$49,999	37	24%	24%
\$50,000-\$74,999	37	24%	19%
\$75,000-\$99,999	28	18%	11%
More than 100K	34	22%	20%
Total	155	100%	100%

#### What is your gender?

	#	%
Female	76	48%
Male	84	52%
Total	160	100%

#### What kind of home do you live in?

	#	%
Apartment	14	8%
Condo	8	5%
Duplex	1	1%
House	142	85%
townhome	2	1%
Total	167	100%

#### Does your family rent or own your home?

	#	%	Citywide 2011
Rent	29	17%	43%
Own	139	83%	57%
Total	168	100%	100%

#### Number of people in your household?

	#	%
One	38	22%
Two	86	51%
Three	21	12%
Four	16	9%
Five or more	8	5%
Total	169	100%

#### Where do you live (grouped by district)?

	#	%	Citywide 2011
West	9	6%	14%
Central City	9	6%	6%
North	11	7%	11%
Northeast	49	31%	16%
Southeast	53	35%	29%
East	23	15%	24%
Total	154	100%	100%

**What languages are spoken at home other than English?**

Nine responses indicated that another language is spoken at home. Languages include Arabic, Cayuse, Chinese, Chinook, Dutch, Indonesian, Shoshone, Spanish, Swahili, Thai Bahasa, and Urdu.

**How did you hear about the workshop?**

Wide range of responses including media, internet, friends, community organization and PEG members. Many responses indicated multiple methods.

**Policy Survey Respondent Demographic Data**

**What is your approximate household income?**

	#	%	Citywide 2011
Less than 10K	14	4%	9%
\$10,000-\$14,999	11	3%	6%
\$15,000-\$24,999	23	7%	11%
\$25,000-\$49,999	51	16%	24%
\$50,000-\$74,999	70	22%	19%
\$75,000-\$99,999	65	20%	11%
More than 100K	86	27%	20%
Total	319	99%	100%

**What is your age?**

	#	%	Citywide 2011
Under 18	0	0%	19%
18 to 24	18	5%	10%
25 to 34	74	22%	20%
35 to 44	74	22%	16%
45 to 54	65	19%	14%
55 to 64	76	23%	12%
65 and older	31	9%	10%
Total	337	100%	n/a

**Where do you live (grouped by district)?**

	#	%	Citywide 2011
West	77	27%	14%
Central City	27	9%	6%
North	31	11%	11%
Northeast	40	14%	16%
Southeast	17	6%	29%
East	93	33%	24%
Total	275	100%	100%

**How do you identify yourself?**

	#	%	Citywide 2011
Native American or Alaska Native	4	2%	1%
Asian	6	4%	7%
Black or African American	2	1%	6%
Hispanic or Latino	7	4%	9%
Native Hawaiian or Pacific Islander	0	0%	1%
White	147	88%	76%
Other	1	1%	n/a
Total	167	100%	100%

**What languages are spoken at home?**

	#	%
Chinese	3	1%
English	313	91%
Russian	4	1%
Somali	1	0%
Vietnamese	0	0%
Other	23	7%
Language other than English	31	9%
Total	337	109%

**How do you identify yourself?**

	#	%	Citywide 2011
Native American or Alaska Native	11	4%	1%
Asian	9	3%	7%
Black or African American	10	3%	6%
Hispanic or Latino	17	5%	9%
Native Hawaiian or Pacific Islander	4	1%	1%
White	267	85%	76%
Other	34	11%	n/a
Total	316	112%	100%

**What is your gender?**

	#	%
Female	155	47%
Male	175	53%
Total	330	100%

### III. Summary of Public Comments

Between January 14 and May 6, 2013, staff received close to 290 comments that were collected online, at the workshops and at other community meetings. There was a wide array of comments, ranging from general observations on the project process to suggestions for specific edits to language in the Working Draft Part 1 Goals and Policies. Staff reviewed all comments and identified major themes. Those themes are outlined below, organized by the following topics and chapters:

- Comprehensive Plan Process
- Plan Organization, Style and Approach
- Introduction
- Urban Design Framework
- Chapter 1. Community Involvement
- Chapter 2. Housing
- Chapter 3. Economic Development
- Chapter 4. Watershed Health and Environment
- Chapter 5. Urban Design and Development
- Chapter 6. Public Facilities and Services
- Chapter 7. Transportation
- Chapter 8. Administration and Implementation

In addition to the close to 290 comments mention above, official agency, bureau and City commission comment letters were received. These comment letters are provided in Attachment A: Agency Comment Letters, Attachment B: City Bureau Comment Letters, and Attachment C: City Commission Comment Letters.

#### Comprehensive Plan Process

- Commenters requested clarification about various aspects of the Comprehensive Plan Update process, such as what components of the draft will be officially adopted by Council [e.g. commentary], what products will be available for review this summer and how will the public be involved in the development of future Comp Plan products.
- In order to provide more meaningful feedback on the draft goals and policies, commenters felt that they needed more information about the content in the draft document, how the goals and policies relate to other City documents, and how the goals and policies will be used in the future. Commenters also requested more time to review the document and provide feedback.
- Commenters suggested that the outreach methods need to be adjusted in future project phases to involve a more diverse cross-section of participants that better represents Portland's residents. Advisory groups must also better represent a more diverse population.
- Many comments commended staff for the process so far, particularly the interactive components of the workshops and the Policy Expert Group model that brings together "experts", staff and community members to collectively discuss and provide feedback on draft goals and policies.
- Several comments recommended outreach techniques to use in future project phases, including more interactive methods and activities that are targeted to specific geographies, audiences or topics.

#### Plan Organization, Style and Approach

The information provided below summarizes public comment on the organization and approach put forward in the Working Draft Part 1 Goals and Policies. These comments apply to multiple chapters and parts of the Working Draft Part 1.



1. **Broad Language and Verb Choice.** Many individuals, organizations and commissions noted that the document included weak verbs and very broad language. Those who commented expressed concerns about the ability to direct specific actions based on this broad and soft language; and another commenter questioned the City's commitment to achieving the stated goals for the same reason. Recommendations included using more assertive words, such as "ensure" and "require" in place of "strive," and adding "shall" to policies to emphasize commitment to the goals and policies in the document. Others also asked for definitions of words such as "adequate", "efficient" and "compatible", because they could be interpreted very broadly.
2. **References to Approved Plans.** Multiple members of the public asked why other plans, such as the Watershed Management Plan and the Columbia Corridor Plan were not specifically addressed in the text of the document.
3. **Decision-making, Conflict Resolution and Implementation.** A variety of comments were directed toward how decisions would be made, conflicts resolved and how the plan would be implemented. Many of the comments on these topics overlapped, which is why they are grouped together. Comments included the following (summarized):
  - a. Provide a description or framework for implementing the plan, including tying implementation to the Integrated Goals.
  - b. Clear policies on decision-making will make the document more accessible and useful to stakeholders over time and promote more transparent and effective communication among public decision makers, staff, and stakeholders.
  - c. Clarify how decisions will be made and how conflicts between goals and policies will be resolved.
  - d. This would be a much clearer document if the policies were broken into two parts - the aspirational part and the "what it really means on the ground" part. Images and models would help explain zoning potential.
  - e. Include a more realistic, centralized message about why these policies are important to everyone.
  - f. Enhance description of how coordination with other jurisdictional partners and community stakeholders will occur.
  - g. Include a broader range of implementation tools.
  - h. Address how projects and programs will be funded.

## Introduction

1. **Rhetoric and Language**
  - a. Enhance the language about environmental health and address environmental issues in more topics.
  - b. Lessen the rhetoric about how much has been done in the name of environmental health; there is a significant amount of work to be done to improve environmental and ecological health and resiliency, particularly in light of climate change.

## 2. Integrated Goals

- a. Expressing a commitment to align implementation with the integrated goals will be critical to establishing an overall framework for the plan, and for cultivating buy-in and support from stakeholders who have invested in developing the principles behind the integrated goals.
- b. Create a tighter relationship between the Integrated Goals and the Key Directions.

## 3. Key Directions

- a. Create a tighter relationship between the Integrated Goals and the Key Directions.
- b. Create a tighter relationship between the policies that relate to the key directions which can be found in more chapters than those listed in the introduction. Provide more detailed references to related policies and chapters, particularly administration and implementation.
- c. Incorporate natural resource issues into more key directions and use the term, “natural resource conservation,” not “conservation.”

### Urban Design Framework

No major themes or categories of comments on Section II Urban Design Framework emerged from the review of the series of comment reports. There were several single, focused comments on aspects of the 30% Urban Design Framework map or the associated narrative content, as well as several specific language edits comments on related policies in Chapter 5. While the focused map and narrative specific edits are recorded below, the specific edits would not change any content substantively, and so are not listed. In addition, there were many comments that targeted implementation of one or more of the framework components and/or related policies. These are also not listed.

#### 1. Comments on the 30% Urban Design Framework map.

- a. Lents center - move to include/reflect activity on SE 92<sup>nd</sup>.
- b. 122<sup>nd</sup>/Division Center - move to include center around Powell and Division.
- c. Civic corridor on West Hayden Island should align with LRT on new bridge.
- d. Include Sullivan’s Gulch as a major natural feature in the Comp Plan - it connects river to areas east.
- e. Cesar Chavez north of Sandy cannot be considered as a main corridor.
- f. Need more north-south habitat corridors.
- g. Designation of NW Skyline as a greenway should be reconsidered.
- h. Concern about greenway designation on SE 7<sup>th</sup> in Central Eastside Industrial District.

## 2. Comments on other content in Section II.

- a. The decision to build light rail along freeways precludes this [an activity center that surrounds the station on all sides] at Gateway and Lents, which will be a permanent barrier to their development as centers.
- b. The city is developed (inner NE and SE) along corridors - need a better explanation for how this transitions to center.
- c. The section on Connections leaves out entirely the transportation of freight and goods, only focusing on people and wildlife.
- d. Page II-4 includes a box that states that the West Portland Town Center does not meet the characteristics of a Town Center. This language needs to be deleted in favor of language that the City Council recently approved in the Barbur Concept Plan.
- e. Industrial and River is not an appropriate phrase. It elevates industrial above other river values. A more appropriate phrasing would be "River - Habitat, Industry and Recreation." Also the paragraph on II-3 elevates industrial above other uses. Add a line that says, "This area also serves as critical habitat for fish, wildlife and migratory birds and is an essential link in the greater Columbia River and Willamette River systems."
- f. The design framework should more explicitly reference the role of trees, the urban forest and other natural elements, and strive to connect habitat corridors to provide better functionality.

### Chapter 1. Community Involvement

In addition to the feedback received during the comment period, the Community Involvement Survey (October 2012 through December 2012) and its 192 responses were also reflected in this review. As a whole comments focused on accountability, transparency, broad and effective outreach, communities, improving accessibility of information, and notice and review of by-right projects. These comments were grouped into ongoing community involvement efforts and involvement within a specific project. There appears to be overall support for many community involvement policies, but a general concern with how these policies fit with the rest of the Comprehensive Plan. Following are the high level themes within the community involvement related comments:

1. **Integration of community involvement with the rest of the Comprehensive Plan chapters.** Expand on the policies that describe the purpose and implementation of the Community Involvement Program.
2. **Broaden involvement.** Multiple comments expressed the need to improve outreach to disproportionately-impacted groups, especially communities of color and people who are low income. Involvement needs to include and, in addition, be expanded beyond neighborhood associations in all processes/projects that affect groups and individuals.
3. **Acknowledgement and support of our civic infrastructure.** Many comments identified a gap in acknowledging the "civic infrastructure" - the neighborhoods, nonprofits and other civic organizations that routinely and actively participate in the creation and implementation of City policies. Support includes capacity building, financial and other resources.

4. **Authentic involvement.** Many comments emphasized that processes should be genuine and not for show. City staff need to listen and then act. Community input should have an impact and lead to results.
5. **Improvement of the notification system.** Many comments identified the need to improve the system of both informal and formal notification to use more innovative communication tools and strategies. Content needs to be easy to understand and must include relevant information to affected and interested community members, with enough lead time to allow them to respond effectively.
6. **Build capacity within City government.** Feedback called for providing professional development opportunities to ensure that City staff have the skills and experience needed to design and implement processes that engage a broad diversity of affected and interested communities, including historically underrepresented groups.
7. **Build capacity with the community.** Several comments called for strengthening community capacity to participate effectively with education efforts on both the content and process and how these tie to overarching policy, planning principles and conversation.
8. **Process documentation.** Several comments highlighted the need for and/or improvement to community involvement processes and community input to be documented, preserved and that the public has easy access to information about what happened during processes.

## Chapter 2. Housing

Collectively, public comments (from various sources) on housing policies broadly cover concerns regarding *housing affordability, accessible housing, gentrification/displacement, housing design/neighborhood compatibility, parking issues* and *housing variety*. Multiple comments offer support for the idea of focusing affordable housing in high opportunity areas and for the creation of additional high opportunity areas. There appears overall support for various other housing policies including fair housing, sustainable housing, healthful housing etc. Following is a distilled list of high level themes that summarizes the universe of comments:

1. **Areas of concentrated poverty.** Multiple comments weigh in on prioritizing the needs of low income households that find themselves concentrated in specific geographic areas. It is highly likely that such an area is not just lacking in opportunities (jobs, services, good schools, open spaces) but that the housing units may be substandard. The Opportunity areas (2.5) policy calls for bringing opportunities to areas which already have plenty affordable housing; however, the comments suggest the need for a more specific policy that can speak to poverty alleviation.
2. **Accessible Housing.** Multiple comments elaborate upon the challenges and need for accessible housing. While housing policy (2.3) directs the City to build a robust supply of accessible units, there are suggestions to further strengthen the policy by calling for a “variety” of accessible units preferably at really close proximities (1/4 mile radius) from transit access and other amenities. Comments call out the fact that many single family units are not accessible and that automatically creates a supply shortage for the older adults and people with disabilities.
3. **Gentrification/Displacement.** Multiple comments express an overall concern for gentrification. While there is less agreement on strategies to address displacement, the survey responses offer strong support for involving community members who can be potentially affected by various triggers of gentrification and also for encouraging the use of Community Benefit Agreements

(CBAs) between developers and neighbors; strong support to pursue legislative action regarding Inclusionary Zoning (IZ).

4. Broaden the fair housing polices to consider the impacts of City actions. The Fair Housing policy (2.4) should require analysis of the disparate impacts of land use planning, regulations, and infrastructure improvements on protected classes. The Fair Housing policies should have a connection to the Plan for Fair Housing Choice and should include policy language about avoiding segregation.
5. Residential Capture Rate. Specific comments offer refinements to the housing supply (2.1); while current policy language calls for maintaining adequate housing capacity to accommodate growth, an additional sub policy that calls for monitoring housing production (over a multiple year period) is being suggested. A similar capture rate has been included in the employment chapter and so a companion target in the residential side is conceivable.
6. Apartments with no-parking. Multiple comments cover the issue of parking issues with multi-family developments built without any parking. There is both support and opposition to the City's parking policies/regulations. Connections are made to "quality of life" vs. affordability when discussing parking.
7. Housing Variety. Specific comments discuss the difficulty associated with supporting all housing types. In particular supporting "floating homes" and "mobile home parks" is being called out (policies 2.2.a. & 2.6.b); there is also a related concern whether a shift towards multi-family means a shift away from family friendliness.
8. Impact of Regulatory Costs/Fees on Development Cost. Multiple comments highlight the fact that it is the private market that provides most of the development. So, if Portland is to be an affordable city, then a policy framework to track/mitigate the impacts of various regulations/fees (SDCs, Design Review etc) on housing production should be evaluated. Currently, there is no such policy in the housing chapter. However, the implementation chapter has a policy that speaks to this issue.
9. Housing Design/Neighborhood Compatibility. Multiple comments bring up the issue of good design and neighborhood compatibility. There is also a desire to see appropriate transitions as we move from one form of development to another. Such policies are covered in the 'Neighborhood Centers' chapter but the comments suggests that readers of the housing chapter see that as a gap in existing set of draft policies in Chapter 2.
10. Implementation Strategies. Multiple comments offer strategies to create affordable rental and homeownership opportunities. Suggestions include but are not limited to: fixing property code, state operated banking, fostering innovating unit types etc.

While the above list captures the "dominant themes" there are stand alone comments that offer differing views of single family residential areas, urban density, quality of schools, cost of transportation etc. Dissatisfaction with Trimet services has been voiced as they relate to the "Housing+ Transportation" cost burden. Finally, the "pure" nature of each chapter is being questioned- for example: "What good is maintaining housing affordability if we do not have household prosperity?"

### Chapter 3. Economic Development

1. **Business retention and business climate.** “Business climate” issues were a focus of discussion at the business workshop on the Working Draft, including fees, regulatory processes, and concerns cited below in other themes. Business climate improvements are widely seen as a critical step to move beyond recent trends of declining real incomes and flat job growth in Portland, and many commenters noted that the plan did not go far enough to reverse these trends. A variety of suggestions came up for specific directions to make the city more business friendly, such as faster responsiveness and resolution of economic development issues, more detail on the “nimble development review” goal, and making impacts of city actions that inhibit job growth more transparent. An explicit goal on business retention was suggested, noting that businesses in Portland commonly face high costs, regulatory barriers, congestion, and other challenges which exceed that in alternative business locations in the region.
2. **Support for economic equity policies.** General support was expressed for the plan’s attention to improving economic equity, building on the Portland Plan’s Equity Framework. More detailed economic equity direction was suggested in a few areas. Creating more available jobs should be a clear focus, especially widely accessible middle-class jobs. Commenters suggested doing more to align land use and other city actions with poverty reduction and economic self-sufficiency goals. Create conditions where East Portland can compete more effectively with the suburbs as a business destination, such as along I-205. Growth should enable current residents to build household capital, rather than pushing them out as local living costs exceed wage gains.
3. **Balancing framework across chapters.** Business associations and others pointed out that the plan lacks a framework for prioritization and resolving major conflicts among chapters, such as a “triple bottom line” accounting of social, environmental, and economic performance. Without it, business responders expressed skepticism that economic development policies would be followed. New directions in the environmental and urban design chapters are seen as adding to regulatory burdens, and new directions in the transportation and urban design chapters appear to shift investment priorities away from economic development. Widely divergent views have been expressed on this issue. For example, an Audubon Society comment letter states that, “The path the city has put itself on represents a steady erosion of natural resource functions that clean our air and water, protect our wildlife, allow access to nature and provide resiliency in the face of climate change.” In contrast, a Portland Business Alliance comment letter characterizes “a pervasive bias in the plan toward resource protection, while in our view, giving short shrift to creating a thriving Portland economy and specifically the need for private sector job protection and creation.”
4. **Tension between new economic paradigms.** Some commenters suggested new economic paradigms to stop accommodating industrial growth and export growth generally. Some suggest a clearer focus of economic development objectives on livability and encouraging growth in “creative class” sectors. In contrast, general support was also expressed for draft policies supporting export growth, traded sector competitiveness, and improvement in economic equity, which rely largely on industrial growth prospects.
5. **Economic diversity and desired business types.** General support was expressed for economic diversity policies and setting the stage for all types of businesses to thrive. Some people also called for more support of specific business types. Examples of desired business types identified by commenters include small, locally owned businesses, alternative energy manufacturing, waterfront commercial recreation, and others.

6. **Integrated industrial land and environmental approaches.** Comments generally supported “integrated approaches” to implement industrial land and environmental policies. Questions 2 and 3 of the Working Draft Survey queried support for 9 types of integrated approaches (e.g., subsidize brownfield redevelopment). Overall numeric survey results showed support for 7 of 9 approaches and mixed responses on the other 2 (golf course reuse and off-site mitigation). However, written comments cited common objections to all 9 approaches, reflecting the divergent stakeholder perspectives on this topic. Some commenters also called for more attention to neighborhood/industrial compatibility in transition areas.
7. **Campus institutions and neighborhood livability.** Neighborhood associations and some others expressed skepticism or uncertainty about the draft campus institutional policies, commenting that campus development can have significant impacts on neighborhood livability. Livability concerns focused on transportation and parking. Some responders are looking for more detail in implementation approaches. Some cited positive results from good neighbor agreements. Interest was also expressed to provide for smaller, growing institutions not on the current map and corporate campuses such as Adidas.
8. **Freight mobility and the green/active transportation hierarchy.** Many comments suggested elevation of Portland’s multimodal freight hub role in transportation policies, coordinated with economic development objectives. In particular, commenters objected that the draft green and active transportation hierarchy should not include freight (multiple modes) or should be based on land use instead. The issue of freight access and delivery of goods to neighborhood business districts also came up in the district workshops and submitted comments. There is a common desire to balance active transportation investments in neighborhood business districts with freight access to ensure safe and efficient delivery of goods to businesses.
9. **Economic development and tax base.** A variety of comments suggest adding policies that better link economic development and tax base objectives. For example, some suggested that economic development should be supported more explicitly to create a stronger tax base. The issue of unfunded liabilities implicit in many policies was also cited as a source of high fee costs for businesses in Portland that inhibits job growth relative to the region.
10. **Neighborhood commercial corridors.** Broad support was expressed for policies that preserve and/or require space for commercial activity in commercial zones located in centers and neighborhood business districts. Many supported incorporating diverse employment uses in neighborhood centers to provide neighborhood economic development and entrepreneurship opportunities as well as to increase daytime population to support other businesses. Another issue cited at the business workshop was to avoid unintended negative impacts on business by the plan, such as the non-conforming status of many corridor businesses that resulted from map amendments in the 1980 plan. Many of these businesses are still in place today, hampered by expansion restrictions, while the corridors have taken on a more mixed-use character.

#### Chapter 4. Watershed Health and the Environment

1. **Balanced policies.** Many people commented on the perceived differences between the strength of the language and verbs used in the Watershed Health and Environment chapter (Chapter 4) versus the language in Economic Development chapter (Chapter 3). Several people commented that the chapters are imbalanced. However, there is definite divergence in opinion about the relative strength of environmental compared to the economic policies. Some commenters described the environmental goals and policies as being “more aspirational” while economic development goals and policies were felt to be “more concrete.” On the other hand, many commenters expressed

exactly the opposite sentiment by pointing out phrasing that they believe implies that the economic policies are not as high a priority as the environmental policies. Regardless of which position is taken, in both cases commenters are concerned that the Working Draft reads as if the City intends for one set of goals and policies to take precedence over the other. Examples of aspirational language in both chapters include verbs such as “maintain” and “create.” Conditional language pointed out includes words such as “encourage” or “strive”, and terms such as “where practical”.

2. **Decision-making.** Many of the comments recommend that the Comprehensive Plan include a framework or methodology for resolving conflicts or making tradeoffs between goals and policies. This request came up several times in combination with comments on the clarity and strength of the policy language. The concern is that there is inherent conflict between some goals and policies and without a clear prioritization it will be difficult to implement the Comprehensive Plan going forward. Some described the draft plan as compartmentalized and lacking in direction for how City bureaus will work together to make tradeoffs such as more sidewalks and bikelanes vs. impacts on stormwater, trees, and habitat, trees and solar, building height and solar, etc.
3. **Specific actions and targets.** Following on the themes of balancing and prioritizing, some of the comments called for including more specific direction in the Comprehensive Plan in terms of implementation actions and targets for the City to meet. Examples of this type of suggestion include adding tree canopy targets, watershed specific restoration or enhancement actions, and specifics on follow-up zoning projects to implement the Comprehensive Plan.
4. **Environment and Economy.** There is a wide range of public comments on the relationship between the environment and the economy. The bulk of these comments focus on industrial land and watershed health. Most of the comments are supportive of policies, goals, and strategies that advance both watershed health and economic growth. There is less agreement about how to do that effectively. Many of the comments support strategies to address the industrial land shortfall, however not all of the strategies are supported equally. Several of the comments reflect concerns that increasing the supply of industrial land will have negative impacts on watershed and human health. Others are concerned that strategies focusing on reuse of underutilized or contaminated industrial sites are unrealistic and will cost too much money. Many of the comments on the economy and watershed health theme are similar to comments on theme #1 (balanced policies). The comments in both categories generally suggest that the Working Draft policies don’t adequately emphasize either topic—watershed health or economic health. This perspective is captured in comments such as “...the Draft Comprehensive Plan does not adequately plan for business prosperity, job growth and a healthy economic environment”, and “the comprehensive plan needs a business lens”. From the environmental perspective, there are comments such as “the draft Comprehensive Plan perpetuates an unrealistic and unsustainable assumption that Portland can continue to find significant new acreage of industrial land without seriously compromising the health and livability of our communities and the environment”.

In addition to the comments on the intersection between industrial land supply and watershed health, several of the public comments do not support public subsidy of contaminated site clean-up, and more than a few commenters are anti-coal.

5. **Design with Nature.** The comments on the design with nature policies are predominately supportive, but call for more explicit mention of green infrastructure as important for ecological health and resiliency. Some of the comments describe reasons to support the integration of nature into the built environment (e.g. being able to see and interact with nature is important for children; rooftop gardens are a good and important idea). Other comments are supportive of specific design-



with-nature strategies such as planting trees and flowers, reducing impervious area, eco-industrial development and ecoroofs. In the survey results, nearly 60% of respondents agree or strongly agree that the City should promote ecologically friendly industrial site design, and nearly 77% of respondents agree or strongly agree that the City should encourage habitat-friendly site design. Several comments suggested the City conduct more outreach and education about design with nature techniques.

6. **Equity.** Equity was a recurring theme in the public comments. The comments related to equity ranged from concerns about gentrification (property taxes and property values) to improving access to trees and nature. At least two of the equity-related comments raised questions about the meaning of the term “historically underserved communities”.
7. **Trees and vegetation.** The comments related to trees and vegetation are predominately supportive of the draft policies, or call for stronger language to protect and improve the distribution of the urban forest. Several of the comments specifically call out and support policies related to biodiversity, including support for pollinators and other beneficial insects, and the management of invasive species. A couple of the comments suggest that the policies should emphasize native vegetation in critical wildlife areas. The comments also include calls for more attention to trees and green along rights of way and in the public realm.

The comments specific to trees and the urban forest call out the tension between tree preservation and solar access, and tree preservation and density (i.e. trees block solar access, and infill often results in tree removal). A few comments also point out the danger of tall trees near buildings, and question requiring trees on all sites (e.g., river industrial sites). Several comments suggest that, with the City’s help, community groups could be organized to help manage invasive species in natural areas and on other City owned property.

8. **Habitat corridors.** Many of the comments related to habitat corridors support protection and improvement of existing habitat connectivity, and call for the creation of new habitat connections where necessary. Several of the comments highlight specific habitat corridors that need to be protected or improved, such as between Forest Park and the Coast Range, and along Sullivan’s Gulch. Other comments focus on tools the City should use for protection including land use policies, acquisition, tax deferral and other incentive programs.
9. **Hazard preparedness and climate change.** There is support for policies related to hazard preparedness coupled with concern that the plan doesn’t address climate change explicitly enough. This concern can be summed up in this comment: “In general the plan could do a better job of calling out climate change. It appears here and there but it seems cursory. It should be a dominant theme.”
10. **Relationship to other City, regional and state plan.** Several of the comments raised questioned how other City, regional or state plans will be referred to, or incorporated into, the Comprehensive Plan. Some of the comments specifically call for the City’s Urban Forestry Management Plan and Portland Watershed Management Plan to be incorporated into, and implemented by, the Comprehensive Plan. Others suggested that regional and state plans (e.g. Metro’s Title 13) should be referenced in the Comprehensive Plan.
11. **Partnerships.** Partnerships with the community and other jurisdictions emerged as a theme in the public comments. Several comments suggest that the City could partner with community and neighborhood groups to implement policies in the Comprehensive Plan. Primarily the policies noted were related to invasive species management and habitat corridor protection. Other comments support policies calling for a regional conservation strategy and coordination with other jurisdictions

## Chapter 5. Urban Design and Development

Public comments received through May 2013 on Chapter 5 addressed a broad range of topics and included very wide-ranging suggestions for policy refinements and implementation approaches. The majority of the comments (about 83 percent) expressed general support for the policy direction in Chapter 5, suggested specific refinements to policy language, sought greater emphasis for particular topics, or were about implementation of the policies. No particular policies or suggestions for refinement received a preponderance of comments, but some of the more common themes are summarized below.

1. **Support for centers, design with nature and greenways.** Policy topics that public comments most frequently expressed support for were:
  - a. Cultivating centers as places with neighborhood businesses, community services, and gathering places.
  - b. Including gardens, trees and other green elements in urban areas.
  - c. Creating a citywide network of greenways providing active transportation connections.
  
2. **Implementation is key.** The most frequently received type of comment (42 percent of all comments) was not about the policies themselves, but was about implementation of the policies. Frequently-received comments regarding implementation were about:
  - a. Local implementation, including specific suggestions on where centers, corridors, and greenways were needed and how they should be implemented.
  - b. The importance of sidewalks, street design, and pedestrian safety in successful centers and corridors, and concerns about how the City will follow-through in making these improvements.
  - c. Concern about development scale and transitions to lower-density areas and desire for greater clarity about the specifics of implementation and the need for design standards or design review.
  - d. A wide range of comments about regulations and incentives, and concerns about government subsidy of new development.
  - e. Comments about parking requirements, often about the need to require more parking, but also comments supportive of not requiring parking.
  
3. **Emphasis needed.** Many comments supported the draft policy direction, but asked for greater emphasis on particular topics, in terms of stronger language and more frequent policy reference. Topics frequently suggested as meriting greater emphasis included:
  - a. Trees and native plants, and the preservation of natural resources.
  - b. The physical accessibility of the built environment to accommodate people with disabilities and older adults.
  - c. Preservation of historic resources and the desire for more explicit guidance on implementation, especially in relation to the growth anticipated in centers and corridors and potential impacts on historic resources.

The public comments included a smaller number of requests for policy direction that was not explicit in the draft policies. The most frequently recurring of these requests were:

4. **Prioritization of East Portland improvements.** East Portland should be prioritized for sidewalk construction, parks, and commercial and community services. Comments frequently cited that it was unacceptable that East Portland was receiving urban levels of housing density, but lacked urban infrastructure, with the area's large numbers of low-income households and other disadvantaged populations raising equity issues. Comments ranged from opinions that dense development should not be allowed until sidewalks and other urban infrastructure is in place, to calls for the City to prioritize improving infrastructure and services in the area.
5. **Pedestrianized streets.** Need policies that more clearly support allowing some car-free streets providing pedestrian and bicycle connections and that support improvement of unused right-of-way for community purposes.
6. **Neighborhood input into project design.** Policies are needed that call for providing opportunities for neighborhood input in the design of new development.
7. **Solar access.** Policies should seek to preserve solar access, for livability and to provide opportunities for solar energy.
8. **Neighborhood compatibility.** Policies should more strongly call for new development to respect existing neighborhood scale and to avoid density impacts. Some comments requested that compatibility with neighborhood scale and character be a priority in mixed-use areas such as neighborhood centers, civic corridors and main streets. However, other comments supported the idea that centers and corridors should be where growth is concentrated, with compatibility being more of a priority in lower-density areas outside those locations.

#### Chapter 6. Public Facilities and Services

Public feedback focused on transportation, transit, park, and school infrastructure. There were few comments on water, sewer or stormwater facilities or services. In general, commenters:

1. Supported a balanced infrastructure investment approach, with priority on:
  - a. **Maintaining existing infrastructure, particularly roads.** Some commenters identified a desire to maintain the infrastructure we already have prior to building new facilities or providing new services. Others saw an important link between better maintenance and the city's ability to protect public safety and provide basic services.
  - b. **Providing basic services equitably throughout the city.** A number of commenters expressed a desire to prioritize basic services - particularly improved and connected streets, pedestrian and bicyclist networks, and parks and green spaces - in areas that currently lack such services. East Portland was identified as lacking basic services. Some commenters supported prioritizing public funds to provide such services before making other infrastructure improvements. When it comes to addressing service deficiencies and gaps, some commenters felt it was important to prioritize those areas where residents have fewer options and/or a greater need. For example, sidewalk improvements could be prioritized in low-income communities that may be more dependent on transit.
  - c. **Protecting and improving safety.** Some commenters prioritized investments to protect and improve both actual and perceived safety, such as traffic safety improvements, lighting on sidewalks and in parks, and police services. Some commenters also saw a link between safety improvements and maintenance (for example, a pothole in a road could be both a safety and maintenance issue), as well as between safety and providing basic services (for example, lack of a sidewalk could be both a service and safety issue).

2. Commenters also recognized the need to upgrade infrastructure systems and serve new residents as the city grows; and encouraged pursuing investments that meet or balance multiple goals.
3. Supported coordinating infrastructure planning and improvements with new development and other infrastructure services to more strategically address infrastructure deficiencies and needs. Some commenters expressed concern that public and private infrastructure investment do not always occur in lock-step with new development and growth. When this occurs, residents and businesses can be left without sufficient infrastructure services. Some commenters called for increased coordination of infrastructure planning and construction between city agencies and between the City and partner agencies (such as schools).
4. Recognized the City's significant infrastructure funding challenges and expressed interest in thinking "outside the box" to find solutions. Some commenters recognized the City's funding challenges, particularly for transportation and transit, and are concerned that such limitations are negatively impacting levels of services. To address such funding gaps, some encouraged the City to explore new funding sources, public-private and community partnerships, and other tools to improve fiscal sustainability. Others proposed recognizing the limitations of finding new revenues and encouraged setting clearer priorities for providing basic services within existing resources. In addition, some commenters expressed a desire to examine whether current funding models have an inequitable negative impact on some residents and businesses.
5. Identified a need for additional policy language that supports considering, planning for, and improving infrastructure to be able to withstand and respond to a major natural disaster, such as a subduction zone earthquake. Comments cited seismic and redundancy improvements, as well as a need for processes, plans and equipment to support disaster response and recovery.
6. Recommended additional policy language to explicitly tie public facility design and operation choices to climate change adaptation and mitigation. Some commenters felt that while the chapter included policies to mitigate and adapt to climate change, the connection was often left unstated.
7. Regarding specific infrastructure systems, commenters:
  - a. Called out street, bike and pedestrian connectivity and safety as a critical basic service. Some commenters identified a particular need to improve safe connections to key destinations, such as schools and colleges, employment areas, parks and natural areas, and along civic corridors. Substandard and unimproved streets, which often lack pavement and sidewalks, were identified as a key issue, particularly in southwest and outer east neighborhoods.
  - b. Supported policies that allow and encourage flexible street designs. Many commenters were open to rethinking street standards to improve access and mobility. However, some commenters expressed a desire to resolve potential issues related to 'non-traditional' street designs, such as responsibilities for and levels of maintenance, mobility and access for various modes, and delineation between public and private space. In addition, some commenters stressed that any flexible standards should be defined - in part - by the local community's needs and goals.
  - c. Supported policies that encourage "designing with nature" and green infrastructure, including natural areas, trees, parks, gardens, and green streets - to address infrastructure, ecosystem and resiliency goals. Some commenters expressed a need to further consider long term maintenance needs and costs, appropriateness to the level and

type of adjacent development, the need for additional community education regarding the purpose and stewardship of green infrastructure. Commenters also identified a need to carry the 'design with nature' idea throughout the plan. A number of commenters also suggested ways to improve the environmental impact of the City's infrastructure, including using non-fossil fuels for transit and city fleet vehicles, building green streets, and using native plants in parks and streets.

- d. Identified the quality and capacity of schools as a key issue. Some commenters expressed concern about maintenance and safety needs at public K-12 schools, as well as a need to address large class size. They also expressed an interest in considering school capacity needs as the city plans for new development.
- e. Identified a need for additional policy language to more specifically acknowledge floodplain protection and the role of levees and other flood control infrastructure.

## Chapter 7. Transportation

### 1. Overall

- a. Strong support overall for the goals and policies although several of the goals are redundant and overly complex - keep it simple. Also, many terms need definition (e.g. complete streets, sustainable, vulnerable, active, green, etc.).
- b. Perceived conflict between goals and policies. Need a better explanation of how goals are intended to interact with other goals and policies.

### 3. Green and Active Transportation Hierarchy

- a. Strong support for concept of providing policy guidance on the best use of limited right-of-way, but many expressed concerns about how it would be implemented. For example, there was support for prioritizing pedestrians and bike, but not if it is at the expense of transit. Overall, there was concern that the hierarchy concept will elevate one mode over another without consideration of the context.
- b. Concern about including freight into the hierarchy because freight is not really a mode. Freight should be separate consideration.

### 4. Civic Corridors

- a. Similar to the hierarchy, there was support for the concept but more definition is needed. Many were intrigued by the concept of networks designed to facilitate wildlife movement, not just people and goods. The primary concern was how mobility needs (i.e. freight, oversized dimensional, and emergency vehicles) would be addressed on Civic Corridors.

### 5. System Management Policies

- a. Many comments suggested investing to reduce disparities by providing a basic level of service and level of infrastructure. The needs vary depending on the geography of the city (e.g. local streets in SW don't all need sidewalks) but there should be a strong emphasis

on maintaining what we have and ensuring safety. Only then consider investing in perceived amenities.

- b. Many expressed concern about the transportation system being financially feasible. The process of prioritizing infrastructure projects must:
  - 1) Utilize a range of processes and tools to assess many of the cities priorities (equity, health, maintenance, safety, etc.). Many of the priorities overlap and are not mutually exclusive.
  - 2) Link priorities to the importance of achieving the goals of the Climate Action Plan. These benefits are lost when the reasons are not fully described.

#### Chapter 8. Administration and Implementation

Compared to some of the other chapters, the Administration and Implementation Chapter got relatively few comments from the public. However, there are some significant themes and concerns. These are listed below, in no particular order.

1. We need to be clear about the decision-making process that will be used when applying the goals and policies. People want to know how we will resolve conflicts among goals and policies, how we will consider balancing and trade-offs.
2. Goal 8.E, Cost of regulations, should also include the benefits of regulations, such as quality of life, enhanced environmental protection, better urban design, and so on.
3. We should have a more descriptive, clear, and complete description of how we will implement the Comprehensive Plan, including the relationship to existing plans, ranging from Watershed Plans to area plans to neighborhood plans.
4. We need to emphasize that we will continue to coordinate with other jurisdictions, and describe how that coordination will happen.
5. More implementation tools should be listed.

#### Implementation

Many comments received on the Working Draft Part 1 related to future implementation of the new Comprehensive Plan and the regulating and/or incentive structures needed for implementation. This section summarizes those comments. The high-level themes among the comments regarding this topic were:

1. **Institutions (including schools).** Feedback called for better integration of institutions into surrounding neighborhoods and making institutions community assets. Other comments called for review of parking and traffic considerations during the conditional use review. Greater flexibility in zoning regulations to better enable upgrades to school facilities was also a theme.
2. **Neighborhood Involvement/Associations.** Most comments related to increasing involvement of Neighborhood Associations in area planning and in the development review process. Examples include whether Associations should have standing during development review, standards regarding the Associations themselves, and earlier involvement during development review.
3. **Housing.** Issues include reconsideration of Portland's housing density policies, preservation of existing housing stock (including a call for updating the Historic Resources Inventory), better design of new construction, and ensuring affordability and accessibility.

4. **Urban Renewal / Financing.** Issues include better using financing assistance to achieve social goals and infrastructure. Other comments were about fees, both permit and System Development Charges (SDCs).
5. **Public/Transportation Investment Needs.** Highlights include providing better links between private growth and public infrastructure, planning infrastructure investments in centers, the need to emphasize freight movement, providing infrastructure improvements through non-traditional means (such as non-profits or job programs), and targeting of infrastructure to green and equity goals.
6. **Commercial Areas.** Key issues include need to ensure commercial uses within commercial areas, better compatibility of new development in existing commercial areas, and desire to encourage locally-owned businesses.
7. **Transition Areas.** Key issue is to develop transition plans between higher and lower intensity areas. Some reoccurring themes include transitions, between commercial and residential zones, multi-family and single-family development, and between institutions and residential areas. Several comments called for a finer degree of attention than is currently provided.
8. **Urban Design Tools.** Key issues include designing for compatibility and geographic context and ensuring quality materials.
9. **Mapping Comments.** Comments included the desire to not create non-conforming uses through map change and the cost to property owners to requesting zoning map changes. Several comments were about rezoning specific properties.
10. **General Zoning Comments.** Comments included allowing fewer “by-right” development and greater discretion to better integrate new development. Another theme was to consider form-based zoning.
11. **Programs/Tools/Strategies.** Many comments called for new programs, tools or strategies, ranging from toolkits for hiring diverse populations to brownfield clean-up, to implement the new Comprehensive Plan.

#### IV. Summary of Policy Survey Analysis

The policy survey was conducted from February 14 to May 1, 2013. The survey was available online and was also distributed workshops to community, neighborhood and business groups. There were 427 surveys submitted of which 381 were completed online and 46 were mailed in or filled out at an outreach event. Respondents weighed in on strategies covering several topic areas, including infrastructure investments, industrial lands, watershed health and the environment, and housing. Overall, there was strong support for most strategies, particularly for those to preserve and protect the environment and watershed health, promote affordable housing linked with access to transit and services, and involve community members most likely affected by changes in the decision-making process. Support was also very strong for investing in maintenance of existing infrastructure.

A detailed demographic breakdown is included in Section 2 of this report. As noted, the percentage of respondents to the survey who are people of color is disproportionately low given the demographics of Portland today (and in particular, doesn't match the project population of Portland over the plan period). Eighty-five percent of respondents identified as white, compared with 76% of all Portlanders. With a relatively small survey sample size, People of Color<sup>1</sup> only represent 85 survey respondents.

Survey respondents' incomes tended to be higher than the citywide average, with 69% coming from households that make over \$50,000 annually, compared with 50% of households citywide. Survey responses from low income<sup>2</sup> households total 11%, less than the corresponding 25% of Portland households that fall into that category. Forty-eight respondents fell into the Low Income category.

The Southeast and Northeast districts saw the highest response rates, with 21% of all respondents from Southeast and 18% from Northeast. The East district saw the lowest response rate, with just 4% of respondents identified as living in that district. An additional 31% of all respondents did not provide zip code information. Due to the large number of blank responses and the small sample size from several districts (only 17 total responses from the East District), the survey data is not presented with the district breakdowns.

The survey is not being used as a scientifically valid data collection tool. It was intended to stimulate and encourage public involvement in policy-related decision-making. It was used as a discussion guide in public open houses, informal community meetings, or in advisory committee meetings. It was also used to educate the public about the kind of issues the city faces, and the informal questionnaire was intended as a tool to summarize some of those choices. Staff also used this as a tool to collect demographic data about the people the project is reaching through the different channels of its outreach efforts.

While staff compiled the results, and is considering the results along with other input, it is not being used to directly determine the bureau's Comprehensive Plan policy recommendations. Those recommendations are much more directly influenced by more in-depth advisory committee discussions, direct dialog with the public, the background research, and best professional judgment.

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<sup>1</sup> "People of Color" are respondents other than "White" or "No Response"

<sup>2</sup> "Low Income" represents respondents earning less than \$25,000 per year, based on the poverty level of \$23,550 for a family of four in Oregon in 2012.



## SURVEY QUESTIONS

### Question 1. Infrastructure

Q.1: If you had \$100 to make infrastructure improvements, how would you spend that money?

	All Results
Maintain what we have	42%
Reduce longstanding inequities	18%
Improve the safety of facilities	15%
Upgrade existing infrastructure	14%
Focus on existing and growing opportunity areas	12%
Total	100%

#### Observations

Respondents were asked to prioritize the above options if given \$100 to spend in \$10 increments. Funding maintenance of existing investments was by far the highest priority, with 42% of all possible funds spent on that category. Respondents were least supportive of the option to “focus spending in areas with existing and growing concentrations of housing and job opportunities to benefit the greatest number of people and businesses,” with only 12% of funding. Though reducing longstanding inequities was the second highest priority for all response groups, low-income respondents were more supportive of that strategy than all responses, with 25% of spending by that group allocated to reduce inequities. People of color were more likely to prioritize maintenance of existing infrastructures than other groups.

#### Comment Summary

Please refer to Chapter 6: Public Facilities and Services for the summary of open-ended responses.

Question 2. Investing in a Healthy Economy and a Healthy Environment

Q.2: How should the City of Portland invest to support a healthy economy and a healthy environment in and around industrial areas?

		Agree Strongly					Disagree Strongly		
Subsidize the clean-up and redevelopment of contaminated properties (brownfields).	All Results	26%	19%	19%	10%	10%	5%	12%	
Increase funding to build infrastructure to help industrial businesses function more efficiently.	All Results	17%	22%	22%	16%	8%	6%	8%	
Continue to spend public money to restore natural resources in industrial areas.	All Results	28%	20%	16%	12%	9%	6%	9%	
Promote “ecologically-friendly” industrial site design through monetary incentives and technical assistance.	All Results	28%	18%	14%	12%	6%	8%	14%	

Observations

Overall, respondents showed relatively strong support for all strategies dealing with the delicate balancing of investments that support protection of environmentally sensitive areas and also those for industrial needs and a healthy economy. More than 60% of all respondents were in agreement with the strategies, with strongest support for the strategy to “continue to spend public money to restore natural resources in industrial areas.” For most strategies, low-income respondents were even more supportive than for all responses, averaging a support rate of over 75%. The exception was the strategy to “increase funding to build infrastructure to help industrial businesses function more efficiently,” which saw only 48% agreement from low-income respondents. The results for people of color were mixed, with weaker support for most strategies, the exception being the strategy to “increase funding to build infrastructure to help industrial businesses function more efficiently,” which saw 63% agreement.

Comment Summary

Questions 2 and 3 of the Working Draft Survey queried support for 9 types of integrated approaches intended to help meet both economic and environmental goals. While overall the numeric survey results showed general support for 7 of 9 approaches and mixed responses on the other 2 (golf course reuse and off-site mitigation), the written comments focused more on commonly held objections to the approaches, rather than providing reasons for support shown in the numeric results.

Respondents expressed diverse perspectives with regard to this question. However, the comments illustrated a common concern about how public dollars are used. Notably, the largest number of

comments on a single topic expressed opposition to public subsidies for brownfield remediation, and repeated statements that industry or polluters should pay for clean up. This comment reflects a common theme: “Hold industrial polluters (past and present) accountable for the clean-up of contaminated properties.” And while several respondents expressed support for promotion of ecologically friendly development, several respondents also expressed opposition or advised caution toward spending public money for such efforts. While a several of the respondents supported “expanding road capacity or investing in rail system upgrades”, it was also suggested that there be no additional spending on rail or on roads if this led to more large freeway interchanges. One respondent noted that every choice listed involved spending more money, and suggested “...try making do with what you have first.”

Several respondents suggested that there are significant economic benefits associated with sustaining a healthy environment. For example, one respondent supported pursuit of innovation in environmental protection, noting that “environmental protection is good business.” Another recommended incentivizing “reuse, deconstruction, and projects that RESTORE - going beyond protection and keeping PDX at the forefront of environment meeting economics.” Yet, comments also indicated skepticism regarding the effectiveness of such efforts and government in general. One respondent suggested that too many eco-friendly projects are “feel good projects” without substantial ecological gain, and that future incentives focus on attaining measurable environmental benefits. Several comments focused specifically on concern about government effectiveness and wastefulness. One respondent suggested “get your own house in order and demonstrate your ideas are financially sustainable....”

It is also notable that the extent of concern about or opposition to public investment seems to diverge from statistical responses, where in contrast roughly 70 to 80 percent of the respondents agreed with or were neutral toward subsidizing brownfield clean up, increasing investments in infrastructure and natural resource restoration, and promoting eco-friendly development through financial incentives or technical assistance.

### Question 3. Regulating a Healthy Economy and a Healthy Environment

**Q.3: How should the City regulate development to support a healthy economy and a healthy environment in and around industrial areas?**

		Agree Strongly					Disagree Strongly		
Protect existing industrially zoned land by prohibiting retail and other non-industrial businesses on industrial land.	All Results	25%	18%	18%	16%	11%	7%	6%	
Protect higher quality natural resource areas and allow new industrial development in lower quality natural resource areas.	All Results	28%	21%	20%	10%	7%	6%	8%	
Allow developers to make up for the negative environmental impacts of industrial development by improving environmental conditions at designated nearby locations.	All Results	13%	18%	22%	13%	9%	8%	17%	
Zone more land for industrial development	All Results	9%	15%	21%	18%	11%	10%	16%	
Increase the use of “ecologically friendly” industrial site design through regulatory incentives.	All Results	30%	23%	11%	11%	5%	6%	14%	

#### Observations

Respondents were generally supportive of regulatory strategies that protect high quality environmental resources, with 69% agreeing that the City should “protect higher quality natural resource areas and allow new industrial development in lower quality resource areas.” Support was also strong for regulations that encourage environmentally sensitive site design, at 64%. Fewer respondents agreed with policies that allow developers to mitigate environmental impacts off-site, with only 53% agreement. The only strategy that did not see majority support (45%) was “zoning more land for industrial development.” The low-income group was more supportive of strategies to protect high quality natural resources (75%) and promote ecologically friendly site design (83%) than all respondents, and even less supportive of zoning more land for industrial development (33%). People of color tended to show similar level of agreement with the strategies as did all respondents, though at somewhat lower levels.

#### Comment Summary

Comments on Question 3 continued to reflect a diversity of opinions about the role of regulations in helping meet goals for industrial development and watershed health. For example, a number of respondents suggested reducing or relaxing regulations, finding ways to “make Portland more attractive to private investment capital,” shrinking government, and ceasing to “strongly discourage industry.”

Others supported “reasonable” rules and regulations, and approaches that “do not allow negative impact.” Several respondents recommended more flexible regulations including allowing some retail and commercial uses in industrial zones, allowing some industrial uses in non-industrial zones, creating more categories of industrial zoning, and shifting the thinking on what is “industrial” to a broader concept of “employment.” It was suggested that regulations allow for consideration of site-specific issues and discretionary decision-making.

Several respondents called for approaches that would prevent harm to neighborhoods, residents, and natural resources. Several responses expressed concern about the impacts of industrial development such as toxics, pollution, and air quality. One respondent suggested wide buffers between residential and commercial properties and industrial property. Some cautioned against reliance on mitigation of environmental impacts and recommended avoiding impacts in the first place. Comments both recognized the importance of proximity to rivers for industry and expressed concern about the impacts of industry on rivers. Several expressed resistance to developing more industrial land, suggesting that this be done “only if absolutely necessary,” and if land “is already being used wisely.” Several comments expressed opposition or reluctance regarding potential conversion of golf courses to a mix of industrial land and open space. One respondent suggested that any newly designated industrial land be connected to job creation.

## Question 4. Housing and Transportation Costs

**Q.4: What should the City of Portland do to keep the combined costs of housing and transportation reasonably low?**

		Agree Strongly						Disagree Strongly
Focus affordable housing in areas with good transit access, businesses and services through public investments in housing and market incentives for developers, even though the cost of development is higher in those areas.	All Results	30%	24%	11%	9%	5%	4%	17%
Build affordable housing where land is less expensive to maximize the number of new affordable housing units, even though access to services and transportation may be limited.	All Results	4%	9%	10%	15%	17%	15%	30%
Expand transit, bicycle and pedestrian options in areas with existing affordable housing/lower income residents to reduce the amount of money households spend on transportation.	All Results	34%	22%	13%	7%	4%	4%	17%
Encourage developers to construct mixed-income and/or high-quality affordable housing through technical assistance, density bonuses and other incentives.	All Results	26%	24%	15%	10%	4%	4%	18%

### Observations

Strategies that focus on providing high-quality affordable housing with access to services and low-cost transportation options saw strong support from respondents. Expansion of bicycle and pedestrian options in areas with affordable housing was an idea supported by 69% of respondents, with similarly high support for strategies that encourage developers to build more affordable housing and locate housing in areas with good transit and service access. Most respondents disagreed with the strategy to “build affordable housing where land is less expensive to maximize the number of new affordable housing units...,” with only 23% agreement and 62% disagreeing with that statement.

Low-income respondents tended to be more supportive of affordable housing strategies than all respondents combined, with 84% agreeing with the strategy to focus affordable housing in transit and service-rich areas. Overall, responses from people of color were similar to the total survey sample, though generally with less strong agreement. However, people of color also tended to be more polarized on some of these issues. For example, 56% agreed with the strategy to encourage developers to construct

affordable housing (compared to 65% for all survey respondents), but 31% “strongly disagreed” with the strategy.

**Comment Summary**

Please refer to Chapter 2: Housing for the summary of open-ended responses.

**Question 5. Residential and Business Displacement**

**Q.5: What should the City do to minimize and mitigate residential and neighborhood business displacement?**

		Agree Strongly						Disagree Strongly	
Involvement of community members most likely to be affected by public investment decisions in the decision-making process to better understand the social implications and avoid negative outcomes.	All Results	54%	21%	11%	4%	3%	1%	5%	
Encourage the use of community benefit agreements.	All Results	40%	22%	15%	9%	4%	2%	8%	
Create financing programs, like lease-to-own agreements, which help renters become homeowners.	All Results	23%	20%	20%	11%	6%	3%	16%	
Explore tools, like property tax relief, to help residents and businesses stay in their neighborhoods as their neighborhoods become more expensive.	All Results	28%	26%	15%	8%	6%	4%	13%	
When making major infrastructure investments, make corresponding investments in affordable housing.	All Results	26%	23%	11%	10%	7%	5%	17%	

**Observations**

Overall, respondents showed strong agreement with these strategies, most notably to involve community members most likely to be affected by decisions, with 86% of all respondents in agreement (and 92% of low-income respondents). The strategy to link infrastructure investments with affordable housing investments saw the weakest support, though 60% of all respondents were in agreement with that policy idea. Low-income respondents showed stronger support for the strategies proposed in this question, while people of color tended to show slightly lower support levels as the overall sample, though again some polarization was noted, with a larger share of people of color strongly disagreeing with many of the strategies in this section.

**Comment Summary**

Please refer to Chapter 2: Housing for the summary of open-ended responses.

**Question 6. Environment and Watershed Health**

**Question 6. How should the City of Portland restore natural resources, reconnect habitat and improve access to nature?**

		Agree Strongly						Disagree Strongly	
Change zoning to limit future development in areas prone to landslides and flooding and/or in areas with high quality natural resources.	All Results	50%	27%	9%	5%	2%	2%	4%	
Regulate the size, design and/or location of development in environmentally sensitive areas to reduce impacts to these areas.	All Results	46%	26%	13%	5%	3%	1%	5%	
Encourage environmental stewardship and habitat-friendly site and building design through education and incentives.	All Results	43%	21%	14%	7%	2%	3%	10%	
Invest in stormwater swales, green streets, eco-roofs and other projects that help improve watershed health.	All Results	38%	19%	13%	6%	4%	3%	17%	
Buy land to protect habitat areas.	All Results	35%	19%	13%	10%	4%	4%	16%	

**Observations**

The strategies to restore natural resources and promote watershed health all saw a high level of support. Changing zoning to protect sensitive lands was supported by 86% of respondents. The strategy to purchase land for protection of habitat areas saw the least amount of support, with 67% agreeing with that strategy. Responses from people of color and those with lower incomes tended to follow similar patterns as other survey questions, with stronger support for most strategies from low-income respondents (95% agreed with the strategy to regulate development in sensitive areas) and weaker support from people of color.

**Comment Summary**

Please refer to Chapter 4: Watershed Health and Environment for the summary of open-ended responses.



## V. Attachments

Attachment A: Government Agency Comment Letters

Attachment B: Bureau Comment Letters

Attachment C: City Commission Comment Letters



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**Reed Wagner**

District Engineer  
**Byron Woltersdorf**

## Memorandum

March 6, 2013

**To:** Portland Planning and Sustainability Commission

**From:** Reed Wagner, Executive Director Multnomah Drainage District No 1  
Peninsula Drainage District No 1  
Peninsula Drainage District No 2

**Subject:** **Proposed Additions to the City of *Portland Comprehensive Plan Working Draft 1***  
**(January 2013)**

### Introduction

Thank you for the opportunity to comment on the January 2013 *Draft Comprehensive Plan Working Draft*. It is apparent that much time and effort has gone into the document, and that it will provide a good base for the final Plan.

As you know, the Multnomah County Drainage District No. 1, Peninsula Drainage District No. 1, and Peninsula Drainage District No. 2 provide stormwater conveyance and flood management functions for much of the Columbia Corridor. Within the Corridor lie a significant portion of Portland's industrial land, the Portland International Airport, portions of two interstate freeways, and the City of Portland's domestic water well field as well as regional recreation facilities and the Bridgeton and East Columbia residential neighborhoods. These developments represent much of the economic base of the City and critical elements in the regional transportation network.

Drainage district operations and facilities must meet Federal and State regulations. Without compliance with Federal and State standards the Federal Emergency Management Agency may remove the area from the National Flood Insurance Program, the City may not be able to issue building permits, and businesses may be forced to close or move out of the area because they can no longer obtain flood insurance. It is of the highest priority, therefore, that the drainage districts be allowed to conduct their Federal and State mandated operations in a timely fashion and with minimal additional regulations imposed by the City.

Representatives of the drainage districts have met with Bureau of Planning and Sustainability staff to discuss ways in which the Comprehensive Plan can be amended to support drainage district mandates while not compromising City development goals and policies. The Working Draft has incorporated some goals and policies that recognize the role of the drainage districts in providing stormwater drainage and flood management. However, some portions of the drainage district functions and operations have been overlooked. Below are proposed additions that we believe are necessary to allow the continued functioning of the drainage districts in a manner that complies with Federal and State requirements while supporting the City's vision of continued growth and prosperity.

## Comprehensive Plan Policies and Objectives

Policy 4.21 (p. 4-11) recognizes that each watershed has multiple characteristics and functions, and needs to be addressed in a manner that balances its unique characteristics in a manner that optimizes the overall benefits while minimizing adverse impacts. We believe that this should be a guiding principal in setting goals and policies that apply to the Columbia Corridor. To that end we would suggest the following (additions are *italicized and underlined*):

1. Acknowledge the difference between controlled drainageways and other drainageways and waterways.

Land within Multnomah Drainage District No 1 and Peninsula Drainage Districts Nos 1 and 2 are protected from flooding by the Columbia and Willamette Rivers by a series of levees constructed and maintained by the districts. Stormwater and groundwater are drained from the protected areas through a series of maintained drainageways. These drainageways, including the Upper Columbia Slough, are unique in the City in that water level and flow is completely controlled by artificial means, i.e. through the pumping and tide gate systems maintained by these three drainage districts, to keep the water level within the protected areas at an elevation range to prevent flooding within the managed floodplain. Although there are other benefits of these water bodies such as aesthetics, recreation, and natural resources, flood control remains the primary purpose. In order to acknowledge the primary purpose of controlled drainageways, the following additions are suggested:

- **Add the following definition of Controlled Drainageway to the Glossary:**

*Controlled Drainageway: A Controlled Drainageway is one that is physically isolated from a free-flowing water body by a levee or similar feature, and water elevations are controlled by artificial means such as pumps and/or flood gates, for the primary purpose of flood control. A Controlled Drainageway consists of a channel for the free passage of water, and may also include a benched area adjacent to the channel for floodwater storage during periods of high water flow.*

- **Add the following definition of Managed Floodplain to the Glossary:**

*Managed Floodplain: A Managed Floodplain is an area with an established base flood elevation mapped by the Federal Emergency Management Agency on the Federal Insurance Rate Map that is physically isolated from a free-flowing water body by a levee or similar feature. Drainage of a Managed Floodplain is through Controlled Drainageways.*

- **Amend Policy 4.7, Habitat Corridors (p. 4-7) to read:**

*4.7 Habitat Corridors. Create a connected system of functioning Habitat Corridors while balancing environmental health with other needs such as flood control in controlled drainageways.*

- **Add Policy 4.25.g (p. 4-17):**

*4.25.g Encourage and support waterway maintenance activities that minimize environmental impacts while recognizing the need to retain adequate drainage and flood control functions of controlled drainageways.*

- **Add Policy 5.47.e (p.5-51):**

*5.47.e Recognize stormwater drainage and flood control are the primary functions of controlled drainageways.*

- **Add Goal 6.M, Flood Protection (p.6-9):**

**GOAL 6.M Flood Protection.**

Support maintenance, repair, removal, and upgrading of flood control and flood protection facilities, including levees, controlled drainageways, culverts, detention areas, and pumping facilities to Federal and State standards and requirements.

- **Add Policy 6.44.b (p. 6-27):**

6.44.b Recognize stormwater conveyance and flood control as the primary functions of controlled drainageways.

- **Add Policy 6.84, Flood Protection, Mitigation, and Control (p. 6-39), and renumber policies that follow:**

6.84 Flood Protection, Mitigation, and Control. Support maintenance, repair, removal, and upgrading of flood control and flood protection facilities, including levees, controlled drainageways, culverts, detention areas, and pumping facilities to Federal and State standards and requirements.

2. Recognize the multiple benefits of the infrastructure built, maintained, and operated by the drainage districts while acknowledging the main functions and priorities being flood control and protection, and stormwater conveyance.

In addition to flood protection and control, and stormwater conveyance, the infrastructure built, maintained, and operated by the drainage districts provides aesthetic, recreation, and natural resource benefits to the City. Acknowledgement for activities of the drainage districts that provide these additional benefits should be given in the form of financial or in-kind support, and future mitigation or mitigation banking credits should be given. In order to recognize the additional benefits provided by drainage district activities the following additions are suggested:

- **Add Policy 6.44.c (p.6-27):**

6.44.c Active support should be given in the form of financial aid or in-kind support for activities of drainage districts that provide benefits beyond flood protection and stormwater conveyance responsibilities.

- **Add Policies 4.25.i and 4.25.j (p.4-17):**

4.25.i Recognize and encourage the multiple benefits of drainage district activities, including:

- Conveyance System Activities

- Drainageway bank stabilization
- Benching adjacent to drainageways
- Drainageway dredging
- Drainageway bank repairs
- Bankside vegetation control or removal, including selective tree removal, through mowing, herbicide application, hand thinning and removal, and other means
- Culvert maintenance, repair, replacement, or removal
- Drainageway vegetation removal, including trees, within the hydraulic cross section
- Riprap maintenance, repair, and replacement
- Bankside and bench revegetation with appropriate species

- Levee Activities

- Slope repair, including appropriate revegetation

- Slope replacement and relocation back to the original footprint
- Riprap maintenance, repair, and replacement
- Vegetation control or removal within the Federal levee footprint, including selective tree removal, through mowing, herbicide application, hand thinning and removal, and other means
- Restoration of disturbed levee surface areas such as illegal parking sites and eroded areas
- Levee and adjacent area revegetation with appropriate species
- Pump Station Activities
  - Repair and maintenance to pump stations, tide gates, and all associated components

4.25.j Recognize the beneficial impacts of drainage district control of water levels, including:

- Flood control
  - Pre-storm drawdown
  - Recreation
  - Macrophyte management
  - Scheduled day/night pumping to reduce electrical costs to ratepayers
  - Natural resource quality and health
  - Low flow agreement with the City (Bureau of Environmental Services) to maintain a low water elevation in the Upper and Middle Columbia Slough system (usually May through September) to allow groundwater to enter into the slough for improved water quality
  - High flow agreement with the Port of Portland and Oregon Department of Environmental Quality to maintain a high water elevation in the Upper and Middle Columbia Slough system with a constant flow of 100 cubic feet per second to dilute deicing agents
3. Identify the levee system, drainageways, detention areas, pump stations, pollution reduction facilities, erosion control and soil stabilization features, and other related support facilities within the Drainage Districts' boundaries as critical elements for stormwater conveyance and flood control.

Much of Portland's industrial area, secondary domestic water supply, and interstate/international transportation network is located within drainage district boundaries. It is critical that flood protection and control take precedence for the optimal functioning of the City as the regional population center, transportation hub, and employment center. Although the levee systems and controlled drainageways of the drainage districts have multiple functions and values, flood control should be of highest priority. In order to acknowledge the value and priority of flood control measures the following additions are suggested:

- **Add Policy 5.52 (p.5-55):**

**5.52 Flood protection.** Recognize the difference between managed and natural floodplains and support upgrading, maintenance, and repair of levees, drainageways, pumping facilities, and other flood protection infrastructure.

- **Add Goal 6.M, Coordination of Flood Protection Regulations (p.6-9):**

**GOAL 6.M Coordination of Flood Protection Regulations**

Support maintenance, repair, and upgrading of flood control and flood protection facilities, including levees, controlled drainageways, detention areas, and pumping facilities to Federal and State standards and requirements.

- **Add Goal 6N, Flood Protection (p.6-9):**

- **GOAL 6.N Flood Protection**

- Identify levee systems, drainageways, detention areas, pump stations, and other related flood protection facilities within the Drainage Districts' boundaries as critical elements for flood control, and acknowledge their repair, maintenance, and upgrading including armoring, vegetation removal or replacement, and structure and facilities addition, modification or removal as a priority.

- 4. Recognize the Drainage Districts as the utility provider for maintaining and repairing the levee system and controlled drainageways within Drainage District boundaries.

Drainage district operations are financed primarily by property assessments collected from landowners within the district. However, they are also responsible for collecting and disposing of stormwater that flows from upland areas outside of the district, including significant portions of North and Northeast Portland. The drainage districts coordinate their efforts with the Bureau of Environmental Services, but believe that operational costs, particularly that of pumping and conveyance capacities, and sediment control, are born inequitably by the district. In order to address the issue of balanced cost sharing for district operations influenced by upland areas, the following additions are suggested:

- **Amend Policy 1.4.a (p. 1-9) to read:**

- 1.4.a Establish clear roles, rights, responsibilities, and degree of accountability of participants, including the City, other governmental entities and utility providers, community leadership, business organizations, and individuals in creating, developing, and implementing policies and programs.

- **Amend Policy 6.2, Service Delivery (p.6-11) to read:**

- **6.2 Service Delivery.** Establish, maintain and improve the following public facilities and services within the City's boundaries of incorporation:

- ...

- Flood protection

- **Amend Policy 6.3, Interagency Coordination (p.6-13) to read:**

- **6.3 Interagency Coordination.** Maintain interagency coordination agreements with the following jurisdictions and agencies that provide public facilities and services within the City of Portland to ensure effective and efficient service delivery:

- ...

- Multnomah County Drainage District No 1, Peninsula Drainage District No 1, and Peninsula Drainage District No 2 for stormwater management and conveyance, and for flood mitigation, *protection*, and control.

- **Add Policy 6.10.a (p. 6-15):**

- 6.10.a Provide coordination and support between the City and Drainage Districts in constructing, repairing, operating, and financing facilities for flood management, and stormwater collection and conveyance.

- 5. Acknowledge Federal and State standards and regulations for stormwater drainageway and levee construction, maintenance and upgrading, and that City regulations be designed to allow

compliance with State and Federal regulations without undue hindrance of either City Code standards or procedures.

Federal and State regulations require drainage districts to meet numerous standards for construction, maintenance, repair, and ongoing operations for stormwater control and flood protection. The City needs to recognize that these regulations must be met, often with limited or no flexibility to accommodate other functions or values of the district facility or adjacent land. To recognize conformance with Federal and State regulations as a priority that may adversely impact other functions and values of natural resources, the following additions are suggested:

- **Add Policy 6.15.c (p. 6-15) to read:**

*6.15.c Make safety, property protection, and security a priority in infrastructure development, upgrading, and repair.*

- **Add Policy 6.84.a after the new Policy 6.84, Flood Protection, Mitigation, and Control (p. 6-39):**

*6.84.a Recognize compliance with Federal and State requirements for flood control, maintenance, and protection as mandatory measures that supercede other functions and values of controlled drainageways, levees, and other flood protection facilities. Replace discretionary reviews for compliance with State and Federal requirements with standards.*

6. Recognize the need for immediate response to flooding, including levee reinforcement, repairs, or emergency vegetation risk removal to maintain levee integrity, and allow for such measures in City land use regulations.

When a flooding event occurs there may be damage to the levee system or drainageways that requires immediate response with little regard for normal permitting procedures, or adverse impacts to other functions and values of the surrounding area. Threat of a levee breach may require vegetation removal, riprap, or other stabilization actions. Drainageway blockage may require use of shore-based equipment instead of the normal in-water maintenance dredging operations and immediate bank stabilization. After the emergency event, repair and restoration may take a longer than normal period of time because of financing, meeting new regulations, need for long-term design solutions, or other unforeseen circumstances. To recognize the need for immediate response to emergency events, and possible time delays in restoration, the following additions are suggested:

- **Add Policy 6.15.c (p. 6-15):**

*6.15.c Make safety, property protection, and security a priority in infrastructure development, upgrading, and repair.*

- **Add Policy 6.85 (p. 6-39):**

*6.85 Emergency Response to Flood Events. Recognize the need for emergency repairs, reinforcement, and procedures for flood events and allow such measures to remain until permanent rebuilding, repairing, or upgrading can occur.*

7. Support and encourage Drainage District operations that also protect, maintain, or enhance significant environmental resources.

The levee systems, pump stations, controlled drainageways, detention areas and other drainage district features are almost totally within riparian and other environmentally-sensitive areas. Recognition must be made that the primary function of drainage district facilities and features is

stormwater drainage and flood protection. However, the drainage districts also recognize the natural resource values of these areas and strive to minimize adverse impacts through responsible maintenance operations, repair, construction, and operation of their facilities. Where appropriate, these activities are designed to enhance aesthetic and environmental benefits, often at additional cost. An example of this is the recent tree planting along the NE Elrod Drive drainageway, providing emergent wetland, future shade and cooling of the water, stabilizing the slough bank, providing habitat and structural diversity, and removing invasive shrubs and groundcover. In order to acknowledge the primary function of stormwater drainage and flood protection as a priority but encourage the incorporation of multiple benefits in environmentally sensitive areas, the following additions are suggested:

- **Add Policies 4.25.g and 4.25.h (p. 4-17):**

*4.25.g Encourage and support waterway maintenance activities that minimize environmental impacts while recognizing the need to retain adequate drainage and flood control functions of controlled drainageways.*

*4.25.h Provide for and support a program for banking of mitigation credits for enhancement of environmentally protected areas above and beyond the basic City requirements.*

## Conclusion

With modifications and additions to the Comprehensive Plan goals and policies described in this memorandum we believe that the needs of the drainage districts can be accommodated with minimal impact to other City functions and values. They can serve as the basis and provide direction for developing programs and City Code amendments that will allow optimal protection of the Columbia Corridor from flood events, thereby fostering and encouraging economic growth for a significant portion of the Portland industrial areas and transportation network.

If there are any questions or you would like to discuss the material contained in this memorandum, please feel free to contact us. Thank you for your time and consideration.

Sincerely,



Reed Wagner  
Executive Director  
Multnomah County Drainage District #1  
(503) 281-5675





Health Department  
Policy and Planning

## **MULTNOMAH COUNTY OREGON**

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**Jeff Cogen** – County Chair  
**Deborah Kafoury** – District 1 Commissioner  
**Loretta Smith** – District 2 Commissioner  
**Judy Shiprack** – District 3 Commissioner  
**Diane McKeel** – District 4 Commissioner

May 1, 2013

Susan Anderson, Director of Planning and Sustainability  
City of Portland  
1900 SW 4<sup>th</sup> Ave, Suite 7100  
Portland, OR 97201

Dear Ms. Anderson,

Multnomah County Health Department would like to thank the Bureau of Planning and Sustainability for the opportunity to comment on the Comprehensive Plan Working Draft. Multnomah County is a proud partner of the Portland Plan, a project that provided an opportunity to align our disciplines' shared vision, values, and goals for a healthy community. We commend BPS for engaging a diverse group of stakeholders in the Policy Expert Groups, continuing to build partnerships and helping to ensure Portland grows and develops as a prosperous, educated, healthy, equitable and resilient community.

We are pleased to see that the Working Draft includes many goals and policies that address the "upstream" factors that contribute to significant public health issues, including obesity and the increase in chronic illnesses. These shared priorities include access to clean air and water, safe and affordable housing, living wage jobs, healthy food, greenspace, and safe places to play and travel by foot, bicycle and wheelchair. We recognize that successful land use and community planning has direct impacts on public health outcomes, and can play an instrumental role in reducing and eliminating health inequities experienced by low-income populations and communities of color. We thank the City for recognizing and including policy strategies that will ensure all residents can meet their essential health needs and achieve their full potential.

As the Comprehensive Plan goals and policies are implemented, we encourage the City to use tools to assess health equity impacts that lead to informed decisions and result in improved health outcomes for our most vulnerable community members. We strongly support implementation of policies (i.e. 6.16) that call for the consideration of cumulative health impacts, equity outcomes, and environmental justice, as well as infrastructure designs that avoid or reduce negative impacts on historically underserved communities. Integrating such policies throughout all Chapters, will strengthen the City's capacity to protect and improve social and built environment conditions that impact health outcomes.

We commit to maintaining a robust partnership with City of Portland and have a vested interest in a Comprehensive Plan that uses the best available data, innovative tools for analysis, and engages diverse stakeholders in the implementation of policy. The Health Department is prepared to share our public health expertise and data as the City explores tools and methodologies for assessing health equity impacts of land use and transportation decisions.

Again, we thank you for the opportunity to comment on the Draft plan, and we are proud to have participated in an effort to improve community health and livability.

Sincerely,

Sonia Manhas, Director of Policy & Planning  
Multnomah County Health Department



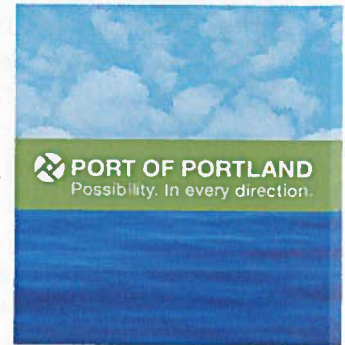
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May 1, 2013

Eric Engstrom, Principal Planner  
 City of Portland Bureau of Planning & Sustainability  
 1900 SW 4<sup>th</sup> Avenue, Suite 7100  
 Portland, Oregon 97201

Re: City of Portland Comprehensive Plan Update Working Draft - Part 1

Dear Eric:

Thank you for the opportunity to comment on the *City of Portland Comprehensive Plan Update Working Draft - Part 1*, dated January 2013 (Draft Comprehensive Plan). The Port of Portland (Port) has been a partner in this process with the Bureau of Planning and Sustainability and appreciates the challenge of creating focus around the diverse interests in our city.

As reflected in our written testimony to the Planning & Sustainability Commission in November 2011, the primary area of focus in the Portland Plan for the Port was centered on the Economic Prosperity and Affordability strategy. This strategy addresses the lack of jobs, relative decline in personal income, decline in tax and other public revenue and the lack of business investment in Portland. Unless these issues are addressed, the City's aspirations cannot be successfully implemented.

With that same focus in mind applied to the Draft Comprehensive Plan, we describe five key issues, followed by a table with section-specific comments.

## KEY ISSUES

**Trade and Freight Hub.** As noted in the Introduction, the Comprehensive Plan is intended to codify the priorities outlined in the Portland Plan. However, the Portland Plan's recognition of the importance of Portland as a trade and freight hub and its competitive market access could be more specifically identified in the Draft Comprehensive Plan policies. As an example, the City of Portland, the Brookings Institution and other local partners developed the Greater Portland Export Plan to double the Portland region's exports in five years, adding \$21 billion in foreign sales and potentially 100,000 jobs. This also dovetails with the current U.S. National Export Initiative goal to double national exports between 2009 and 2014.

**Economic Development Integration.** The Port is very supportive of the inclusion of an Economic Development Element which recognizes the importance of job growth for the health of the City; however, to be consistent with the Portland Plan, there should be better integration of these economic policies in the other elements of the Comprehensive Plan as well.

**Industrial Smart Growth.** The Port supports “Industrial Smart Growth”, which emphasizes the importance of focusing industrial development in proximity to essential infrastructure. This approach relies on maintaining facilities for freight movement and ensuring sufficient industrial land adjacent to critical infrastructure investments. The Draft Urban Design Framework does not identify a “freight” or “industrial” corridor type. The Port is concerned that the Civic Corridors and Greenways designations will conflict with the modal designations for freight identified in the City of Portland Transportation System Plan and Freight Master Plan.

**Transportation Hierarchy.** The new policies in support of a green and active transportation hierarchy in Chapter 7 of the Working Draft were borrowed in part from the City of Vancouver, B.C. Transportation 2040 Plan. However, unlike the Vancouver Plan, the movement of goods and the movement of people are combined in a single hierarchy in the Working Draft. This has the effect of relegating freight to a lower level than walking, cycling and transit. It also fails to acknowledge the value of the efficient movement of goods to the city’s economy and quality of life. The Vancouver Plan establishes a hierarchy for “Moving People”, but provides a separate set of policies for “Moving Goods and Delivering Services”. Vancouver’s overall goal for Moving Goods and Delivering Services states that “The efficient movement of goods and services is critical to city, regional, and national well-being.” This goal is followed by policies related to Long-Distance Goods Movement, Local Goods and Services and Emergency Services. The Port recommends the Working Draft be amended to reflect the approach taken in the City of Vancouver’s Transportation 2040 Plan.

**Previously Adopted Plans.** While the commentary notes that some plans are being updated as a part of the Comprehensive Plan (e.g., the Transportation System Plan), the status of a number of other adopted plans, including Airport Futures and the Freight Master Plan, is unclear. The Port recommends the Working Draft be amended to reflect the policies adopted from Airport Futures with broad community support two years ago. Specific adopted policies from Airport Futures are described in the subsequent table.

The Port looks forward to continuing to work with the City to resolve these issues and the issues outlined in the attached table prior to adoption of Comprehensive Plan Update.

Sincerely,



Susie Lahsene,  
Regional Transportation & Land Use Policy Manager

c: Tom Armstrong, Portland Bureau of Planning and Sustainability  
Tom Bouillion  
Lise Glancy

**A. DRAFT ECONOMIC DEVELOPMENT GOALS AND POLICIES (CHAPTER 3)**

<b>Draft Goals and Policies</b>	<b>Comments</b>
Goal 3.A Prosperity	The Port recognizes the importance of this goal and appreciates the acknowledgement of the region and the state as part of the diverse population served by the City. The commentary to this goal states that "In addition, Goal 3.A creates a multidisciplinary framework for economic development that incorporates land use and infrastructure with business development, workforce development, seaport and airport services, affordable housing, and social services." This important concept should be better reflected in the goals themselves.
Policy 3.3 Economic center.	The Port appreciates the recognition of the important role of the multimodal transportation infrastructure in the economic health of the City.
Policy 3.5 Economic role of livability and ecosystem services.	While ecosystem services do have an economic value, this policy would be more appropriately located in Chapter 4.
Policy 3.9 Land efficiency.	The linkage between industrial land efficiency and viable multi-modal freight infrastructure is key to economic development. The suggested modification below is intended to address that concern.  Modify the draft policy language to state (w/new language underlined): "Encourage infill, redevelopment, <u>and intensification and throughput of</u> on scarce urban land."
Policy 3.10 Brownfield redevelopment.	The Port strongly supports this policy and the City's goals for brownfield redevelopment.
Policy 3.18 Trade and freight hub.	Given the importance of Portland's role as a trade and freight hub, and the emphasis put on this role in the Portland Plan, the proposed "maintain and plan" language should be further strengthened as suggested below.  Modify the draft policy language to state (w/new language underlined): " <u>Maintain and plan for</u> <u>improve</u> transportation systems and services that will retain and expand Portland's competitive market access as a West Coast trade gateway and freight distribution hub <u>and realize the Greater Portland Export Plan to double the Portland region's exports in five years.</u> "

<b>Draft Goals and Policies</b>	<b>Comments</b>
<p>Policy 3.28 Freight-oriented development.</p>	<p>As noted above, given the importance of Portland's role as a trade and freight hub and the emphasis put on this role in the Portland Plan, there is a need to prioritize investments in industrial areas. This policy should be modified as suggested below.</p> <p>Modify the draft policy language to state (w/new language underlined): "Coordinate land use planning and <u>prioritize</u> transportation investments in industrial districts to encourage freight mobility and industrial development."</p>
<p>Policy 3.29 Marine, rail, and airport facilities.</p>	<p>The Port strongly supports this policy which reflects the Portland Plan's emphasis on maintaining and expanding Portland's role as a West Coast trade gateway and freight distribution hub.</p>
<p>Policy 3.34 Prime industrial land and freight hub.</p>	<p>While the Port supports this policy, freight hubs by definition cannot function without viable freight infrastructure serving the hubs. This policy should be modified as suggested below to better acknowledge that relationship.</p> <p>Modify the draft policy language to state (w/new language underlined): "Protect the multimodal freight-hub industrial districts, <u>as well as the freight infrastructure to serve the freight hubs</u>, at Portland Harbor, Columbia Corridor, and Brooklyn Yard as prime industrial land."</p>
<p>Policy 3.35 Industrial land retention.</p>	<p>The Port strongly supports this policy and the City's goals for the retention of industrial land. However, it is unclear under this policy what (if any) protection "non-prime" industrial land would receive.</p>
<p>Policy 3.36 Harbor access.</p>	<p>The Port strongly supports this policy and the City's intention to prioritize river-dependent and river-related uses on harbor access lands. However, some clarification may be needed with regard to the definition of "harbor access lands". Presumably this is meant to refer to those lands with direct access to marine facilities.</p>
<p>Policy 3.39 Dispersed industrial areas. Provide for small, dispersed industrial areas.</p>	<p>The purpose of this policy is unclear. Large, concentrated industrial areas tend to have fewer neighbors (and therefore fewer conflicts) and more efficiently provide transportation and other infrastructure. Are "dispersed industrial areas" intended to be an alternative to the "prime industrial lands" cited earlier?</p>
<p>Policy 3.40 Brownfield</p>	<p>As noted in Policy 3.10, there is a need to prioritize investments in these areas. The proposed</p>

<b>Draft Goals and Policies</b>	<b>Comments</b>
<p>redevelopment.</p>	<p>modification below is intended to clarify this point.</p> <p>Modify the draft policy language to state (w/new language underlined): “<u>Prioritize investment in brownfield sites redevelopment resources and approaches to encourage remediation and redevelopment for industrial use and accommodate industrial growth.</u>”</p>
<p>Policy 3.41 Industrial land intensification.</p>	<p>As noted previously, the linkage between industrial land efficiency and viable freight infrastructure is key to economic development. Intensification should therefore include greater “throughput” and should be tied to transportation infrastructure investments referred to in Chapter 7.</p> <p>Modify the draft policy language to state (w/new language underlined): “<u>Promote public investments and business climate enhancements that encourage industrial reinvestment and increase land efficiency for industrial output and throughput.</u>”</p>
<p>Policy 3.42 District expansion.</p>	<p>While the Port supports the expansion of industrial areas where appropriate, this policy might benefit from some further clarification of when and where this expansion should occur.</p> <p>Modify the draft policy language to state (w/new language underlined): “<u>Provide opportunities for expansion of industrial areas through voluntary conversion of underutilized non-industrial land.</u>”</p>
<p>Policy 3.43 Neighborhood buffers.</p>	<p>While the Port recognizes the benefits of using major natural areas and open spaces as buffers, this policy should clarify that these are not within the industrial areas themselves, but are typically designated as Open Space.</p> <p>Modify the draft policy language to state (w/new language underlined): “<u>Maintain and enhance major natural areas, or open spaces outside of prime industrial areas, or constructed features as boundaries and buffers for the Portland Harbor and Columbia Corridor industrial areas.</u>”</p>

**B. DRAFT WATERSHED HEALTH AND THE ENVIRONMENT GOALS AND POLICIES (CHAPTER 4)**

<b>Draft Goals and Policies</b>	<b>Comments</b>
Policies 4.1 through 4.6	These policies use the phrase, "protect, enhance and restore...." While this may reflect a desired outcome, within an urban setting, these policies should address the need to balance environmental protection with conflicting land uses and policies. .
Policy 4.5 At-risk habitats.	In addition to the broader comment above, because "grassland" is not well defined habitat type (e.g., grassland could include a golf course, play field, or barren weedy fill), categorizing it as an "at-risk habitat" that presumably would become a regulated feature is problematic. The addition of the word " <u>native</u> " grassland would help address this concern.
Policy 4.6 Biodiversity.	In addition to the broader comment above, as written, this policy suggests protecting bridges, man-made detention pond or other similar feature as a habitat for wildlife. This would be problematic and could compromise the primary function of the structure (for transportation, stormwater retention, etc.). Some clarification is needed regarding the intent of this policy as it relates to manmade structures.
Policy 4.7 Habitat corridors.	The Conceptual map of potential habitat corridors appears to identify West Hayden Island as a Habitat Corridor. While a portion of West Hayden Island functions as a habitat patch, in this location the Columbia River functions as the primary corridor for wildlife movement. In addition, the definition of Habitat Corridor is so broad that it could potentially apply to the entire City, but appears to have been applied selectively based on other criteria that are not explicit in the definition. For example, a portion of the narrative suggests corridors could be established by "...incorporating naturesscaping into yards and landscaped areas..." . Further clarification of this designation is needed.
Policy 4.11a (Consider the condition of, and potential cumulative impacts on, natural resources when creating land use and infrastructure plans.)	This policy suggests considering cumulative impacts when creating land use and infrastructure plans. However, the term "cumulative impacts" is not defined and it's unclear how this would work in the context of balancing statewide planning goals.

<b>Draft Goals and Policies</b>	<b>Comments</b>
Policy 4.11.b. (Strive to sustain the carrying capacity of air, land, and water resources by enhancing natural resource quality and function.)	The term "carrying capacity" is not defined, so it is unclear how this policy would be implemented. It would be helpful to provide additional guidance as to the intent.
Policy 4.12 Impact mitigation.	<p>The commentary associated with this policy notes that the City "allows for different approaches where appropriate." However, this concept is not made clear in the policy itself. The proposed modification is intended to clarify this point. Further, the Port would recommend putting the emphasis on the quality of the mitigation rather than its location. If better mitigation can be accomplished off-site then that should be encouraged over lower quality opportunities available onsite.</p> <p>Modify the draft policy language to state (w/new language underlined): "Require that negative impacts from development impacts that cannot be avoided be minimized and fully mitigated. <u>Generally, prioritize onsite mitigation or mitigation in the same watershed within the city over mitigation in another watershed or outside of the city, but encourage alternative approaches which will provide better mitigation opportunities.</u>"</p>
Policy 4.15 Efficient use of land.	The term "natural resources" is not defined and is not listed in the "Special Habitat" designation protocol used in the City natural resource inventory. Given this, as written, this policy would appear to suggest that any location could be considered a regulated "natural resource" requiring review, alternatives analysis, mitigation, etc. Further, the portion of the policy which states "...when doing so does not negatively affect historically underserved communities" is unclear. For example, what is the intention if historically underserved communities are negatively impacted? Is it then appropriate to disturb "natural resources"? Finally, this policy should be better aligned with other policies in Chapter 3 related to land efficiency (policy 3.9 for example).
Policy 4.24 Willamette River Watershed.	The relationship between this policy and those in Chapter 3 should be better defined. The proposed modification below is intended to address that issue.



<b>Draft Goals and Policies</b>	<b>Comments</b>
	<p>Modify the draft policy language to state (w/new language underlined): <u>“Manage the riverfront and uplands areas to enhance the corridor’s habitat quality and connectivity for migratory species and integrate nature and natural hydrologic function into urban environments consistent with draft policy 3.36 which prioritizes river-dependent and river-related industrial use over other land uses on harbor access lands”</u>.</p>
<p>4.24.e. (Promote rehabilitation of riverbank sections that have been significantly altered because of development to create more natural riverbank conditions.)</p>	<p>While more a natural river bank condition is desirable, it may not be consistent with high intensity urban development (e.g., the Central City) or some marine industrial activities. The proposed modification below is intended to address that issue.</p> <p>Modify the draft policy language to state (w/new language underlined): <u>“Promote rehabilitation of riverbank sections that have been significantly altered because of development to create more natural riverbank conditions where appropriate given adjacent land uses.</u></p>
<p>Policy 4.24.f. (Protect and enhance grasslands, beaches, wetlands, and other critical habitats for shorebirds and waterfowl, including species that migrate along the Pacific flyway and Columbia River corridor.)</p>	<p>As noted above, while the phrase, “protect and enhance...” may reflect a desired outcome, within an urban setting, environmental policies should address the need to balance environmental protection with conflicting land uses and policies.</p> <p>Also, as noted previously, the Port is concerned about the use of the term “grasslands”. This should be clarified as <u>“native grasslands”</u>.</p>
<p>Policy 4.25 Columbia Slough Watershed Policy 4.25.d. (Protect and enhance grasslands, beaches, wetlands, and other critical habitats for shorebirds and waterfowl, including species that migrate along the Pacific flyway and Columbia River corridor.)</p>	<p>As noted above, while the phrase, “protect, enhance and restore....” may reflect a desired outcome within an urban setting, environmental policies should address the need to balance environmental protection with conflicting land uses and policies.</p> <p>Also, as noted previously, the Port is concerned about the use of the term “grasslands”. This should be clarified as <u>“native grasslands”</u>.</p>
<p>Comment: Policy 4.25.f. (Protect and maintain the functions of remaining open</p>	<p>As written, this policy could be understood to limit development on all remaining vacant (i.e., “open”) parcels. Presumably, the intention is to protect designated significant Goal 5 resources rather than all</p>

<b>Draft Goals and Policies</b>	<b>Comments</b>
spaces and anchor upland habitats).	<p>remaining open spaces. The suggested modifications are intended to clarify this point.</p> <p>Modify the draft policy language to state (w/new language underlined): "Protect and maintain the functions of <u>remaining designated open spaces</u> and anchor upland habitats <u>outside of prime industrial areas.</u>"</p>
4.26 Columbia River Watershed	<p>The commentary for this section states that "However, West Hayden Island and the northern portion of Portland Harbor provide some of the best shoreline, shallow-water, wetland, and floodplain habitat in Portland's urban services boundary." The Port is concerned about the scientific basis for this claim especially given the hydrologic controls (dams) on the Columbia River. Also, the term "floodplain habitat" appears to be used inappropriately since floodplain is a river function across a range of habitat types. "Floodplain" is not a habitat in and of itself.</p>
4.26.b. (Enhance grassland, beach, and wetland habitats and improve other ecological functions, while continuing to provide flood control.)	<p>It is unclear what is intended by "improve other ecological functions". Some further clarification should be provided.</p> <p>Also as noted previously, the Port is concerned about the use of the term "grasslands". This should be clarified as "<u>native grasslands</u>".</p>

### C. DRAFT URBAN DESIGN AND DEVELOPMENT GOALS AND POLICIES (CHAPTER 5)

<b>Draft Goals and Policies</b>	<b>Comments</b>
Commentary (p. 5-3)	The Portland Plan recognizes the importance of a strong economy and job creation to a healthy city and individual well-being. While this is acknowledged in Chapter 3, the linkage is not made in the other chapters. The commentary addresses wildlife habitat connections and environmental health, but does not address the economy or industry. Metro 2040 Design types such as employment and RSIA are not mentioned. While the identification of the Industrial and River area as a discrete geography is helpful, more should be done to recognize the importance of those areas outside of centers.
GOAL 5.A. A city designed for people	This goal should include a reference to a built environment that promotes economic development and job creation as well as health, resilience and equity. In addition, the importance of the City as a regional and statewide hub is not addressed. Alternatively, a new goal named "A City designed to work", as well as a corresponding policy emphasizing Industrial Smart Growth, could be added to address these concerns.
Goal 5.B. Context-sensitive design and development	The Port supports identification of the Industrial and River area as a discrete geography.
GOAL 5.C. Portland's system of centers	As noted above, while the identification of the Industrial and River area as a discrete geography is helpful, more should be done to recognize the importance of those areas outside of centers.
Policy 5.16 Industrial and River	<p>While combining the industrial and river areas together results in a rather inconsistent set of policies, there are several issues which could be addressed by additional sub policies:</p> <ul style="list-style-type: none"> <li>▪ The need to design and construct new residential to be compatible with existing industrial uses and freight infrastructure (such as found in proposed Policy 5.33 d).</li> <li>▪ The need to prioritize public investment in freight infrastructure in this geography, consistent with Policy 5.16a.</li> </ul>
5.16.a. (Maintain and enhance the area's	The Port supports this policy which recognizes the importance of the air port and marine facilities and

<b>Draft Goals and Policies</b>	<b>Comments</b>
regionally significant nexus of Oregon's largest seaport and largest airport; unique multimodal freight, rail, and harbor access; and proximity to anchor manufacturing and distribution facilities.)	related uses.
Policy 5.16.c. (Enhance and complete the area's system of riverside trails and strengthen active transportation connections to Portland's neighborhoods)	This policy appears to be contradictory to the broader policy contained in Policy 5.16 to support the area's prime industrial lands. As an example, completing a trail along the river through Albina Yard would likely diminish the ability of that key freight hub to operate.
5.16.d. (Enhance the strong river orientation of the area's residential areas.)	Because river frontage should be reserved for river-related and dependent uses, this policy should be modified to limit enhancement to existing residential areas only.  Modify the draft policy language to state (w/new language underlined): "Enhance the strong river orientation of the area's <u>existing</u> residential areas."
Policy 5.19 Focused investments	The Portland Plan recognizes that Portland's advantages as a trade and freight hub warrant strategic investments to maintain and grow our competitive position. This policy prioritizes investment in centers, but fails to consider other "pattern areas", in particular Policy 5.16 Industrial and River.
Policy 5.23 Corridors and connections.	The City's Transportation System Plan and Freight Master Plan designate freight routes. These routes are critical for Portland to retain its competitive market access as a West Coast trade gateway as outlined in the Portland Plan. Freight routes, which are not mentioned in the discussion of corridors and connections, should be explicitly mentioned as a key organizing element in the design and structure of the city.
Policy 5.24 Civic Corridors	The conceptual map of potential Civic Corridors coincides with several designated priority freight routes (such as I-5 and US Highway 30, both not owned by the City of Portland). The description of Civic Corridors under this policy does not seem to be compatible with freight or other modal designations.

<b>Draft Goals and Policies</b>	<b>Comments</b>
<p>Policy 5.26 Greenways</p>	<p>The conceptual map of potential Greenways coincides with several designated priority freight routes. The description of Greenways under this policy does not seem to be compatible with freight or other modal designations. In addition, West Hayden Island is shown as designated as Habitat Corridor. As mentioned previously, West Hayden Island functions as a habitat patch within the larger context of the Columbia River corridor. Also, West Hayden Island should be shown as unincorporated Multnomah County.</p> <p>Finally, the term "Greenways", although adopted in the Portland Plan, is confusing since it sounds similar to the "Willamette River Greenway" identified in Statewide Planning Goal 15 and in some cases is identified in the same physical location as the Willamette River Greenway Trail alignment</p>
<p>Policy 5.27.b. (Consider both the place and transportation functions when designing and programming each street)</p>	<p>The Port supports the policy approach of considering both the place and transportation functions when designing and programming each street.</p>
<p>5.29.b. Encourage development to be designed to enhance the pedestrian experience, with windows, entrances, pathways, and other features that provide connections to the street environment.</p>	<p>In some circumstances, such as industrial campuses, privacy and security may be of critical importance. This policy should recognize that connections to the street may not be appropriate in all situations.</p>
<p>Proposed Policy 5.33.c. (Protect non-industrial lands from the potential adverse impacts of industrial activities and development)</p>	<p>This policy should be modified in order to be more consistent with Policy 5.33 d.</p> <p>Modify the draft policy language to state (w/new language underlined): "Protect existing non-industrial <u>lands development</u> from <u>potential demonstrated</u> adverse impacts of <u>new industrial activities and development</u>"</p>
<p>5.33.d. (Ensure that new residential and high-density development adjacent to industrial sanctuaries incorporates design elements that soften the transition in land</p>	<p>The Port supports this policy which is intended to protect the viability of industrial operations from new adjacent development.</p>

<b>Draft Goals and Policies</b>	<b>Comments</b>
use and protects the viability of long-term industrial operations.)	
Policy 5.37 Resource-efficient development.	This policy should be further expanded to include sub policies that relate to brownfield clean-up and that encourage access to industrial sites with energy efficient transportation modes including rail, barge and ship.
Policy 5.42 Hydrologic function.	As worded this policy would appear to prevent or limit development within the floodplain. While impacts can be mitigated, most water dependent uses must be located within the floodplain.
Policy 5.47.a. (Limit development in or near areas prone to natural hazards, where practicable, using the most current hazard information and maps available.)	<p>This policy suggests limiting development in areas subject to natural hazards, including the floodplain. This is inconsistent with the current policy approach provided by Metro's Title 3 which calls in part for hazard minimization in the floodplain through techniques such as balanced cut and fill, but not limiting development per se.</p> <p>As an example, this policy could limit development on one of the largest brownfield sites in the City of Portland, the Time Oil site, contrary to other policies encouraging redevelopment of brownfields.</p>
Policy 5.51 Offsite impacts.	As written, this policy primarily addresses impacts to residential areas; however, similar to proposed policy 5.33.d, new residential and high-density development adjacent to industrial areas should incorporate design elements that soften the transition in land use and protects the viability of long-term industrial operations. A good example of this are proposed changes to the St. Johns/Lombard Plan contained in the River Plan North Reach.
Policy 5.51.a - Aircraft noise impacts [NEW]	<p>A new section is appropriate to reflect the policy adopted as a part of Airport Futures to creatively address aircraft noise impacts.</p> <p>Add language as follows: <u>"Require compatible land use designations and development within the noise-affected area of Portland International Airport while providing public notice of the level of aircraft noise and mitigating the potential impact of that noise within the area. Partner with the Port of Portland to explore creative new ways to address noise impacts."</u></p>

**D. DRAFT PUBLIC FACILITIES AND SERVICES GOALS AND POLICIES (CHAPTER 6)**

<b>Draft Goals and Policies</b>	<b>Comments</b>
<p>Commentary (p. 6-12)</p>	<p>There are several factual errors in the commentary section:</p> <ul style="list-style-type: none"> <li>• (2nd bullet) It seems likely that the Port of Portland should be included under the list of local “transportation facilities and services” providers.</li> <li>• (4<sup>th</sup> bullet) This item suggests that rail facilities are provided by “the Burlington Northern Railroad”. The official name for this company is BNSF Railway. In addition, there are several other railroads operating in Portland including the Union Pacific Railroad, Portland and Western Railroad, Portland Terminal Railroad and Peninsula Terminal Railroad.</li> <li>• (10<sup>th</sup> bullet) As noted later in this chapter, the Port of Portland provides both police and fire services, in addition to other non-City of Portland agencies.</li> <li>• (12<sup>th</sup> bullet) Qwest has not existed since 2011 and is now called Century Link. Also, the last sentence seems to suggest that “various small fuel companies” provide gas and electricity. This sentence should be reworded for clarity.</li> </ul>
<p>Policy 6.3 Interagency coordination.</p>	<p>While the Port fully supports the need for interagency coordination, this policy describes a list of services as “public facilities and services”. Later in this chapter the terms “urban services”, “urban public services”, “community services”, “City services”, “capital improvements” and “infrastructure” are used. Only the term “infrastructure” appears to be defined in the Glossary. Some clarity and consistency in the use of terms would be helpful in order to better understand which policies apply, especially in cases where the public facilities and services or infrastructure are not provided by the City.</p>
<p>Policy 6.4 Orderly service extension</p>	<p>In order to support Policy 3.7 (Land development) which emphasizes the need for an adequate supply of land, this proposed policy should be amended (or possibly a new policy created) to address the City’s interest in annexation. The proposed language below is intended to address this issue.</p> <p>Add draft policy language to state (w/new language underlined): <u>“The City should encourage annexation of lands within its urban services boundary in order to meet an identified need in the City</u></p>

<b>Draft Goals and Policies</b>	<b>Comments</b>
	<u>buildable lands inventory and other adopted documents.</u>
6.4.b. Coordinate provision of urban public services so that provision of City's ability to provide other urban services.	It is unclear what is meant by "other urban services" in this policy.
Policy 6.20 Environmental carrying capacity.	"Carrying Capacity" is not defined. In addition, if non-City owned facilities are defined as "public facilities and services", then it is unclear (and potentially concerning) what requirements might result from this policy which requires that the carrying capacity of air, land, and water resources be considered when developing plans.
6.20.a. Prevent or limit further impacts from infrastructure on natural hydrologic cycles, especially in areas with poorly infiltrating soils and limited public stormwater discharge points.	The phrase "natural hydrologic cycles" is broad. As written, this policy could be interpreted as limiting infrastructure in the floodplain. Port infrastructure by necessity must be located within the floodplain as do bridges and other essential infrastructure. If the intent of this policy is to address stormwater management, it should be revised to be more specific.
Policy 6.26 Civic corridors and Greenways	As also noted in the Chapter 5 comments above, proposed Civic Corridors and Greenways have not considered modal designations such as priority freight routes. This policy should explicitly note that modal designations should dictate the infrastructure for those rights of way.
Policy 6.39 Rates.	As written, this policy would appear to allow for rate increases without consideration of the cost to users. The proposed modification below is intended to address this concern.  Modify the draft policy language to state (w/new language underlined): "Establish and collect rates and charges for sewer service to recover the cost of developing and maintaining the system <u>while limiting the rates and charges to the minimum necessary to meet permit requirements, to minimize impact to cost burdened households, small businesses and other users.</u> "
Policy 6.48 Rates.	As written, this policy would appear to allow for rate increases without consideration of the cost to



<b>Draft Goals and Policies</b>	<b>Comments</b>
	<p>users. The proposed modification below is intended to address this concern.</p> <p>Modify the draft policy language to state (w/new language underlined): <u>“Establish and collect rates and charges for stormwater services to recover the cost of developing and maintaining the system while limiting the rates and charges to the minimum necessary to meet permit requirements, to minimize impact to cost burdened households, small businesses and other users.”</u></p>
<p>Policy 6.66 Natural areas</p>	<p>The term “natural areas” is not defined. As written, this policy could be understood to apply to a wide range of land within the City. The proposed modification is intended to clarify that this policy only applies to City-owned natural areas.</p> <p>Modify the draft policy language to state (w/new language underlined): <u>“Preserve and manage City owned natural areas to protect their ecological health and provide appropriate public access, in accordance with the natural area acquisition and restoration strategies.”</u></p>
<p>Policies 6.71 through 6.83 Public safety and emergency response</p>	<p>The Port of Portland provides both police and fire services within the City of Portland as do other agencies. An acknowledgement of these agencies within the commentary and an additional policy under Policy 6.82 Coordination, which addresses partnerships and coordination with other police and fire agencies within the City, as well as existing mutual aid agreements allowing fire departments from adjoining jurisdictions to respond to emergencies in the City of Portland in certain cases, should be added.</p>
<p>Policies 6.99 through 6.102 PDX Airport Futures [NEW]</p>	<p>New sections are appropriate to reflect the policies agreed to by the City, Port and community and adopted as a part of Airport Futures:</p> <p><u>Portland International Airport</u></p> <p><u>6.99 Promote a sustainable airport (PDX) by meeting the region’s air transportation needs without compromising livability and quality of life for future generations.</u></p> <p><u>6.100 Regulations</u>  <u>Implement the Airport Futures Plan through the implementation of the Portland International Airport Plan District and by including the Airport Futures Plan as part of this Comprehensive Plan.</u></p>

<b>Draft Goals and Policies</b>	<b>Comments</b>
	<p>A. <u>Prohibit the development of a potential third parallel runway at PDX. Ensure a transparent, thorough, and regional planning process if the Port of Portland demonstrates a need for its construction.</u></p> <p>B. <u>Support implementation of the Aircraft Landing Zone to provide safer operating conditions for aircraft in the vicinity of Portland International Airport by limiting the height of structures, vegetation, and construction equipment.</u></p> <p>C. <u>Support the Port of Portland's Wildlife Hazard Management Plan by implementing airport specific landscaping requirements in the Portland International Airport Plan District to reduce conflicts between wildlife and aircraft.</u></p> <p><u>6.101 Partnerships</u>  <u>Partner with the Port of Portland and the regional community to address the critical interconnection between economic development, environmental stewardship, and social responsibility.</u></p> <p><u>to:</u></p> <p>A. <u>Support an ongoing public advisory committee for Portland International Airport (PDX)</u></p> <ol style="list-style-type: none"> <li><u>1. Support meaningful and collaborative public dialogue and engagement on airport related planning and development;</u></li> <li><u>2. Provide an opportunity for the community to inform the decision-making related to the airport of the Port, the City of Portland and other jurisdictions/organizations in the region; and</u></li> <li><u>3. Raise public knowledge about the airport and impacted communities.</u></li> </ol> <p><u>6.102 Investments</u>  <u>Ensure that new development and redevelopment of airport facilities supports the City's</u></p>

<b>Draft Goals and Policies</b>	<b>Comments</b>
	<p>and the Port's sustainability goals and policies and is in accordance with Map 11.64.1.</p> <p>A. <u>Allow the Port flexibility in configuring airport facilities to preserve future development options, minimize environmental impacts, use land resources efficiently, maximize operational efficiency, ensure development can be effectively phased, and address Federal Aviation Administration's airport design criteria.</u></p>

**E. DRAFT TRANSPORTATION GOALS AND POLICIES (CHAPTER 7)**

<i>Draft Goals and Policies</i>	<i>Comments</i>
<p>Commentary (p. 7-3)</p>	<p>The relationship of this element of the Comprehensive Plan to other existing Plan documents such as the Airport Futures and Freight Master Plan would be helpful. In addition, as noted earlier, the Comprehensive Plan was amended only two years ago to reflect Airport Futures. These goals and policies, which were the result of a significant planning effort, are included in Airport Futures as proposed amendments to the Comprehensive Plan. If they are no longer included in the Comprehensive Plan itself it is unclear what their status would be in terms of adopted policy.</p>
<p>GOAL 7.B</p>	<p>The Portland Plan recognizes the importance of Portland's advantages as a trade and freight hub and West Coast trade gateway. While Goal 7.A does refer to "economic prosperity" as a benefit of the transportation system, Goal 7.B does not include prosperity as an important factor in "quality of life". This seems to be inconsistent with the Portland Plan.</p>
<p>GOAL 7.E</p>	<p>As noted above, while the Portland Plan recognizes the importance of freight movement to Portland's economy, this is the only overall transportation goal that acknowledges freight. However, the current wording ("by providing efficient multimodal access to employment areas, educational institutions, and enhanced freight access to industrial areas.") is too limited in scope. Freight mobility should address Portland's role as a West Coast trade gateway and should recognize need for robust multi-modal freight (air, marine, rail) as well as the role that the transportation system plays in supporting prosperity.</p>
<p>Policy 7.1 Street design</p>	<p>The Port supports the overall policy which states that street design will be based on street classification (e.g., freight). However, the sub-policies could conflict with the general policy. For example, sub-policy 7.1.a. implies that all streets be made comfortable for all users; however, it may not be possible to design a major freight route to be a "comfortable" bicycle route for all cyclists</p>
<p>Policy 7.4 Classifications for Civic Corridors and Greenways.</p>	<p>As noted in the comments on Chapter 5, the conceptual maps of potential Civic Corridors and Greenways coincide with several designated priority freight routes. The description of Civic Corridors and Greenways do not seem to be compatible with freight or other modal designations. These freight routes are critical for Portland to retain its competitive market access as a West Coast trade gateway as outlined in the Portland Plan.</p>

<b>Draft Goals and Policies</b>	<b>Comments</b>
<p>Policy 7.6 Green and active transportation hierarchy</p>	<p>This policy was excerpted from the City of Vancouver, B.C. Transportation 2040 Plan and then modified. However, proposed modifications are problematic because they require a trade-off between the movement of goods and the movement of people. The Vancouver Plan establishes a hierarchy for "Moving People", but provides a separate set of policies for "Moving Goods and Delivering Services". The overall goal for Moving Goods and Delivering Services states that "The efficient movement of goods and services is critical to city, regional, and national well-being." This goal is followed by policies related to Long-Distance Goods Movement, Local Goods and Services and Emergency Services. The Port supports the approach taken in the City of Vancouver's Transportation 2040 Plan. However, as currently written, policy 7.6 would appear to conflict with the need to preserve freight mobility.</p>
<p>Policy 7.10 Public transportation.</p>	<p>The use of the term "public transportation" may be overly broad as it can include air travel. These policies are clearly intended for bus, street car and light rail, so some clarification or use of a different term may be appropriate. In addition, there is no mention of services for visitors and the benefits to the tourist sector of Portland's economy. In addition, rather than simply emphasizing the current policy of enhancing access to the Central City, consider enhancing access to employment areas as well.</p>
<p>Policy 7.11 Multimodal passenger service.</p>	<p>The Portland Plan notes that "...only 12 U.S. cities have direct air service to both Europe and Asia, and Portland is the smallest among them. The region must continue to support these direct services or risk seeing them disappear...." However, these policies do not mention air travel as a mode.</p>
<p>Policy 7.13 Multimodal freight system.</p>	<p>While the Port supports this policy which addresses the freight system; overall, these policies should be stronger and more consistent with policies and actions in Portland Plan which speak to "...strengthening our freight transportation network, which connects us to global markets..."</p> <p>The Port supports Portland's Sustainable Freight Strategy; however, it is also unclear what is intended by "sustainable global and regional freight movement" in this context. Portland Plan Objective #13 does not use this modifier when describing the importance of maintaining Portland as a hub. Finally, there is no mention of air freight which is essential to important traded sectors.</p>
<p>7.34.a. Truck Mobility</p>	<p>Numbering appears to be mislabeled, in keeping w/ the sequence, should be labeled "7.13.a".</p>

<b>Draft Goals and Policies</b>	<b>Comments</b>
7.13.b. Truck Accessibility.	The Port supports improving truck access to and from intermodal freight facilities, industrial and commercial districts, and the regional freight system.
7.13.c. Freight Rail	<p>The proposed language is too passive and does not ask the City to take any action beyond coordination. By comparison, Vancouver BC focuses on protecting rail corridors and prioritizing grade separation projects. The proposed language is intended to address this issue.</p> <p>Modify the draft policy language to state (w/new language underlined): “Coordinate with private stakeholders and regional partners to support continued reinvestment in and modernization of the freight rail network. <u>Prioritize public investment in grade separation and whistle-free zone projects to promote freight rail throughput, public safety and neighborhood livability.</u>”</p>
7.13.d. Marine Terminals.	<p>While the Port supports this policy, as worded, marine facilities on the Columbia River are not included. The proposed modification is intended to address this concern.</p> <p>Modify the draft policy language to state (w/new language underlined): “Coordinate with the Port of Portland, private stakeholders, and regional partners to support continued reinvestment in and modernization of marine terminals in <u>Portland Harbor and the Columbia River</u>. Ensure access to marine terminals and related river-dependant uses in <u>Portland Harbor and the Columbia River</u>.”</p>
7.13.e Shipping Channels.	<p>The Port supports coordination and continued maintenance of the shipping channels in Portland Harbor and the Columbia River. However, the title be changed to “<u>Navigation Channels</u>” to reflect the federal designation and to acknowledge the variety of watercraft that use the river. In addition, as proposed, the language is too passive and does not ask the City to take any action beyond coordination. The proposed language is intended to address this issue.</p> <p>Modify the draft policy language to state (w/new language underlined): “<u>Shipping-Navigation Channels</u>. Coordinate with the Port of Portland, private stakeholders, and regional partners to facilitate continued maintenance of the navigation channels in Portland Harbor and the Columbia River. <u>Facilitate the establishment of upland dredge material management sites and encourage the in-water placement of clean dredge material in sediment-starved rivers including the Willamette and Columbia. Encourage maintenance of ship berths to match the</u></p>

<b>Draft Goals and Policies</b>	<b>Comments</b>
	<p><u>approved depth of the navigation channels."</u></p>
<p>7.13.f.Air Cargo [NEW]</p>	<p>A new section is appropriate given the importance of high value air cargo to the local and regional economy.</p> <p>Add the new policy language to state (w/new language underlined): <u>"Coordinate with the Port of Portland, private stakeholders, and regional partners to support expanded domestic and international air cargo service at Portland International Airport (PDX). Prioritize local road access to air cargo facilities and provide adequate land suitable for projected air cargo need in and around PDX."</u></p>
<p>Policy 7.15 Performance measures/level of service.</p>	<p>The Portland Plan Guiding Policy P-13 states "Prioritize freight movement over single-occupancy vehicle travel on truck routes. Increase the freight movement share of our limited transportation system capacity." While multimodal levels of service may be appropriate in the Central City and other Centers, the resulting increase in vehicle congestion would impact freight mobility as well as private automobiles. Ensuring a reasonable level of service on freight routes is important to the economy and consistent with the Portland Plan.</p>
<p>Policy 7.21 System management.</p>	<p>This policy suggests giving preference to transportation improvements that use existing roadway capacity efficiently and improve the safety of the system. However, not all "transportation improvements" will use "roadway capacity". Comprehensive Plan policies should be more consistent with the Portland Plan, which emphasizes the importance of Portland role as a trade and freight hub.</p>
<p>Policy 7.24 Project prioritization.</p>	<p>As written, freight system improvements would not be prioritized in the capital improvement program. This is inconsistent with the guidance provided in the Portland Plan which recognizes the need for investments in Portland's multi-modal freight hub infrastructure. It is unclear why all priority projects must reduce vehicle miles traveled per capita or increase active transportation mode share versus other metrics stemming from the Portland Plan such as increasing exports or providing access to employment.</p>
<p>Policy 7.30 Portland International Airport.</p>	<p>This is the only policy addressing Portland International Airport. There is no mention of the economic benefits of the airport. For example, to air freight (especially to the traded sectors) or to tourism. As the Portland Plan notes "...Only 12 U.S. cities have direct air service to both Europe and Asia, and Portland is the smallest among them. The region must continue to support these direct services or risk</p>

<b>Draft Goals and Policies</b>	<b>Comments</b>
	<p>seeing them disappear..." Overall, this policy should be strengthened and sub-policies addressing the importance of the airport should be included. Also, as noted earlier, the Comprehensive Plan was amended only two years ago to reflect Airport Futures. These policies need to be included.</p>







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1 May 2013

**Re: Portland Community College Comments – Working Draft of the City of Portland Comprehensive Plan Update**

Dear Marty,

Thank you for providing Portland Community College (PCC) the opportunity to comment on the Working Draft of the Comprehensive Plan update. This update is important work and we hope our comments are useful to the City. PCC may be in something of a unique vantage point because of the breadth of our presence across the City, which includes three of our four campuses and two workforce training centers. Specifically, the suggestion that the area around our Southeast Campus become a neighborhood center is appropriate, as is the suggestion that the Interstate/Killingsworth area could be a future town center.

We believe that the nexus of transportation, education, and economic/workforce development deserves strategic thinking and we see that suggested in the update. For example, the Barbur “vision” suggested, which includes high capacity transit, could be catalytic to the future development of the Sylvania Campus (PCC’s largest) as a part of the Hillsdale neighborhood corridor suggested in The Portland Plan. More concretely, our students’ access is enabled by effective transportation systems and is motivated by a city that provides rich opportunities for employment and the benefits of a healthy city aspired to in this update.

Our “major” comment is that this update is an incredibly thorough and well-done (for a working draft) body of work. It is obvious that a lot of thought has gone into the product so far. It is well-organized, it reads well, and it seems broadly responsive to The Portland Plan. While we do identify thoughts where we think it could be improved, or where critical needs are missed, we want you to know that the update is really well done at this stage and we don’t want our more specific comments to overshadow that.

**District President**

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That said, PCC's additional comments are:

1. The update could be improved by being a little more tangible. As it is, in many cases the policy expressions seem less like policy and more like vision. In that respect, it seems like an addendum to The Portland Plan, rather than providing a body of thought that's a layer down (more specific) than the Plan.
2. We believe the Campus Institutions concept is a strong positive and that the update does a good job of recognizing the critical impact of institutions on the City. We believe the language can be improved by greater recognition of the value that development predictability has for institutions in their strategic investment decisions. We also believe that the language must be clarified (for example, in policies 3.46 and 3.47) because, as written it could be interpreted that solely the institutions have these responsibilities and on their property.
3. We believe that the Transportation commentary and policy needs to be broader and more substantive than the draft has it currently. As written, it appears generally to suggest "keeping on with keeping on." It does not seem to deal in-depth with the reality that there will continue to be SOV's and on-road commerce/freight transportation needs. We certainly applaud and support the "keeping on," but are also painfully familiar with the accelerating deficiency of the commerce corridors.
4. We believe that more substance needs to be included around emergency planning and preparedness. The draft certainly emphasizes "resilience." The text seems to suggest that resilience deals with "recovery." We hope that the update can provided more emphasis on education and citizen preparedness and also provide more expressions that the City sees itself in a leadership role in this area. If the City does agree with that role, then we hope the update can include some stronger policy suggestions about how that role will play out.
5. Section II. C should include specific mention of commercial corridors, other than the rivers.
6. We wonder about broadening the title of Chapter 4 from "Economic Development" to "Education and Workforce and Economic Development" or similar in view of the linkages we see between the three. The citing of declining incomes on parg 2-3 would seem to justify this.

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7. In many cases, policy statements include the word “encourage.” That word is wide enough to drive a truck through and as such does not relay any notion of what the policy bounds are in the City’s eyes. Portlanders could reasonably wonder if the word really means “require” (and if it does, there’s nothing wrong with saying that, which could include a richer and more useful discussion of the actual policy).
8. We appreciate the recognition in 2.8.g of the importance of convenient multimodal transportation in providing Portlanders’ access to education and employment.
9. We believe 2.13.e should include the idea of enforcing existing housing codes.
10. We believe the specificity of “encouraging communal kitchens” (Policy 2.13.f) is out of place and raises a question as to how an idea so uncharacteristically specific appears at this point a policy.
11. We suggest that Policy 5.15 (Eastern Neighborhoods) include a policy statement to reflect a policy goal to develop basic infrastructure, such as paved roads, curbs, and sidewalks.
12. Chapter 5 (Urban Design and Development) seems, in general, to be really well done from a conceptual perspective. The draft would be improved by reducing the use of “Encourage ....” and replace it with language that better illustrates the policy thinking.
13. We believe the sense of Goal 6.C (Reliability and resiliency) should include the idea of **withstanding** catastrophic events, in addition to recovering from them. The recent Oregon DOGAMI report on Portland energy infrastructure should provide sufficient rationale.
14. Goal 6.I (Solid Waste Management) seems to lack aspirations that might include ideas like “Portland deals with its waste within its own boundaries.” Absent that, it seems we’re left with trucking waste down the Gorge or to North Plains. Surely we can aspire to do more. The same perspective should be reflected in Policy 6.32, which suggests it’s OK with Portlanders to have combined sewer overflows, so long as they are limited to permitted frequency.

Marty Stockton

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15. The text for Policy 6.38 (“Control pollution at its source”) does not seem to fit with the title (“Pollution Prevention”). We note also the incongruity between this policy and Policy 6.32.
16. The commentary on Water (page 6-28) notes new policies on Customer Service and Outages, but we were not able to find those.
17. The statement in 6.63.a. strikes us as a really good expression of what the City intends as its priorities. The update would be improved by other areas including such crisp, “tangible” statements.
18. The recognition of emergency preparedness in Public Safety and Emergency Response (page 6-36) is appropriate and, as noted earlier, should be reflected in other sections of the update. We would also suggest consideration be given to crafting a Policy statement that would reflect the City’s intent to be a leader in regional emergency planning and preparedness.
19. We are not quite sure of the intentions of the goals and policies in the School Facilities section (pages 6-42 and 6-43). It would seem that local school districts have more authority in these arenas than the City. Nor do we see in this section the policy-level thoughts for continued City investment in Portland Public Schools.
20. In the Energy Infrastructure section (pages 6-46 and 6-47) every policy statement begins with “Encourage... .” Further policy thinking as to “how” needs to be included.
21. We suggest that another bullet be added to the list under Policy 7.6 (page 7-8) to “reflect transportation system’s importance in regional emergency planning, preparedness, response, and recovery.”
22. It would be useful to articulate how community, area, and neighborhood plans (Policy 8.6) fit with the types of “areas” suggested elsewhere in the update (such as Town Centers, for example).

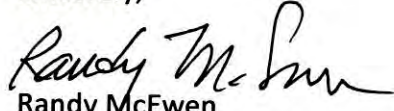
Again, we think that the update working draft is a really good start toward the updated Comprehensive Plan. We hope that our comments are helpful to the objective of having a really great update.

Marty Stockton

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Portland Community College appreciates the opportunity to comment on the update. We hope to participate further as the opportunity arise.

Sincerely,

A handwritten signature in black ink, appearing to read "Randy McEwen". The signature is fluid and cursive, with the first name "Randy" being the most prominent.

Randy McEwen  
PCC Vice President



C.J. Sylvester  
Chief Operating Officer

**PORTLAND PUBLIC SCHOOLS**  
**Operations**  
501 North Dixon Street o Portland, OR 97227  
(503) 916-3176 o Fax: (503) 916-3107

May 1, 2013

Susan Anderson  
Director  
City of Portland Bureau of Planning and Sustainability  
1900 SW 4th Ave, Suite 7100  
Portland, OR 97201

Dear Susan,

RE: Portland Public Schools Response to the City of Portland Comprehensive Plan Update Working Draft Part I

Portland Public Schools (PPS) welcomes the opportunity to provide a response to the City of Portland Comprehensive Plan Update Working Draft Part I (Draft Comp Plan Update).

The attached response cites Draft Comp Plan Update policy clusters relevant to PPS; how policies in the working draft align with our Mission, Racial Equity Policy, and Long Range Facility Plan; and PPS comments.

PPS are considered part of Public Facilities and Services in Chapter 6 of the City of Portland Comprehensive Plan Update Working Draft Part I (Draft Comp Plan Update). A number of policy goals in the Draft Comp Plan Update promote schools as multi-functional service hubs, as neighborhood anchors, and as basic public facilities essential for community vitality and prosperity.

Existing Intergovernmental Agreements (IGAs) with Multnomah County, Portland Parks and Recreation (PPR) and the Portland Bureau of Transportation provide for the use of school sites for health care, social services, child care, early childhood education, community gardens, recreation, and active transportation.

The PPS Civic Use of Buildings program (CUB) allows individuals and community groups use of district facilities on a non-interference basis with school activities. In their role as community centers, schools encourage community and non-profit groups to use school buildings for athletic and special events as well as meetings.

The current zoning code, while helpful in recognizing that school site enrollment levels vary from year to year and school sites are regularly programmed by PPR, remains inadequate for school sites to become multi-functional hubs. Furthermore, the current zoning code does not fully account for existing uses at PPS school sites, many of which are tied to IGAs and the CUB program.

PPS Response to PDX Draft Comp Plan  
Page 2 of 2

PPS therefore includes in our response a White Paper advocating for a new Public Facility Overlay Zone.

The purpose of the Public Facility Overlay Zone is to encourage co-location of essential public services and to recognize the important role that public facilities play as centers of community while mitigating potential impacts to residential neighborhoods. Properties owned by public agencies, the city, school districts, and nonprofits share a common purpose in serving the needs of the Portland neighborhoods and the community at-large. The concept for the zone is to recognize that public facilities are a historical part of Portland neighborhood development, to support repurposing or redevelopment of existing public facilities to meet community needs, and ensure that limited expansions of public facilities meet minimum development standards to mitigate potential impacts on the livability of nearby residential zoned lands.

The Public Facility Overlay Zone White Paper is intended to initiate a dialogue with the City of Portland Bureau of Planning and Sustainability. PPS recognizes that developing PF Overlay Zone code language will require a systemic review of Title 33 in consultation with all institutional use stakeholders located adjacent to or within open space and residential zones, neighborhood associations and other interested parties.

PPS looks forward to being an active partner in the Comprehensive Plan Update and we believe the new plan will afford opportunities to strengthen our partnership with the City of Portland and its citizens.

Very Truly Yours,



C.J. Sylvester  
Chief Operating Officer  
Portland Public Schools

CC: Carole Smith, Superintendent  
Jollee Patterson, General Counsel  
Tony Magliano, Deputy Chief Operating Officer



## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

## Policy Cluster 1: Community Involvement

<p>RELEVANT POLICIES</p>	<p>Policy 1.1 Community involvement program. Require and implement a Community Involvement Program to provide an active, ongoing, and systematic process for community participation throughout planning and decision making. Enable community members to identify, consider, and act upon a broad range of issues within land use, transportation, parks, sewer and water systems, natural resources, and implementing measures.</p> <p>Policy 1.4 Partners in decision making. Enhance community involvement in planning processes based on a model of shared governance.</p> <p>Policy 1.6 Early involvement. Improve opportunities for interested and affected community members to participate early in planning and decision making. This includes participating in process design, identifying issues and opportunities, and recommending and prioritizing projects and/or other types of implementation.</p> <p>Policy 1.14. Capacity building. Build capacity for community members to effectively participate in planning and decision making.</p> <p>1.14.c. Recruit, train, and appoint people from currently or historically underrepresented communities to City boards and committees that oversee or advise planning processes, to ensure accurate representation of Portland's diverse population.</p>
<p>ALIGNMENT W/ PPS</p> <ul style="list-style-type: none"> <li>• MISSION</li> <li>• EQUITY POLICY</li> <li>• LRF</li> </ul>	<p>PPS RACIAL EDUCATIONAL EQUITY POLICY</p> <p>C. The District shall recruit, employ, support and retain racially and linguistically diverse and culturally competent administrative, instructional and support personnel....</p> <p>F. The District shall welcome and empower families, including underrepresented families of color (including those whose first language may not be English) as essential partners in their student's education, school planning and District decision-making. The District shall create welcoming environments that reflect and support the racial and ethnic diversity of the student population and community. In addition, the District will include other partners who have demonstrated culturally specific expertise -- including government agencies, non-profit organizations, businesses, and the community in general -- in meeting our educational outcomes.</p> <p>PPS LONG RANGE FACILITY PLAN</p> <p>A: Develop partnerships</p> <p>Schools will thrive when our entire community is invested in their success. Every citizen of Portland is a stakeholder in schools. It is critical to promote a seamless, integrated relationship among stakeholders to support schools. School facilities and grounds will be inclusive and central to the communities and neighborhoods they serve and open and accessible to all for community use.</p> <p>C. Demonstrate fiscal responsibility</p> <ul style="list-style-type: none"> <li>• Solicit input from individual school communities in determining improvement plans.</li> </ul> <p>D: Practice inclusivity</p> <ul style="list-style-type: none"> <li>• Create welcoming environments that reflect and support the racial and ethnic diversity of the student population and community.</li> </ul>
<p>RESPONSE</p>	<ul style="list-style-type: none"> <li>• Implementation of these policies will require administrative coordination that brings together staff from school districts and the city to maintain an ongoing understanding of respective operations and initiatives.</li> </ul>

## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

## Policy Cluster 2: Housing

<p>RELEVANT POLICIES</p>	<p>Policy 2.1 Adequate housing supply. 2.1.b. Housing Potential: Consider the impact of potential loss of housing capacity through legislative actions, particularly the potential to develop housing units that can serve low- and moderate-income households.</p> <p>Policy 2.2 Housing variety. 2.2.d. Ensure that areas in and around centers include a diversity of housing that can accommodate a broad range of households, including multi-generational households and families with children.</p> <p>Policy 2.5 Opportunity areas. Strive to create housing in livable mixed-income neighborhoods throughout Portland that have the qualities important for economic prosperity and healthy living.</p> <p>2.5.a Prioritize new affordable and accessible housing in areas that offer good access to active transportation, jobs, open spaces, high-quality schools, and various services and amenities.</p> <p>2.5.b. Improve equitable access to active transportation, jobs, open spaces, high quality schools, and various services and amenities in areas with an existing supply of affordable housing.</p> <p>2.5.c. Prioritize new higher density housing, including units that are affordable and accessible for all Portlanders, in and around centers that offer good access to active transportation, jobs, open spaces, schools, and various services and amenities.</p>
<p>ALIGNMENT W/ PPS</p> <ul style="list-style-type: none"> <li>• MISSION</li> <li>• EQUITY POLICY</li> <li>• LRFP</li> </ul>	<p>PPS MISSION</p> <p>By the end of elementary, middle and high school, every student will meet or exceed academic standards and will be fully prepared to make productive life decisions. Portland Public Schools is an equal opportunity educator and employer.</p> <p>PPS RACIAL EDUCATIONAL EQUITY POLICY</p> <p>A. The District shall provide every student with equitable access to high quality and culturally relevant instruction, curriculum, support, facilities and other educational resources, even when this means differentiating resources to accomplish this goal.</p> <p>B. The District shall create multiple pathways to success in order to meet the needs of our diverse students, and shall actively encourage, support and expect high academic achievement for students from all racial groups.</p> <p>F. The District shall welcome and empower families, including underrepresented families of color (including those whose first language may not be English) as essential partners in their student’s education, school planning and District decision-making. The District shall create welcoming environments that reflect and support the racial and ethnic diversity of the student population and community. In addition, the District will include other partners who have demonstrated culturally specific expertise -- including government agencies, non-profit organizations, businesses, and the community in general -- in meeting our educational outcomes.</p> <p>PPS LONG RANGE FACILITY PLAN</p> <p>A: Develop partnerships</p> <ul style="list-style-type: none"> <li>• Develop community assets that support life-long learning and wellness, and help to knit our community together.</li> <li>• Work with partners to provide safe and accessible paths of travel to every school.</li> </ul> <p>D: Practice inclusivity</p> <ul style="list-style-type: none"> <li>• Provide facilities that accommodate a greater degree of wraparound social services in schools with the highest needs.</li> <li>• Create welcoming environments that reflect and support the racial and ethnic diversity of the student population and community.</li> </ul>
<p>RESPONSE</p>	<ul style="list-style-type: none"> <li>• Not all schools are or will be located in centers. This presumes a neighborhood school model; however the state funding model for schools will trend toward larger consolidated models that are able to provide greater options for educational program delivery.</li> <li>• Why are schools the only amenity described as “high quality”? The quality of other amenities and services are not referred to.</li> <li>• From schools perspective housing needs to be affordable for all income levels within school capture areas; delivery of educational programming is improved with stable/predictable enrollment.</li> </ul>

## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

## Policy Cluster 3: Economic Development

<p>RELEVANT POLICIES</p>	<p>Policy 3.7 Land development. Maintain supplies of land that:</p> <ul style="list-style-type: none"> <li>• Are available and practical for development.</li> <li>• Includes adequate amounts and types of sites to support economic vitality.</li> <li>• Are enough to meet the long-term and short-term growth forecasts in Portland’s Central City and its industrial, institutional, and neighborhood business districts.</li> </ul> <p>Policy 3.15 Development impacts. Protect historically underrepresented communities from disparities in adverse development impacts.</p> <p>Policy 3.25 Poverty reduction. Strive for more effective poverty reduction by aligning major public programs responsible for employment, land use and development, transportation, housing, social services, community development, and workforce development.</p> <p>Policy 3.26 Disparity reduction. Reduce racial, ethnic, and disability-related disparities in income and employment opportunity.</p> <p>Policy 3.44 Campus Institutions. Provide for the stability and growth of Portland’s major campus institutions as essential service providers, centers of innovation, workforce development resources, and major employer.</p>
<p>ALIGNMENT W/ PPS</p> <ul style="list-style-type: none"> <li>• MISSION</li> <li>• EQUITY POLICY</li> <li>• LRFP</li> </ul>	<p>PPS RACIAL EDUCATIONAL EQUITY POLICY</p> <p>A. The District shall provide every student with equitable access to high quality and culturally relevant instruction, curriculum, support, facilities and other educational resources, even when this means differentiating resources to accomplish this goal.</p> <p>B. The District shall create multiple pathways to success in order to meet the needs of our diverse students, and shall actively encourage, support and expect high academic achievement for students from all racial groups.</p> <p>D. The District shall remedy the practices, including assessment, that lead to the over-representation of students of color in areas such as special education and discipline, and the under-representation in programs such as talented and gifted and Advanced Placement.</p> <p>F. The District shall welcome and empower families, including underrepresented families of color (including those whose first language may not be English) as essential partners in their student’s education, school planning and District decision-making. The District shall create welcoming environments that reflect and support the racial and ethnic diversity of the student population and community. In addition, the District will include other partners who have demonstrated culturally specific expertise -- including government agencies, non-profit organizations, businesses, and the community in general -- in meeting our educational outcomes.</p> <p>PPS LONG RANGE FACILITY PLAN</p> <p>A: Develop partnerships</p> <ul style="list-style-type: none"> <li>• Develop community assets that support life-long learning and wellness, and help to knit our community together.</li> </ul> <p>D: Practice inclusivity</p> <ul style="list-style-type: none"> <li>• Provide facilities that accommodate a greater degree of wraparound social services in schools with the highest needs.</li> <li>• Create welcoming environments that reflect and support the racial and ethnic diversity of the student population and community.</li> </ul>
<p>RESPONSE</p>	<ul style="list-style-type: none"> <li>• Housing affordability should also be a reason for maintaining an adequate land supply. Support for housing that is affordable to all families within school catchment areas will help decrease student mobility and increase the stability of enrollment in neighborhood schools.</li> <li>• The policies listed above do not mention the need to differentiate resources to address past disinvestment.</li> <li>• PK-12 schools operate differently and have a different type and intensity of impact to surrounding neighborhoods than to college and health care campuses. PK-12 schools should not be considered a comparable land use for the purposes of future land use regulation. For example High School sites in the IR zone are grouped with Colleges and Medical Centers but the development expansion pattern and intensity of use are clearly less by comparison. <i>See additional response in Policy Cluster 8: Administration and Implementation.</i></li> </ul>

## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

## Policy Cluster 4: Watershed Health and Environment

RELEVANT POLICIES	<p>Policy 4.9 Air, land, and water quality. Prevent toxic pollutants from contaminating air, land, and water.</p> <p>Policy 4.10 Sustaining the soil. Prevent human-induced soil loss, erosion, and impairment of soil quality and function.</p> <p>Policy 4.16 Impervious surface impacts. Reduce and offset the impacts of impervious surfaces where practicable.</p> <p>Policy 4.27 Scenic resources. Project and enhance significant scenic views, sites, and drives.</p> <p>Policy 4.30 Scenic resource planning. Ensure master plans and other planning efforts include preservation and enhancement of significant scenic resources.</p>
ALIGNMENT W/ PPS <ul style="list-style-type: none"> <li>• MISSION</li> <li>• EQUITY POLICY</li> <li>• LRFPP</li> </ul>	PPS LONG RANGE FACILITY PLAN B: Embrace sustainability The Portland Public Schools portfolio of facilities is the City of Portland’s sustainability frontier. Opportunities abound to reduce operating expenses by saving energy, conserving water, and reducing and recycling waste while maintaining the well-built structures that have served generations of Portland students. The District will seek to implement high-performance systems to achieve cost effective energy, water and waste solutions .... <ul style="list-style-type: none"> <li>• Use practices such as reuse of existing buildings, construction waste management, air quality, proper recycling of building materials, and water-conserving and waste-reducing infrastructure to achieve PPS sustainability goals.</li> <li>• Whenever feasible, incorporate space for potential community gardens, learning gardens or surface storm water facilities/rain gardens in any major renovations.</li> </ul>
RESPONSE	<ul style="list-style-type: none"> <li>• Most of these policies seem to be addressed by current comp plan policies and/or the current federal/state/city regulatory environment.</li> <li>• Land use review/planning efforts should afford the opportunity to reexamine currently identified scenic resources and views and provide ability to mitigate, under certain circumstances, for the loss or diminishment of these resources.</li> </ul>

## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

## Policy Cluster 5: Urban Design and Development

RELEVANT POLICIES	<p>Policy 5.3 Equitable development. Strive for development and design that avoids or reduces negative impacts and supports positive outcomes for communities of color, historically underserved communities, and other vulnerable populations.</p> <p>Policy 5.8 Innovation. Encourage the design of the built environment to foster local creativity, experimentation, and innovative design solutions.</p> <p>Policy 5.19 Focused investments. Prioritize and encourage public and private investment in infrastructure, community amenities, and community and commercial services in centers. Use strategic investments in centers to shape growth, balancing that with needed investments in areas that are deficient in infrastructure and services.</p>
ALIGNMENT W/ PPS <ul style="list-style-type: none"> <li>• MISSION</li> <li>• EQUITY POLICY</li> <li>• LRFPP</li> </ul>	PPS RACIAL EDUCATIONAL EQUITY POLICY <p>B. The District shall create multiple pathways to success in order to meet the needs of our diverse students, and shall actively encourage, support and expect high academic achievement for students from all racial groups.</p> <p>D. The District shall remedy the practices, including assessment, that lead to the over-representation of students of color in areas such as special education and discipline, and the under-representation in programs such as talented and gifted and Advanced Placement.</p> <p>F. The District shall welcome and empower families, including underrepresented families of color (including those whose first language may not be English) as essential partners in their student’s education, school planning and District decision-making. The District shall create welcoming environments that reflect and support the racial and ethnic diversity of the student population and community. In addition, the District will include other partners who have demonstrated culturally specific expertise -- including government agencies, non-profit organizations, businesses, and the community in general -- in meeting our educational outcomes.</p> PPS LONG RANGE FACILITY PLAN <p>A: Develop partnerships</p> <ul style="list-style-type: none"> <li>• Develop community assets that support life-long learning and wellness, and help to knit our community together.</li> <li>• Support enhanced community/school dual use areas and the resulting increased use and ownership of the schools by the community, including financial partnerships.</li> <li>• Pursue partnerships with other public and/or private entities that leverage public resources to maximize efficiency, economies of scale and innovation.</li> </ul> <p>C: Demonstrate fiscal responsibility</p> <ul style="list-style-type: none"> <li>• Communicate the benefits that facilities investments provide to students and the community.</li> <li>• Solicit input from individual school communities in determining improvement plans.</li> <li>• Leverage potential partnerships that maximize resources (e.g. wraparound services, leasing, business partners, etc.).</li> </ul> <p>D: Practice inclusivity</p> <ul style="list-style-type: none"> <li>• Prioritize work based on the District’s current equity policy.</li> <li>• Provide facilities that accommodate a greater degree of wraparound social services in schools with the highest needs.</li> </ul>
RESPONSE	<ul style="list-style-type: none"> <li>• Chapter 8 Administration and Implementation needs to better account for equity in development, investments, and resource allocation to achieve Policies 5.3, 5.8. and 5.19.</li> </ul>

## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

## Policy Cluster 5: Urban Design and Development (Continued)

<p>RELEVANT POLICIES</p>	<p>Policy 5.26 Greenways. Create a citywide network of Greenways that provide distinctive and attractive pedestrian- and bike-friendly green streets and trails that link centers, parks, schools, rivers, natural areas, and other key community destinations.</p> <p>Policy 5.29 Pedestrians and accessibility. Enhance Portland as a place that is experienced most intimately by pedestrians, including all those who walk, use wheelchairs, or otherwise experience the city from its sidewalks.</p> <p>5.29.a. Strive for a built environment designed to provide a safe, comfortable, and attractive environment for pedestrians of all ages and abilities</p> <p>Policy 5.35 Historic and cultural resource protection. Protect and restore old and historic buildings and places that contribute to the distinctive character and history of Portland's evolving urban environment.</p> <p>Policy 5.38 Rehabilitation and adaptive reuse. Encourage rehabilitation and adaptive reuse of culturally and architecturally significant historic buildings to conserve natural resources, reduce waste, and model stewardship of the built environment.</p> <p>5.38.a. Enhance the long-term viability of historic structures and improve public safety through seismic and energy efficiency retrofits.</p> <p>5.38.b. Encourage maintenance and rehabilitation of viable buildings over demolition and new construction.</p>
<p>ALIGNMENT W/ PPS</p> <ul style="list-style-type: none"> <li>• MISSION</li> <li>• EQUITY POLICY</li> <li>• LRFPP</li> </ul>	<p>PPS LONG RANGE FACILITY PLAN</p> <p>A: Develop partnerships</p> <ul style="list-style-type: none"> <li>• Work with partners to provide safe and accessible paths of travel to every school.</li> <li>• PPS historic buildings help to define our communities, make them more livable and instill civic pride and a sense of place. Evaluate retaining historically significant buildings and/or their significant building features.</li> </ul> <p>B: Embrace sustainability</p> <ul style="list-style-type: none"> <li>• Building design will maximize and integrate the surrounding natural features, natural light, air flow and other environmental factors that support wellness and conditions for optimal learning.</li> </ul>
<p>RESPONSE</p>	<ul style="list-style-type: none"> <li>• City's historic resource inventory should be updated and include references to professionally produced historic assessments completed by property owners.</li> <li>• There should be policy level direction to provide dedicated resources for the installation of greenways, sidewalks, and other improvements. Reliance on property owners to install these improvements will not alone complete the vision of a complete pedestrian and greenway network.</li> <li>• There should be policy level direction to update the City's Historic Resources Inventory on a regular basis and allow flexibility in the zoning code for owners of historically significant properties to provide professionally prepared historic assessment of properties as part of land use review of properties under the City's zoning code regulation of historic properties.</li> <li>• What incentives can the City offer to encourage maintenance and rehabilitation of viable buildings over demolition and new construction?</li> </ul>

## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

## Policy Cluster 6: Public Facilities and Services

<p>RELEVANT POLICIES</p>	<p>Policy 6.3 Interagency coordination. Maintain interagency coordination agreements with the following jurisdictions and agencies that provide public facilities and services within the city of Portland to ensure effective and efficient service delivery: Portland Public Schools and the David Douglas, Parkrose, Reynolds, Centennial, and Riverdale School Districts for public education and recreational facilities.</p> <p>Policy 6.7 Community services. Coordinate with the planning efforts of agencies providing public education; health services; community centers, library services, and justice services, as appropriate.</p> <p>6.7.a. Encourage the placement of such services in centers.</p> <p>Policy 6.8 Co-location. Encourage co-location of public facilities and services across providers where co-location improves service delivery.</p> <p>Policy 6.14 Shared costs. Costs of providing public facilities and services should be shared by those who benefit from the provision of those facilities and services.</p> <p>6.14.a. Require those whose development and redevelopment actions necessitate public facility improvement, extension, or construction to bear the costs.</p> <p>6.14.b. Consider opportunities to equitably share costs of resolving service deficiencies where significant existing service deficiencies exist.</p> <p>6.14.c. Consider shared responsibility between all parties that are served or benefit from the costs of constructing and providing public facilities and services when the facilities or services provide a shared benefit.</p>
<p>ALIGNMENT W/ PPS</p> <ul style="list-style-type: none"> <li>• MISSION</li> <li>• EQUITYPOLICY</li> <li>• LRFP</li> </ul>	<p>PPS LONG RANGE FACILITY PLAN</p> <p>A: Develop partnerships</p> <ul style="list-style-type: none"> <li>• Develop community assets that support life-long learning and wellness, and help to knit our community together.</li> <li>• Encourage and support facilities solutions that enhance community use of school facilities. School spaces (gym, cafeteria, commons, library, performance) should be easily accessible to the community.</li> <li>• Support enhanced community/school dual use areas and the resulting increased use and ownership of the schools by the community, including financial partnerships.</li> <li>• Pursue partnerships with other public and/or private entities that leverage public resources to maximize efficiency, economies of scale and innovation.</li> </ul> <p>C: Demonstrate fiscal responsibility</p> <ul style="list-style-type: none"> <li>• Communicate the benefits that facilities investments provide to students and the community.</li> <li>• Leverage potential partnerships that maximize resources (e.g. wraparound services, leasing, business partners, etc.).</li> </ul>
<p>RESPONSE</p>	<ul style="list-style-type: none"> <li>• Need for interagency coordination is vital and should extend beyond intergovernmental agreements for operations and to programmatic or site level capital bond work by school districts to craft agreements that able to truly harness the community service, co-location and shared cost aspirations of this chapter.</li> <li>• Very few new schools buildings will be built by school districts in Portland in the years to come (compared to the current building portfolio).</li> <li>• Comp Plan policies that steer public amenities and facilities to neighborhood centers. The Portland Plan desires school sites to become centers of community. The City should provide amenities and resources to support schools not centrally located in neighborhood centers to become multi-functional hubs for community services.</li> <li>• Need policy level direction to identify how costs for public facilities can be shared and provide resources to fully implement a cost sharing plan.</li> </ul>

## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

## Policy Cluster 6: Public Facilities and Services (Continued)

<p>RELEVANT POLICIES</p>	<p>Policy 6.70 Public/private opportunities and partnerships. Encourage private development and operation of recreational facilities that meet identified public need and the City's recreational objectives.</p> <p>Policy 6.88 Co-location. Encourage school districts, public and private institutions, Multnomah County, and the City of Portland to co-locate facilities and programs in a way that optimizes intergenerational and intercultural use.</p> <p>Policy 6.89 Shared use. Encourage public use of school grounds for community purposes, while meeting educational and student safety needs.</p> <p>6.89.a. Encourage community use of school grounds for recreational use and as green spaces, community gardens, playgrounds, and other means of physical activity, particularly in neighborhoods with limited access to green spaces.</p> <p>6.89.b. Consider use of school facilities as gathering and aid distribution locations during natural disasters and other emergencies.</p> <p>Policy 6.90 Facility adaptability. Ensure that schools may be upgraded to flexibly accommodate multiple community-serving uses and adapt to changes in educational approaches, technology, and student needs over time.</p> <p>Policy 6.91 Leveraging public investment. Prioritize City infrastructure investments that complement and leverage local school districts' major capital investments.</p>
<p>ALIGNMENT W/ PPS</p> <ul style="list-style-type: none"> <li>• MISSION</li> <li>• EQUITYPOLICY</li> <li>• LRFPP</li> </ul>	<p>PPS LONG RANGE FACILITY PLAN</p> <p>A: Develop partnerships</p> <ul style="list-style-type: none"> <li>• Develop community assets that support life-long learning and wellness, and help to knit our community together.</li> <li>• Encourage and support facilities solutions that enhance community use of school facilities. School spaces (gym, cafeteria, commons, library, performance) should be easily accessible to the community.</li> <li>• Support enhanced community/school dual use areas and the resulting increased use and ownership of the schools by the community, including financial partnerships.</li> <li>• Pursue partnerships with other public and/or private entities that leverage public resources to maximize efficiency, economies of scale and innovation.</li> </ul> <p>B: Embrace sustainability</p> <ul style="list-style-type: none"> <li>• Design facilities that are flexible, adaptable and resilient to accommodate changing needs and purposes that extend the useful and effective life of the building.</li> </ul> <p>C: Demonstrate fiscal responsibility</p> <ul style="list-style-type: none"> <li>• Communicate the benefits that facilities investments provide to students and the community.</li> <li>• Leverage potential partnerships that maximize resources (e.g. wraparound services, leasing, business partners, etc.).</li> </ul>
<p>RESPONSE</p>	<ul style="list-style-type: none"> <li>• Policy level direction is needed to remove the current regulatory barriers to co-location opportunities. <i>See additional response in Policy Cluster 8: Administration and Implementation.</i></li> <li>• Policy level direction is needed to pursue a funding and resource structure/strategy to fund co-location and shared uses identified in these policies. <i>See additional response in Policy Cluster 8: Administration and Implementation.</i></li> </ul>



## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

## Policy Cluster 7: Transportation

<p>RELEVANT POLICIES</p>	<p>Policy 7.1 Street design. Design improvements to new and existing transportation facilities to implement transportation and land use goals and objectives and in accordance with designated street design classifications.</p> <p>7.1.a. Design and improve streets to provide safe, convenient, and comfortable access in an attractive environment for all Portlanders regardless of age, ability, and mode of transportation.</p> <p>Policy 7.7 Transportation affordability. Improve and maintain a transportation system that increases access to affordable transportation options for all Portlanders, especially youth, older adults, people of color, and people with disabilities.</p> <p>Policy 7.8 Pedestrian transportation. Create conditions that make walking more attractive as the mode of choice for short trips of 1 mile or less and for accessing transit.</p> <p>7.8.a. Increase the opportunities to choose walking as a mode of transportation by completing a network of pedestrian infrastructure and improving the quality of the pedestrian environment.</p> <p>7.8.b. Enhance the pedestrian environment by increasing pedestrian safety, accessibility, and convenience for people of all ages and abilities.</p> <p>7.8.c. Increase opportunities for walking within and to centers, corridors, significant locations, and transit.</p> <p>Policy 7.9 Bicycle transportation. Create conditions that make bicycling more attractive than driving for trips of 3 miles or less.</p> <p>7.9.a. Ensure that the bicycle transportation system is accessible to Portlanders of all ages and abilities.</p> <p>7.9.b. Develop and implement classifications that emphasize the movement of bicycles on a citywide network of designated streets.</p>
<p>ALIGNMENT W/ PPS</p> <ul style="list-style-type: none"> <li>• MISSION</li> <li>• EQUITY POLICY</li> <li>• LRFP</li> </ul>	<p>PPS LONG RANGE FACILITY PLAN</p> <p>A: Develop partnerships</p> <ul style="list-style-type: none"> <li>• Work with partners to provide safe and accessible paths of travel to every school.</li> </ul>
<p>RESPONSE</p>	<ul style="list-style-type: none"> <li>• City needs comprehensive analysis of transportation system that acts as basis for judging the relative impacts of new development.</li> <li>• Portland Plan discussed differentiated investment based on historical disinvestment. How is that translated into these policies?</li> </ul>

## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

## Policy Cluster 8: Administration and Implementation

RELEVANT POLICIES	<p>Policy 8.1 Intergovernmental coordination. The Comprehensive Plan is implemented in a manner that complements the efforts of and fiscal health of partner agencies, including school districts, the counties, and region.</p> <p>Policy 8.4 Public facilities plan. Maintain a coordinated public facilities plan for the provision of urban public facilities and services, within Portland’s urban services boundary.</p> <p>Policy 8.9 Overlay zones. Overlay zones are applied where a situation exists in multiple locations and several base zones, such as the need to protect natural or historic resources.  8.9.d. <i>Placeholder for a subpolicy related to additional overlay zones. To be developed.</i></p> <p>Policy 8.15 Service Agreements. Maintain interagency coordination agreements with jurisdictions and agencies that provide public facilities and services within the city. (See Policy 6.3)</p>
ALIGNMENT W/ PPS <ul style="list-style-type: none"> <li>• MISSION</li> <li>• EQUITY POLICY</li> <li>• LRFPP</li> </ul>	PPS LONG RANGE FACILITY PLAN A: Develop partnerships <ul style="list-style-type: none"> <li>• Develop community assets that support life-long learning and wellness, and help to knit our community together.</li> <li>• Support enhanced community/school dual use areas and the resulting increased use and ownership of the schools by the community, including financial partnerships.</li> <li>• Pursue partnerships with other public and/or private entities that leverage public resources to maximize efficiency, economies of scale and innovation.</li> </ul> C: Demonstrate fiscal responsibility <ul style="list-style-type: none"> <li>• Leverage potential partnerships that maximize resources (e.g. wraparound services, leasing, business partners, etc.).</li> </ul>
RESPONSE	<ul style="list-style-type: none"> <li>• Support development of Public Facility Overlay Zone that includes PK-12 schools.</li> <li>• The overlay zone language needs to be accompanied by prefatory statement recognizing the long standing nature of schools in neighborhoods and the use of processes/procedures that will engage neighbors and schools more directly in operational positive outcomes to neighborhoods.</li> <li>• The Public Facility Overlay Zone should allow additional and auxiliary uses supportive of students, families, and community.</li> </ul>

## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

**PPS POLICY ALIGNMENT REFERENCES****PPS MISSION**

By the end of elementary, middle and high school, every student will meet or exceed academic standards and will be fully prepared to make productive life decisions. Portland Public Schools is an equal opportunity educator and employer.

**PPS RACIAL EDUCATIONAL EQUITY POLICY**

A. The District shall provide every student with equitable access to high quality and culturally relevant instruction, curriculum, support, facilities and other educational resources, even when this means differentiating resources to accomplish this goal.

B. The District shall create multiple pathways to success in order to meet the needs of our diverse students, and shall actively encourage, support and expect high academic achievement for students from all racial groups.

C. The District shall recruit, employ, support and retain racially and linguistically diverse and culturally competent administrative, instructional and support personnel, and shall provide professional development to strengthen employees' knowledge and skills for eliminating racial and ethnic disparities in achievement. Additionally, in alignment with the Oregon Minority Teacher Act, the District shall actively strive to have our teacher and administrator workforce reflect the diversity of our student body.

D. The District shall remedy the practices, including assessment, that lead to the over-representation of students of color in areas such as special education and discipline, and the under-representation in programs such as talented and gifted and Advanced Placement.

E. All staff and students shall be given the opportunity to understand racial identity, and the impact of their own racial identity on themselves and others.

F. The District shall welcome and empower families, including underrepresented families of color (including those whose first language may not be English) as essential partners in their student's education, school planning and District decision-making. The District shall create welcoming environments that reflect and support the racial and ethnic diversity of the student population and community. In addition, the District will include other partners who have demonstrated culturally specific expertise -- including government agencies, non-profit organizations, businesses, and the community in general -- in meeting our educational outcomes.

## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

## PPS LONG RANGE FACILITY PLAN

## Facility Goals

Goal One: Every PPS school shall provide an equitable and effective learning environment that maximizes the achievement of every student.

Facilities will support student success equitably. Portland Public Schools will create effective, accessible and inclusive learning environments that help all students achieve. School buildings and grounds will nurture and inspire learning while challenging and supporting students, teachers, parents and community who together will encourage learning beyond building walls—into the community and around the world. All students are included regardless of national origin, race, gender, economic background, sexual orientation, disabilities, first language or other distinguishing characteristics.

Goal Two: Every PPS school shall be safe, healthy, accessible and designed to meet students' essential needs.

Facilities reflect the importance of education in the community. Portland Public Schools will provide buildings where the quality of the building environment contributes to positive relationships and productive learning. Essential needs for use of school buildings include safety and security, full access and protection from fire, seismic hazards and toxins. Essential needs for learning include reasonable building temperature and adequate light, air and water quality, sanitation and acoustics.

Goal Three: PPS shall optimize utilization of all schools while taking the academic program needs of each school into account.

The physical size of schools should reflect the academic program needs of each school. When enrollment exceeds or falls below optimal student capacity or program size, Portland Public Schools will engage in an enrollment balancing process including but not limited to transfer limitation, attendance boundary changes and grade reconfiguration before implementing school consolidation and facility changes.

## Guiding Principles

In every facilities planning and capital investment decision, PPS will:

## A: Develop partnerships

Schools will thrive when our entire community is invested in their success. Every citizen of Portland is a stakeholder in schools. It is critical to promote a seamless, integrated relationship among stakeholders to support schools. School facilities and grounds will be inclusive and central to the communities and neighborhoods they serve and open and accessible to all for community use.

## Methodology

- Increase engagement by developing a sense of connection between society as a whole and schools.
- Develop partnerships and relationships to increase engagement, ownership, and student and teacher success.
- Develop community assets that support life-long learning and wellness, and help to knit our community together.
- Balance the needs of neighborhood schools and the needs of focus option schools to best serve the larger PPS student population.
- Provide program support for strong enrollment in response to the desire for small neighborhood schools.
- Encourage and support facilities solutions that enhance community use of school facilities. School spaces (gym, cafeteria, commons, library, performance) should be easily accessible to the community.
- Support enhanced community/school dual use areas and the resulting increased use and ownership of the schools by the community, including financial partnerships.
- Pursue partnerships with other public and/or private entities that leverage public resources to maximize efficiency, economies of scale and innovation.
- Work with partners to provide safe and accessible paths of travel to every school.
- PPS historic buildings help to define our communities, make them more livable and instill civic pride and a sense of place. Evaluate retaining historically significant buildings and/or their significant building features.

## PPS Response to City of Portland Comprehensive Plan Update: Working Draft Part 1

### B: Embrace sustainability

The Portland Public Schools portfolio of facilities is the City of Portland's sustainability frontier. Opportunities abound to reduce operating expenses by saving energy, conserving water, and reducing and recycling waste while maintaining the well-built structures that have served generations of Portland students. The District will seek to implement high-performance systems to achieve cost effective energy, water and waste solutions that provide flexible, adaptive learning environments (both indoor and outdoor) to support student achievement. In renovations of existing buildings and school grounds and in new construction, the District will aim to meet or exceed national and international sustainability performance benchmarks and to advance the state of the art in sustainability management for K-12 educational facilities.

#### Methodology

- Life cycle cost. More efficient building systems should be implemented during initial construction and remodeling/modernization/retrofitting efforts that have a payback in keeping with the anticipated life of the asset, rather than just considering the lowest first cost for the asset.
- Prioritize procurement of local materials, local contractors, subcontractors, sourcing and suppliers, and make every effort to encourage local manufacturing of critical components.
- Use practices such as reuse of existing buildings, construction waste management, air quality, proper recycling of building materials, and water-conserving and waste-reducing infrastructure to achieve PPS sustainability goals.
- Engage students, staff and community in ongoing responsible operation of building systems.
- Building design will maximize and integrate the surrounding natural features, natural light, air flow and other environmental factors that support wellness and conditions for optimal learning.
- Whenever feasible, incorporate space for potential community gardens, learning gardens or surface storm water facilities/rain gardens in any major renovations.
- Design facilities that are flexible, adaptable and resilient to accommodate changing needs and purposes that extend the useful and effective life of the building.

### C: Demonstrate fiscal responsibility

Fiscal prudence entails fully funding the cost of school facilities and their operations, staying current with preventive maintenance, and budgeting for the total costs of ownership. Best fiscal practices include credible forecasts, rigorous cost-benefit analysis, transparent budgets, responsible expenditures and audited financial statements.

#### Methodology

- Communicate the benefits that facilities investments provide to students and the community.
- Solicit input from individual school communities in determining improvement plans.
- Leverage potential partnerships that maximize resources (e.g. wraparound services, leasing, business partners, etc.).
- Whenever possible, evaluate the cost to students and families of relocation against the cost savings of phased work; accomplish the work all at one time when possible. The impacts on students, families, staff and community should be considered in the evaluation.
- Assess the physical condition of District facilities on an ongoing basis.
- Utilize best practices to ensure that significant improvements, renovations or new construction will last 50-75 years with ongoing preventive maintenance.
- Use the facility condition index (FCI) as one metric when determining the need for facility repair, improvement and/or replacement.
- Stay current on funding a Capital Asset Replacement (CAR) Plan.
- Complement normal maintenance with volunteer projects that create and maintain landscaping and facilities.

### D: Practice inclusivity

Provide facilities that support effective, accessible, inclusive learning environments for all students.

#### Methodology

- Prioritize work based on the District's current equity policy.
- Ensure that school campus designs are inclusive and culturally relevant.
- Provide facilities that accommodate a greater degree of wraparound social services in schools with the highest needs.
- Provide students with an environment that inspires them and is joyful, unique and engaging.
- Provide flexibility for changing curriculum and changing learning needs over time.
- Provide ubiquitous technology support for learning media, networks, and District and personal devices.
- Create welcoming environments that reflect and support the racial and ethnic diversity of the student population and community.
- Renovated facilities will meet Universal Design guidelines and be fully accessible and ADA compliant.
- Provide acoustic enhancements.

PPS WHITE PAPER PUBLIC FACILITY OVERLAY ZONE  
Justin Fallon Dollard, PPS Planning and Asset Management

## **Premise**

This paper lays out Portland Public Schools' (PPS) arguments for the development of a Public Facilities (PF) Overlay Zone in the City's Zoning Code (Title 33) and the need to create a legislative framework for this overlay zone in the City's Comprehensive Plan update.

## **Public Policy Context**

Portland Public Schools are considered part of Public Facilities and Services in Chapter 6 of the City of Portland Comprehensive Plan Update Working Draft Part I (Draft Comp Plan Update). A number of policy goals in the Draft Comp Plan Update promote schools as multi-functional service hubs, as neighborhood anchors, and as basic public facilities essential for community vitality and prosperity.

Existing Intergovernmental Agreements (IGAs) with Multnomah County, Portland Parks and Recreation (PPR) and the Portland Bureau of Transportation (PBOT) provide for the use of school sites for health care, social services, child care, early childhood education, community gardens, recreation, and active transportation.

The PPS Civic Use of Building program (CUB) allows individuals and community groups use of district facilities on a non-interference basis with school activities. In their role as community centers, schools encourage community and non-profit groups to use school buildings for athletic and special events as well as meetings.

PPS leases vacant properties, and forms development partnerships with interested parties, to further the District's Mission, Equity Policy, Long Range Facility Plan and/or generate additional revenue. Tenants include a neighborhood association, nonprofit agencies, telecommunication companies, Head Start, and private schools. Development partners include the Native American Youth and Family Center, Concordia University, Youth Soccer and Baseball Clubs, and the City of Portland.

PPS school sites are typically located within single or multi-dwelling residential zones and often adjacent to open space zoning. A handful of sites are located within the Institutional Residential multi-use zone. Issues directly related to measurable, physical impacts such as traffic, noise, and air quality are appropriately addressed through the zoning code. The operation of a school on residentially zoned properties requires Conditional Use (CU) review by the City of Portland. Changes to grade level, expansions of existing development, new development, accessory uses, and interim uses of vacant school property are all regulated through Chapters 110 Single-Dwelling Zones, 120 Multi-Dwelling Zones, 279 Recreational Fields for Organized Sports, 281 Schools and School Sites, and 815 Conditional Use Reviews.

## **PPS Assumptions**

A number of assumptions provide context for this Public Facility Overlay Zone White Paper:

- Schools sites are key components of "complete neighborhoods" – a concept explored during the Portland Plan process, the Education and Youth Success Policy Expert Group, and reflected in the

## PPS WHITE PAPER PUBLIC FACILITY OVERLAY ZONE

Justin Fallon Dollard, PPS Planning and Asset Management

Draft Comp Plan Update. A neighborhood is complete when amenities and essential services are located within a 20-minute walk or bicycle ride from home.

- While there is a clear boundary between decisions that City government has jurisdiction over and decisions within school districts' purview, it is vital for school districts to retain flexibility in transforming school sites into multi-functional hubs while respecting impacts of these uses to surrounding neighborhoods.
- The current zoning code, while helpful in recognizing that school site enrollment levels vary from year to year and school sites are regularly programmed by PPR, remains inadequate for school sites to become multi-functional hubs. Furthermore the current zoning code does not fully account for existing uses at PPS school sites, many of which are tied to IGAs and the CUB program.
- The current zoning code places barriers toward creating mixed-use development in service of the normative prosperity, educational, and equity goals stated in the Draft Comp Plan Update. While PPS is exploring mixed-use use of its property, where feasible, for housing to serve low-income, racial/ethnic minorities displaced by changes in the rental / ownership markets, the current zoning code would require lengthy conditional use reviews that add cost and limit potential.
- Type III CU requirements are easily triggered under the code and appeals are made before City Council. While CU reviews are intended to assess and mitigate neighborhood impacts; the review process can shift jurisdiction of City government into educational and community development policy decisions undertaken by PPS. The level of review associated with any specific regulation should be commensurate with the potential impacts to the surrounding neighborhood based on new development or significant change in operation (e.g. addition of high school students). Renovations and expansions, changes in programming, and/or PPS sponsored community development that meets shared policy goals stated in the Draft Comp Plan Update should not require CU review. Given that PPS was established in 1851, the zoning code should recognize its school sites as basic public facilities which are an essential, historical part of Portland neighborhoods.
- As our population grows and ages new community services, housing and recreational facilities will be required to serve the City's needs. Constrained public resources, limited available land, and market competition, will present challenges to development required to meet these needs. PPS is the 2nd largest land owner behind PPR. Its network of school sites and student capture areas cover approximately 60% of the city's geography. PPS school sites can help overcome the development challenges to our neighborhoods with population growth and aging.
- The City of Portland Schools and Parks Conditional Use Code Refinement Project of 2010 identified a number of ideas such as a new zone(s) for schools, good neighbor agreements, and interagency agreements. A PF Overlay Zone can delineate development thresholds tied to the joint use, renovation or repurposing of existing public facility sites, consolidate development standards scattered across four chapters in the zoning code, and clearly define co-location use combinations that would trigger a CU review to assess potential impacts and assign mitigation requirements.

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## Public Facility Overlay Zone Preliminary Outline

### Introduction

The city's public facility systems provide water, sewer, transportation, parks, and civic and human services. Public facilities include the varied and extensive networks of streets and pipes, as well as parks and natural areas that provide places for recreation but also help manage stormwater and flooding. Public services include public transportation and police, fire, and emergency response. In addition, services such as access to broadband technology and comprehensive recycling and composting services are now also considered essential for households and businesses. It takes the collective and coordinated effort of multiple agencies to maintain and operate the complex systems used to manage and provide these necessities to Portlanders.

Public agencies aim to provide basic services to all Portlanders. However, because of past decisions and the history of annexations and development, services are not distributed equitably across the city. The agencies charged with managing public facility systems must balance the need to maintain existing services and infrastructure with the need to bring new or improved services to underserved communities and new residents and businesses.

Schools are essential public facilities in the city, and they serve a wide variety of functions in the community beyond their educational mission and mandate. The City of Portland and the six public school districts with facilities inside Portland's city limits have a number of mutual interests related to the interplay between schools, community and a thriving city.

Public facilities in the city are located across the entire range of base zones. Repurposing or redevelopment of public facilities to meet community needs in residential zones typically requires CU review approval. The CU review process focuses on net negative impacts rather than net positive outcomes in better meeting public needs and shared policy goals. The Type III CU review process often privileges narrow interests over normative concerns and can shift opportunities for collaboration to contests of political will during the appeal process. The City then becomes an arbiter of disputes rather than facilitator of dialog between school districts and neighbors. The current zoning code discourages co-location of public facilities thereby limiting the potential of public properties, where appropriate, to become multi-functional service hubs, neighborhood anchors, and available land resources to sustain community vitality and prosperity.

In Portland's zoning code, *overlay zones* are applied where a situation exists in multiple locations and several base zones. Public facilities exist across multiple locations and several base zones in the city as Institutional Use properties. Institutional Use properties owned by public agencies, the city, school districts, and nonprofits share a common purpose in serving the basic needs of the community at-large. A new PF Overlay Zone can best leverage Institutional Use properties to meet community needs while balancing potential impacts on adjacent properties. A new PF Overlay Zone that sets standards for new development and use combinations will be less cumbersome and more focused than that allowed under



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CU reviews. A new PF Overlay Zone will delineate use and development thresholds, within a single code chapter, that trigger a CU review to assess potential impacts and assign mitigation requirements.

The preliminary outline below is intended to initiate a dialogue with the City of Portland Bureau of Planning and Sustainability and to encourage legislative authority for the development of a PF Overlay Zone in the update of the City's Comprehensive Plan. PPS recognizes that developing PF Overlay Zone code language will require a systemic review of Title 33 in consultation with all institutional use stakeholders located adjacent to or within open space and residential zones, neighborhood associations and other interested parties. Table 1 at the end of this preliminary outline provides some guidance to likely changes required in Title 33 for a PF Overlay Zone.

PPS staff reviewed Community and Public Facility zoning in Belvedere, CA, Perris, CA; Rexburg, MA; Centerville, Utah; Duvall, WA; Richland, WA; University Place, WA, and Seattle, WA. The City of Seattle Land Use Code focuses on development standards for Schools, Institutions, and Essential Public Facilities. Draft language for PF Overlay Zone use thresholds and development standards could be modeled in part on the following Seattle Land Use Code chapters: 23.51A Public Facilities in Residential Zones, 23.51B Public Schools in Residential Zones, 23.69 Major Institution Overlay District, 23.78 Joint Use or Reuse of Schools, 23.79 Establishment of Development Standard Departure for Schools, and 23.80 Essential Public Facilities.

Chapter 33.475 Public Facility Overlay Zone  
Sections

General

- 33.475.010 Purpose
- 33.475.020 Short Name Map Symbol
- 33.475.030 Applying the Public Facility Overlay Zone
- 33.475.040 Relationship to Base Zone and Conditional Use Regulations
- Review Thresholds for Institutional Uses in OS and R Zones
- 33.475.050 Review Thresholds for Institutional Uses in the OS Zone
- 33.475.060 Review Thresholds for Institutional Uses in the R Zones
- Review Thresholds for Development
- 33.475.070 When Conditional Use Review is Required
- 33.475.080 Exempt from Conditional Use Review
- Development Standards for Institutional Uses in OS and R Zones
- 33.475.090 Standards for Basic Utilities
- 33.475.100 Standards for Colleges
- 33.475.110 Standards for Community Services
- 33.475.120 Standards for Daycare
- 33.475.130 Standards for Medical Centers
- 33.475.140 Standards for Parks and Open Spaces
- 33.475.150 Standards for Religious Institutions
- 33.920.160 Standards for Schools

PPS WHITE PAPER PUBLIC FACILITY OVERLAY ZONE  
Justin Fallon Dollard, PPS Planning and Asset Management

## General

### **33.475.010 Purpose**

The purpose of the Public Facility Overlay Zone is to allow outright the development of public facilities, to encourage co-location of essential public services, and to recognize the important role that public facilities play as centers of community while mitigating potential impacts to residential neighborhoods. Properties owned by public agencies, the city, school districts, and nonprofits share a common purpose in serving the needs of the Portland neighborhoods and the community at-large. The concept for the zone is to recognize that public facilities are a historical part of Portland neighborhood development, to support repurposing or redevelopment of existing public facilities to meet community needs, and ensure that limited expansions of public facilities meet minimum development standards to mitigate potential impacts on the livability of nearby residential zoned lands.

### **33.475.020 Short Name and Map Symbol**

The Public Facility Overlay Zone is shown on the Official Zoning Maps with a letter 'z' map symbol.

### **33.475.030 Applying the Public Facility Overlay Zone**

The Public Facility Overlay Zone is applied to areas where Institutional Uses are located adjacent to or within open space and residential zoned lands.

### **33.475.040 Relationship to Base Zones and Conditional Use Regulations**

The OS and R base zone chapters indicate whether Institutional Uses located are allowed by right, are conditional uses, or are prohibited. This chapter provides supplemental information and regulations specific to Institutional Uses located adjacent to or within OS and R zones. The requirements of the base zone apply unless superseded by the regulations in this chapter. In situations where the use is regulated as a conditional use, the regulations that apply are located in this chapter, except for the conditional use approval criteria, which are in Chapter 33.815. If a Public Facility zoned site has previous conditions of approval, the specific conditions take precedence over the threshold levels of review in this chapter.

## **Review Thresholds for Institutional Uses in OS and R Zones**

### **33.475.050 Review Thresholds for Institutional Uses in the OS Zone**

- A. New uses.
- B. Modifying an existing use.
- C. Joint uses in existing development.
- D. Accessory uses.

### **33.475.060 Review Thresholds for Institutional Uses in the R Zones**

- A. New uses.
- B. Modifying an existing use.
- C. Joint uses in existing development.
- D. Accessory uses.

PPS WHITE PAPER PUBLIC FACILITY OVERLAY ZONE  
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### Review Thresholds for Development

#### **33.475.070 When Conditional Use Review is Required**

Conditional use review is required for all new Institutional Use development proposals, for expansions of existing Institutional Use development that exceed the maximum limits stated in Table 475-1, and for those expansions of existing Institutional Use development that cannot meet applicable Development Standards stated in Sections 33.475.090 thru 33.475.160.

#### **33.475.080 Exempt from Conditional Use Review**

Expansions of existing Institutional Use development that do not exceed the maximum limits stated in Table 475-1 and meet applicable Development Standards stated in Sections 33.475.090 thru 33.475.160 are exempt from Chapter 33.815 Conditional Uses.

<b>Table 475-1 Maximum Limits for Use of Public Facility Development Standards</b>	
<b>Institutional Use</b>	<b>Maximum Limit of New Floor Area or Site Area</b>
Basic Utilities	
Colleges	
Community Services	
Day Care	
Medical Centers	
Parks and Open Space	
Religious Institutions	
Schools	

### Development Standards for Institutional Uses in OS and R Zones

- 33.475.090 Standards for Basic Utilities
- 33.475.100 Standards for Colleges
- 33.475.110 Standards for Community Services
- 33.475.120 Standards for Daycare
- 33.475.130 Standards for Medical Centers
- 33.475.140 Standards for Parks and Open Spaces
- 33.475.150 Standards for Religious Institutions
- 33.920.160 Standards for Schools

PPS WHITE PAPER PUBLIC FACILITY OVERLAY ZONE  
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Table 1- Like Changes Required in Title 33 for PF Overlay Zone Chapter 33.475

Base Zone Chapter	Changes to Chapter	Public Facility Overlay Zone Replacement
33.100 Open Space Zones	<del>33.100.100.B.2.f. Recreational fields for organized sports. Recreational fields used for organized sports are subject to the regulations of Chapter 33.279, Recreational Fields for Organized Sports.</del>	33.475.050 Review Thresholds for Institutional Uses in the OS Zone 33.475.070 When Conditional Use Review is Required 33.475.080 Exempt from Conditional Use Review 33.475.140 Standards for Parks and Open Spaces
33.110 Single-Dwelling Zones	<del>33.110.245 Institutional Development Standards</del>	33.475.060 Review Thresholds for Institutional Uses in the R Zones 33.475.070 When Conditional Use Review is Required 33.475.080 Exempt from Conditional Use Review 33.475.090 Standards for Basic Utilities 33.475.100 Standards for Colleges 33.475.110 Standards for Community Services 33.475.120 Standards for Daycare 33.475.130 Standards for Medical Centers 33.475.140 Standards for Parks and Open Spaces 33.475.150 Standards for Religious Institutions 33.920.160 Standards for Schools
33.120 Multi-Dwelling Zones	<del>33.120.100.10 Retail Sales and Services and Office uses in the IR zone. Table 120-1 number 10 remains. See 33.120.100.10. Institutional Campuses.</del>	33.120.100.10. Institutional Campuses in the IR Zone. This regulation applies to all parts of Table 120-1 that have note [10]. As an alternative to conditional use review, the applicant may choose to meet the requirements of Chapter 33.475 Public Facility Overlay Zone, or do a Conditional Use Master Plan or an Impact Mitigation Plan.
33.120 Multi-Dwelling Zones	<del>33.120.100.11. Schools, Colleges, and Medical Centers in the IR zone. Table 120-1 renumber note 11 to note 10. See 33.120.100.10. Institutional Campuses.</del>	33.120.100.10. Institutional Campuses in the IR Zone. This regulation applies to all parts of Table 120-1 that have note [10]. As an alternative to conditional use review, the applicant may choose to meet the requirements of Chapter 33.475 Public Facility Overlay Zone, or do a Conditional Use Master Plan or an Impact Mitigation Plan.
33.120 Multi-Dwelling Zones	<del>33.120.100.12 Daycare in the IR zone. Renumber to note 8 in Table 120-1. Daycare uses are allowed by right if located within existing IR zoned buildings currently used for Colleges, Community Services, Medical Centers, Religious Institutions, or Schools.</del>	
33.120 Multi-Dwelling Zones	33.120.100.13 Basic Utilities Renumber to note 11. 33.120.100.13.c. In all RX and IR zones....As an alternative to conditional use review, the applicant may choose to <u>meet the requirements of Chapter 33.475 Public Facility Overlay Zone, or</u> do a Conditional Use Master Plan or an Impact Mitigation Plan.	
33.120 Multi-Dwelling Zones	<del>33.120.275 Development Standards for Institutions</del> <del>33.120.277 Development Standards for Institutional Campuses in the IR Zone</del>	33.475.060 Review Thresholds for Institutional Uses in the R Zones 33.475.070 When Conditional Use Review is Required 33.475.080 Exempt from Conditional Use Review 33.475.090 Standards for Basic Utilities 33.475.100 Standards for Colleges 33.475.110 Standards for Community Services 33.475.120 Standards for Daycare 33.475.130 Standards for Medical Centers 33.475.140 Standards for Parks and Open Spaces 33.475.150 Standards for Religious Institutions 33.920.160 Standards for Schools
33.279 Recreational Fields for Organized Sports	<i>This chapter is deleted.</i>	
33.281 Schools and School Sites	<i>This chapter is deleted.</i>	



**City of Portland, Oregon**  
**Bureau of Development Services**  
**Land Use Services**

FROM CONCEPT TO CONSTRUCTION

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**MEMORANDUM**

Date: May 1, 2013  
To: Sandra Wood  
From: Kristin Cooper  
Re: BDS Comments on Working Draft Comprehensive Plan

Please find attached comments from BDS on the January 2013 Working Draft of the Comprehensive Plan.

Thank you for the opportunity to participate in the Comp Plan process through these comments and being part of Policy Expert Groups. This is truly a daunting, but worthwhile, endeavor and we look forward to continuing to be a part of the development of the document.

I know you are going to be busy in the coming months sifting through the comments you have received from all sources. We would appreciate the opportunity to meet with your staff as needed to discuss our feedback.

Thank you and good luck!

**BDS Comments on Working Draft Comprehensive Plan**

May 2013

Page	Policy	Comment	Reviewer
	General	Many of the policies include sentences that have too many components and could be read in multiple ways. Be clear about what part of the policy is the prominent idea and what are supporting details.	
	General	<p>We understood one of the intents in updating the Comprehensive Plan was to reduce the number of goals and policies. Has this been successful? More time should be spent auditing the proposed policies and subpolicies for redundancies and conflicts.</p> <p>At the same time, if there is a policy about everything, the policy direction of the Comprehensive Plan is lost. Editing is needed to produce a plan that is comprehensive in how it covers many integrated topics, but not so comprehensive that it lacks focus or direction related to the vision.</p>	
	General	Continue to edit out policies that are outside the stated scope of the Comprehensive Plan, e.g. programs, funding (unless related to services plan) and policies not related to land use. There may be policies that have a land use component, but they should be rewritten if they are presented without a land use focus.	
	General	<p>The Comprehensive Plan should provide clearer policy guidance on ongoing issues, such as treatment of nonconforming uses.</p> <p>It should also provide direct policy guidance on critical neighborhood livability issues we know we will need to address within the lifetime of the plan:</p> <ul style="list-style-type: none"> <li>• transitional/temporary uses like vending carts and residential campgrounds,</li> <li>• requirements for on-site versus street parking along corridors addressing the car</li> </ul>	

		<p>storage issue, and</p> <ul style="list-style-type: none"> <li>expanding the scope of home occupations and allowing households to gain income through vacation rentals or parking space rentals.</li> </ul>	
11	Introduction, Build a Resilient Economy, first paragraph	Needs to be reviewed for grammar. There appear to be several typos and, because of the excessive use of the word “and”, it is not possible to tell if the list of economic assets is supposed to be a numbered list. Change “and” to “an” after (1). Third sentence specifically does not make sense.	
1-1	Community Involvement	Overall OK!	Feuersanger
1-3	Community Involvement	<p>The intro paragraph mentions that a new model is needed for involvement focused on diversity, equity, etc., and that this new model will pair with the existing neighborhood association system.</p> <p>None of the policies specifically address how this coordination will occur.</p> <p>A placeholder has been created for existing neighborhood plans, future Comprehensive Plan updates, under Policy 8.6, to be developed . . . .</p>	Feuersanger
1-9	1.3	Specific mention should be made of reaching out to tenants and not just property owners in legislative processes.	Cooper
1-9	1.5.a and b	This policy might be expanded or another subpolicy added here or somewhere under this goal that talks about the role of the planner in the process. The public has a role and the decision-makers have a role, but the planner also brings professional expertise to the process that should be clarified. The planner should not just be a gatherer of information to give to the decision-makers.	Cooper
1.11	1.9	Include efforts to reach out to underrepresented groups through their own events and networks instead of asking them to come to our events.	Cooper

2-1	Housing	Overall: It is good to see this chapter reflecting the work that was done by the Housing TAG during the Portland Plan development. However, the policies, and especially the policy titles, need to be re-adjusted to reflect that this is a land use Comprehensive Plan, and not an all encompassing plan like the Portland Plan. Policies should relate directly to land use, or, if a programmatic spending objective is referenced, it should be reflected in the List of Significant Projects portion of the Comprehensive Plan. Not all instances of policies that seem out of scope are listed below (though some are). We encourage another broad audit of the policies to ensure they are within the stated scope in the Introduction.	Sandy
2-7	2.2	Is the word “create” the appropriate verb? Since the City does not act as developers (except in rare circumstances), but fosters an environment, a less direct action word would be appropriate, like “encourage” or “foster” or “enable”. It would also help make a distinction between Policies in 2.2 and those in 2.8 which refer to the direct actions of the City.	Sandy
2-7	2.2.a	Suggest removing mention of floating homes since new floating homes are prohibited, so they are not “encouraged”.	Cooper
2-7	2.2.d	There should be a clearer statement here about single dwelling development and centers since many areas in and near centers are developed this way. Are we willing to accommodate single dwelling detached development here to be friendly to families with children and avoid displacement or do we need more intense development?	Cooper
2-9	2.3	Is there a way that Policy 2.3 can be incorporated into Policy 2.2 to avoid having an entire policy with just one sub-policy?	Sandy
2-9	“Housing Discrimination”	This appears to be the section that most directly deals with the Equity component of this Goal. However, the header “Housing Discrimination” seems too narrow of a phrase to encompass the meaning of all of the policies under that header. A softer, positive, and more encompassing header might be more appropriate.	Sandy



2-11	2.7.b	The way this policy is worded leads to the conclusion that we should not provide substantial new public investments in areas of low and moderate income as gentrification will occur, or that a way to avoid gentrification is to not plan for significant new public investments in the area. The potential outcomes of this policy as written should be reconsidered. Rather than discouraging new public investments in underserved area, our policies should be encouraging them.	Hardy
2-13	2.8	This entire policy should be reexamined for its applicability within the scope of the Comprehensive Plan. It is almost verbatim what was developed through the Portland Plan, which is much larger in scope. Reevaluate the sub-policies to remove references to programs.	Sandy
2-13	2.9.a	The terms “workforce housing” and “Live/Work” may be viewed with political connotations and/or may become an outdated term over the life of the plan. Reconsider the title of this policy and reference to Live/Work.  Expanded allowances for home occupations in residential zones were contemplated with the recent 122 <sup>nd</sup> Avenue project. The policy should be written broadly and generically enough to provide direction on this concept.	Cooper Sandy
2-13	2.9.b	This policy appears to be out of the scope of the Comprehensive Plan.	Sandy
2-15	2.10	The description of the policy and some of the sub-policies move beyond the scope of the Comprehensive Plan. The intent of the policies, from a land use standpoint, appears to be to accommodate a variety of housing types and remove regulatory barriers to different ownership models. It seems like this intent could be incorporated into Policy 2.2.	Sandy
2-15	2.11	Again, the description of the policy moves beyond the scope of the Comprehensive Plan. The Comprehensive Plan cannot prevent homelessness by itself, but it can provide a multitude of living environments beyond the traditional household definition. A suggested title	Sandy

		could be “Accommodate a variety of housing opportunities for people who are homeless or near homeless.”	
2-15	2.11	Please include some policy direction places like Dignity Village and 4 <sup>th</sup> and Burnside. Are they part of the continuum? Are they to be welcomed as transitional opportunities or are they alternatives to more permanent housing? Are they appropriate in proximity to services or in areas that do not impact surrounding property owners? The policy should also be broad enough to encompass the ordinance to allow living in cars in church parking lots or other ideas that might come up over the life of the plan.	Cooper
2-15	2.11.b	This policy does not seem to relate to the scope of the Comprehensive Plan.	Sandy
3-3	Economic Development, last paragraph	In the second to last sentence of this paragraph, the concept of encouraging a more efficient use of existing commercial and industrial lands should be included. This could be accomplished through a variety of development standards that allow/require such sites to be more fully developed.	Hardy
3-9	3.7	In addition to Policy 3.7 that seeks to maintain supplies of land, we should also be seeking opportunities where appropriate to increase the amount of land that could be developed for commercial, industrial and institutional uses. The way the Land Development policies read now is that the zoning designations are static and will not change. Through the Comprehensive Plan Mapping process, we should be looking at changing the designation to allow increased economic development.	Hardy
3-15	3.35	This policy requires conversion of prime industrial land to be fully mitigated. Please provide some examples or guidance on how such conversions could potentially be mitigated.	Hardy
3-17	3.38	There should really be clearer policy direction for how the Central Eastside Industrial District is meant to evolve. What kind of employment is envisioned? How much service-oriented employment is to be tolerated? This policy is a bit	Cooper/Hardy

		<p>schizophrenic in calling for these industrial properties to be preserved, yet allowing for high employment densities that would allow commercial uses that are typically not allowed in industrial zones. If this goal is seeking mixed-use in these areas, shouldn't the Comprehensive Plan be looking at mapping or creating a zone other than industrial?</p> <p>Subpolicies would really be better to specify different directions for the Central Eastside Industrial District and the Northwest Industrial District.</p>	
3-17	3.39	<p>This policy encourages providing for small, dispersed industrial areas. Concerned that such a statement precludes changing the zone of isolated industrially zoned sites that may not be served by infrastructure suitable for industrial uses, or industrially zoned parcels that are now located proximate to more sensitive zones (i.e., residential or low intensity commercial zones). Potentially expand on this policy to state what type of small dispersed industrial areas should be maintained.</p>	Hardy
3-23	3.51	<p>What is meant by "economic equity" in this sentence? "Provide for economic equity of neighborhood business districts." Perhaps the concept could be fleshed out in the list instead of the buzzwords.</p>	Cooper
3-23	3.54	<p>This policy advocating for business districts in areas between centers appears to conflict with Policy 3.59 that advocates for encouraging concentrations of commercial and employment opportunities in centers. Maybe add additional language to clarify how these two policies work with one another.</p>	Hardy
3-23	3.55	<p>The commercial revitalization investments should also target the goods and services that are lacking (not just coffee shops).</p>	Cooper
3-23	3.56	<p>This policy might well include a reference to avoiding the rezoning of existing commercial businesses to residential zones through legislative projects. It could also include reference to the concept of allowing a range of uses along</p>	Cooper

		corridors without being tied to site-specific zoning.	
3-23	3.57	This could be a place to talk about whether we are promoting transitional incubator businesses like food carts or dress shops in buses. There should also be some mention of the shared incubator facilities that are popping up like shared manufacturing space or shared commercial kitchens or shared office space. Also need to mention the role of home occupations and whether these should be more permissive.	Cooper
3-21	3.59.d	This policy reads as an explicit standard regarding ground floor commercial uses. Unless the Zoning Code is to be amended to include this as a standard, it should not be written as a standard in the Comprehensive Plan. Even then, it would be more appropriate to begin the policy as "Promote" instead of "Require."  The issue of accessibility has also been raised where ground floor units are more accessible. How does this work with requiring ground floor retail?	Hardy  Cooper
4-7	4.11	This policy has been completely rewritten since the last draft, but much of the commentary has been removed. There should be specific commentary added that speaks to subpolicies 4.11.a & b.	Whiteside
4-9	4.14	Adaptive Management is a new term and a big departure from a code that relies strictly on a set of sorely outdated preservation plans. The commentary should expand on how adaptive management may translate to the zoning code.	Whiteside
4-9	4.15	It is hard to imagine how the piece regarding "historically underserved communities" will translate to code or standards.	Whiteside
4-9-4-11	Watershed-Specific Policies	These watershed policies need to be more specific about where along the water bodies the policies should apply. Should they apply to entire properties that front the water body regardless of how deep the property is, or only to the portion of these properties that are mapped with an environmental, greenway or other natural	Whiteside

		resource overlay? The current Comprehensive Plan advocates the latter, thereby providing better guidance on how to implement these polices.	
4-19	4.27, 4.27-4.31	These policies regarding scenic resources should be more specific to state that “designated public” views, sites and drives should be protected. When reviewing building permits and land use reviews, BDS often hears neighbors state that their views should be protected from the proposed development. The BDS response is that only “designated” resources require protection. We just want to make sure that this distinction isn’t lost in the proposed Comprehensive Plan.	Whiteside
4-19	4.30-4.32	Aggregate Resources defined?	Whiteside
5-5	5.A	This proposal has the merit of being comprehensive and can be built upon (in the logical sense of that term). Note the adjectives employed by the proposed policy are all over the map – health, resilience, equity, healthy, connected – but not vibrant? This goal seems to exclude visitors by the way, or are visitors “its people”?	
5-7	5.1	It would be nice to see a policy that more explicitly encourages cooperative design, design BY community, where natural/overlapping project partners are encouraged to work together in order to achieve better design.	Caruso (for Design/Historic Team)
5.9 and 5.15	5.11.a and 5.15.a	What is meant by “mid-block open space patterns”? Is that a pattern somewhere? Is it a pocket park or open front setback?	Cooper
5-13	5.14	It seems appropriate to add something to the Western Neighborhoods that seeks to increase opportunities for connectivity in an inter and intra neighborhood, be it vehicular pedestrian or bicycle.	Hardy
5.15	5.15	One of the clear development patterns in Eastern Neighborhoods is accommodation of cars. The Comprehensive Plan points to providing more infrastructure and employment to reduce the need for cars in these areas, but it seems unrealistic to expect that they will disappear or	Cooper

		not be an issue over the life of the plan.	
5-17	5.17	Towards creating complete centers, institutions should be added to the list.	Hardy
5-19	5.20.b	In addition to encouraging building scale sufficient to accommodate desired growth and activity in centers, we should also be mapping commercial zones at an appropriate scale (and depth) to accommodate desired growth and activity in centers. Too many of our commercial zones are mapped at only half a block depth which places severe restrictions on what can be built, particularly when combined with the need for buffering between commercial and residential uses.	Hardy
5-23	5.22.a	For more specificity, the end of the sentence should read, "...to support a broad range of commercial and community services now and in the future."	Hardy
5-31	5.24	Towards focusing also on enhancing the aesthetics of these corridors, include at the end of this sentence, "and are models of ecological <u>and urban</u> design."	Hardy
5-41	5.32 and 5.33	In line with comments made on Policy 5.20.b, above, in order for many of these transition policies to be successful, we have to be thinking about the need to map deeper commercial zones along some of our larger, more traffic/transit intensive corridors. Accomplishing an appropriate and successful transition while also allowing economically viable development along these corridors in many cases will require more than half-block zoning.	Hardy
5.41	5.33.a	Include more information about tools here to be clear that we are not recommending the "b" overlay is a good idea.	Cooper
5.43	5.35.c	Include mention of the role of cultural resources, even ones that have been lost, in defining the identity of civic corridors – also ties to subpolicy 5.24.c.	Cooper
5-45	5.37.a	Maybe this policy should go beyond just "encouraging" densities that maximize	Hardy

		infrastructure capacity and in some case “require” minimum densities. Too frequently we are getting development proposals even in Central City that are so far below the FAR and height allowances and there is no tool we have to encourage or require more. As we do with multi-dwelling residential zones, maybe we should be considering establishing minimum densities for non-residential uses?	
5.49	5.45.a	Change the verb in this subpolicy. This cannot be the top priority for centers if we are also trying to have the most intense development and make the most of already developed land.	Cooper
6-13	6.7.a	This policy includes health clinics in the category of community services. BDS has been treating health clinics no differently than medical offices, and classifying them as an Office use. This is reflected by most (if not all) of the existing public health clinics being located in Commercial zones. If classifying health clinics as a community service, current zoning regulations would allow them in residential zones if approved as a conditional use. It is one thing for health clinics to be accessory to a main use on the site, and another to allow a health clinic as the primary use in a residential zone. Is this the type of use we should be encouraging in residential zones, and if so, how is a health clinic any different than a medical office (which would not be allowed in such zones) in terms of their characteristics and potential impacts on the surrounding neighborhood? If it is a matter of one being a public, non-profit entity versus a private one, what difference does that make from a “zoning impact” perspective?	Hardy
6-15	6.15	The language and commentary in this policy is very clear that infrastructure improvements should be context-sensitive. The commentary in Chapter 7 alludes to this issue, but doesn’t include any language as clear and straight-forward as Policy 6.15. It may be beneficial to strengthen the language in Chapter 7 or refer back to this policy.	Whiteside
6-17	6.16.a	Will impacts to historically underserved	Whiteside

		communities (equity) be given priority over environmental resource impacts? Looking back to Policy 4.15, it appears this may be the case.	
6-19	6.22	Is this a place to speak to the role of the right-of-way for providing on-street parking and loading or car storage?	Cooper
6-19	6.23	There is still no policy statement regarding funding for public rights-of-way. Sewer, stormwater, and water all including policies on rates. There must be some sort of policy support for ongoing transportation funding.	Whiteside
6-19	6.25	Avoid use of “appropriate” twice in one sentence.	Cooper
6-25	6.35	Should this be referring to Policy 6.34 instead of 6.33?	Whiteside
6-27	6.45	Is there a reason Policy 6.45 can’t be combined with Policy 6.30? They state the same thing and Policy 6.30 is already under the heading “sanitary and stormwater system”. Same is true for Policies 6.48 and 6.39. Maybe the heading for policies 6.30-6.39 should be limited to sanitary sewer system.	Whiteside
6-28	Commentary	Typo in commentary. Should be Policy 6.49 Primary supply source.	Whiteside
6-35	6.67	The term “full-service community center” should be defined in the Appendix A Glossary of the proposed Comprehensive Plan, not just in the commentary.	Whiteside
6-35	6.69	Typo in numbering of subpolicies. What is a “special” recreational facility? Should be defined in the Appendix A Glossary of the proposed Comprehensive Plan, including examples of such facilities.	Whiteside
6-43	6.88 and 6.90	Regarding the co-location of different activities within schools, it would be good to add something along the lines of “while minimizing impacts on adjacent residential neighborhoods.”	Hardy
6-43	6.89	Consider including use of school buildings for evening classes, meeting spaces and recreational use of gymnasiums.	Cooper



6-45	6.92-6.94	Does this provide enough policy basis for a code amendment package that would change the code to only regulate aspects of the facilities under local control?	Hardy
7-5	7.B and 7.D	Both refer to reducing air pollution. While an extremely important goal, this seems redundant.	Whiteside
7-17	7.22a	Given the recent Code amendments requiring additional parking for multi-dwelling development, this policy should be rewritten to acknowledge the need for a minimum amount of parking in order to address neighborhood livability.	Hardy
7-17	7.22	This should include a subpolicy to address car storage and shared parking facilities on corridors and in centers to provide some policy direction on the parking discussion.	Cooper
7-19	7.32	Technology is not the barrier to telecommuting, it lack of or weak policies that employers fail to support. This seems like a strange location for a policy on telecommuting when the language is about promoting technology.	Whiteside/Cooper
7-11	7.9	Should this policy mention bike sharing facilities since the car one mentions carshare?	Cooper
7-17	7.22	Is this a place to differentiate about expectations for provision of off-street parking in centers and corridors? If not here, should those expectations be more explicit in the Goal 5 policies?	Cooper
8-3	Introduction	Briefly mention that while there are multiple tools to realize the Comprehensive Plan's goals and policies, the Zoning Code is a significant regulatory implementation tool. When and how regulations are updated and created is important to the city's economic, cultural and natural environment. Something along those lines . . . .	Feuersanger
8-7	8.2	Is this policy making a definitive statement that the Comprehensive Plan <u>is</u> consistent with Metro's Functional Plan, or is it saying that it is the intent to have the goals and policies of the plan be consistent with those of the Functional Plan? If in fact this policy is saying it has been determined that the plan is consistent with the	Hardy

		Functional Plan, when BDS does quasi-judicial Comprehensive Plan Map Amendments, conformance with the goals and policies of the Comprehensive Plan would demonstrate conformance with the Functional Plan, and we would not need to address each title of the Functional Plan.	
8-7	8.3	This should imply a broader brush stroke since the designations are most certainly not applied to each parcel on a case-by-case basis.  There also needs to be some mention of why designations are applied that are at odds with existing uses or development – when is that appropriate and what are the considerations and expectations?	Cooper
8-11	8.9.a	Change “historic design review” to “historic resource review”.	Feuersanger
8.11	8.9.d	There should be direction here to avoid applying overlay zones to discrete areas with unique conditions or specific development standards. The main street overlays are well-intentioned, but have resulted in mini-plan districts, which is not the stated goal of overlay zones.	Cooper
8-15	8.12	If the Comprehensive Plan is used in part to determine whether a proposed overlay is suitable for a property (see Zoning Map Amendment Approval Criterion 33.855.060.B), language has to be included in the Comprehensive Plan that provides guidance for when it is appropriate to map (or remove) all overlays, not just design, historic design and environmental.	Hardy
8-15	8.12.a	This is an example of a subpolicy with redundant pieces. The first bullet seems similar to the 5 <sup>th</sup> bullet and the third bullet seems similar to the fourth bullet. The header for this whole subpolicy might be changed. In a global sense, this is a very incomplete list of ways to promote good planning through code amendments. Perhaps the second bullet could be expanded to talk about neighborhood livability.	Cooper
8.15	8.12.b	Describe better the objection of “avoiding overlapping reviews.” Does it mean, for example,	Feuersanger

		<p>avoiding a situation where an environmental and scenic review are both required on a site, and where both reviews require tree preservation?</p> <p>Suggest adding statement about <u>preventing duplication of standards</u>. For example, avoiding a situation where both an overlay zone and a base zone contain identical or similar regulations – this can occur with maximum setbacks and main entrance standards.</p> <p>Suggest adding statement about <u>importance of purpose statements</u> – Assuring that the regulations are well-connected with the stated purpose/meaning of the regulations.</p>	
8-15	8.12.b	Include a desire to balance directing development with creating nit-picky standards for every little thing. Perhaps introduce the concept of the 80 percent code (or is it 90 percent?).	Cooper
8.15	8.12.c	Strive to <u>continually</u> improve.	Feuersanger



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## INTEROFFICE MEMORANDUM

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**TO:** BUREAU OF PLANNING AND SUSTAINABILITY COMPREHENSIVE PLAN TEAM  
**FROM:** PORTLAND BUREAU OF EMERGENCY MANAGEMENT  
**SUBJECT:** COMMENTS ON JANUARY DRAFT PLAN  
**DATE:** APRIL 30, 2013

Thank you for the opportunity to provide comments on the *City of Portland Comprehensive Plan Working Draft Part 1* (January 2013). This plan reflects thoughtful staff work and engagement of the broader Portland community. It does an admirable job of applying the values of the Portland Plan to the comprehensive plan framework.

This memo addresses some broad topics within the overall document, then follows each topic with a few specific suggestions for incorporating changes into the text of the document. I would welcome the opportunity to discuss these comments with you as well.

I look forward to continuing to participate in the comprehensive planning process and working together to build a more healthy, equitable, and resilient Portland.

### ***Recovery Planning***

Portland is vulnerable to a catastrophic earthquake, one that will someday profoundly affect developed areas of the City prone to landslides and soil liquefaction. Portland is also susceptible to flooding, and a 500-year flood could also have a catastrophic effect on some developed areas of the city. Following such a disaster, the City would undergo a years-long recovery process.

Many elements of this comprehensive plan would serve Portland in disaster recovery; goals and policies related to community involvement, housing, economic development,

urban design, transportation, public facilities, and watershed health would be vital during a period of rebuilding. The culture of civic engagement that this plan reflects and fosters would also be a tremendous asset during recovery.

A disaster would not change the City's fundamental goals, but it could change the frame of reference for the policies that implement those goals. An event that severely damaged a hazard-prone area of the city would invite reconsideration of those historic development patterns; land uses that this document necessarily takes as a given could change following a major disaster. Similarly, the City might revise or add to policies related to economic development, since natural disasters often diminish economic activity for a time. A housing shortage could also impact the City's ability to recover, and would call for new policies in this realm. Additional public consultation would be called for in the long-term recovery process following a catastrophe.

Given the stakeholder involvement and staff expertise reflected here, the Comprehensive Plan would be the starting point for any recovery plan, and the Bureau of Planning and Sustainability would serve as a lead agency in that planning effort. I think the Comprehensive Plan should assert its role in recovery planning, and also call out some of the policies that should be reviewed in a recovery effort.

Consider adding policy 1.15 "Recovery": Develop a framework now, based on the Comprehensive Plan process, to engage the community in recovery planning following a major natural disaster that harms the City's physical infrastructure, economy, and civic institutions.

Consider adding policy 2.15 "Recovery": Following a major natural disaster where residences are destroyed, consider avoidance and mitigation strategies including a shift away from residential uses in hazard-affected areas.

Consider adding policy 4.17 "Recovery": Following a major natural disaster that destroys a developed area, consider changes to land use that would return disaster-affected areas to open space or to less-intensive uses.

### ***Seismic Risk***

A large subduction zone runs along the coast of Oregon, and our entire region is vulnerable to a massive Pacific Subduction Zone earthquake similar to the devastating quake that rocked Japan two years ago. Three crustal faults also run underneath the city proper, each capable of causing a moderately severe earthquake centered directly below Portland. The city's earthquake risk was not well-understood until the 1980s, and state seismic building codes were not updated until 1993. Therefore, the majority of the City's structures and much of its essential infrastructure predate modern seismic; most have not been retrofitted. In a large or moderate earthquake, our physical infrastructure would be severely damaged and many buildings across the City would collapse.

Any discussion of healthy homes or schools should promote seismic retrofitting. Likewise a discussion of infrastructure service disruptions or improved network connectivity should reflect the possibility that an earthquake could disrupt those networks.

Policy 2.13 “Healthful housing” (page 2-17)

Consider adding goals to:

- require housing to be constructed, rehabilitated, and maintained in a manner that protects people from harm in earthquakes
- Encourage property owners and managers to retrofit seismically unsafe buildings.

Policy 2.14 “Existing housing resources” (page 2-17)

Consider adding a goal to encourage and support the seismic retrofitting of existing housing stock. Portland has a relatively large stock of unreinforced masonry buildings, which are particularly vulnerable to collapse; consider emphasizing the retrofit of multi-family unreinforced masonry structures.

Policy 6.60 “Service Interruptions” (page 6-31)

An earthquake could significantly disrupt water service for some time. Consider related goals to:

- Strengthen seismic resilience of the water system and
- Develop plans for emergency water distribution following a major disaster that creates long-term water service interruptions.

Policy 6.89 “Shared use” (page 6-43)

Schools will make good public assistance centers during disasters—if they are seismically retrofitted. Consider modifying 6.89b to state that *seismically retrofitted* school facilities will serve this purpose. Also consider adding a goal to encourage seismic retrofitting of schools.

Policy 7.9 “Bicycle transportation” (page 7-11)

Among the many reasons to promote bicycle transportation is the fact that after an earthquake, bicycles may be a primary means of transportation until the street grid has been cleared and repaired and the fuel storage and distribution network is restored.

Consider adding goals to:

- Ensure that bicycles can be used as a primary means of transportation in Portland, and
- Consider the emergency transportation needs that bicycles may serve when expanding the bicycle transportation network.

## ***Climate Change***

Portland should continue and strengthen efforts to reduce the magnitude of climate change. However, our globe is already warming; climate models for Oregon predict that average summer temperatures could increase by up to 10 degrees Fahrenheit in 2080. At the same time, winter rainfall could increase by 20%. Floods, heat waves, and wildfires are all hazards that are likely to increase in Portland as a result of climate change. It is worth stating in the plan or commentary that these specific hazards are likely to increase in the future.

Wise infrastructure investments can mitigate the effects of climate change. The City's *Natural Hazards Mitigation Plan* (2011) reflects the City's current efforts in this regard. Many of the policies described in the current draft of the comprehensive plan also work to mitigate the natural hazards intensified by climate change.

One policy that addresses two of the major risks of climate change, and for that reason deserves additional emphasis in the Comprehensive Plan, is a systematic effort to increase the City's stock of heat-tolerant street trees. Trees that shade pavement reduce daytime temperatures on the street and in adjacent buildings and allow the air to cool more at night. Trees over pavement also intercept rain and reduce the rapid runoff that contributes to localized urban flooding. A recent study commissioned by the Portland Bureau of Environmental Services stated that street trees can intercept and convert to stream flow up to 13% of precipitation that falls on them (Entrix, Inc. *Portland's Green Infrastructure: Quantifying the Health, Energy, and Community Livability Benefits*. Portland Bureau of Environmental Services: February 2010.) According to the Entrix study, which also cites other research, street trees can increase community resilience in another way; they increase social cohesion.

Unfortunately, climate change also threatens the health of street trees, which are stressed by heat and are at increased risk of insect infestations as temperatures rise. Therefore, systematic efforts to protect and increase street tree canopy, and to invest in street trees as urban infrastructure are needed. This goal is also in accord with the City's *Urban Forestry Plan*, which is referenced in the Comprehensive Plan.

### Policy 5.2 "Design resilience" (page 5-6)

This policy should also reference Portland's *Natural Hazard Mitigation Plan*, which was adopted in 2011.

### Policy 5.47 "Hazard-resilient design" (page 5-51)

Consider adding specific references to flood, heat wave, and wild land fire hazards, similar to the reference to geologic hazards. Specifically:

- Limit development in floodplains, considering that flood plains may expand as climate changes.

- Encourage fire-safe designs for houses and residential landscapes abutting natural areas that are historically prone to wildfire.
- Increase street tree canopy to mitigate the impacts of heat waves and urban flooding, which are expected to increase with climate change.

Policy 6.80 “Natural Disaster Preparedness” (page 6-37)

Consider modifying this policy or adding a similar policy to enhance the community’s capacity to respond to and recover from natural disasters that will be exacerbated by climate change, including floods, wildfires, and severe weather events.

***Emergency Management Best Practices***

In addition to the specific areas of climate change, seismic risk, and recovery planning mentioned above, there are some changes to the current draft that would better reflect the practices that the City’s emergency managers and regional partners currently employ.

The most significant of these changes would be to systematically crosswalk the City’s adopted *2011 Natural Hazard Mitigation Plan (NHMP)* and the policies in the Comprehensive Plan. Although the NHMP is listed as a document that was consulted in the planning process, it is not otherwise mentioned in the current draft. The NHMP reflects significant work and investment by PBEM and other bureaus engaged in mitigation, particularly the Bureau of Environmental Services. Planning staff from PBEM could assist in a systematic comparison if that would be helpful.

In addition to integrating NHMP efforts into the Comprehensive Plan, the following changes would better reflect emergency management language and practice:

Integrated Goal 6. Resilience (page I-1)

Consider making specific reference to anthropogenic disasters along with natural ones, such as “rebound rapidly from natural disasters, *manmade disruptions*, changes in the climate, and economic shifts.”

Policy 6.82 “Coordination” (page 6-39)

The City needs to establish and maintain emergency coordination centers including the ECC on the east side, the alternate ECC on the west side (Sears Center), and a mobile communications trailer. Consider specifying these facilities.

Regionally coordinated disaster response is important not only for disaster debris removal, but for most disaster response activities; the City, the county, the state and Metro each provide complimentary but unique services, and each will need the other in a disaster. Consider simplifying goal 6.82b to include coordinated response on all issues of regional significance, not just debris.



Policy 7.31 “Emergency response” (page 7-19)

Regional coordination is essential in debris clearance and restoration of emergency transportation routes; consider expanding this policy (or policy 7.26 “coordination”) to call out the need for regionally coordinated clearance activities to maintain the network of accessible emergency response routes.



# CITY OF PORTLAND ENVIRONMENTAL SERVICES



1120 SW Fifth Avenue, Room 1000, Portland, Oregon 97204 ■ Charlie Hales, Mayor ■ Dean Marriott, Director

May 3, 2013

To: Susan Anderson

From: Dean Marriott 

Copies to: Comprehensive Plan Management Team

RE: Comprehensive Plan – January 2013 Working Draft

Thank you for the opportunity to comment on the Working Draft. As you know, BES provided extensive comments on the P&D Director's Draft. Most of my concerns were not addressed, so they are repeated in this memo. As in November, a separate set of more detailed comments will be provided by BES staff.

### Overall Organization

In general, I would like to acknowledge the extensive effort required by your staff to pull this draft together - it is a major undertaking. We are aware of the fact that each chapter has its own author; unfortunately, this has resulted in a draft does not read as a unified document. It reflects its multiple authors and lacks clear focus or coherent organizing structure. I am particularly concerned that the draft contains conflicting policies. In its current organization, some key concepts from the Portland Plan have been segmented into different chapters in such a way that it is difficult to recognize the original concept.

### Economic Development

I do not support some of the policies in this chapter as currently drafted— in particular 3.11, 3.12, 3.35, and 3.36. We cannot trade the environment for industrial land. It does not have to be an either or – we must allow for both. Not only must we allow for both, but it is in the best interests of the city to do so. PDC's Economic Development Strategy highlights Portland's livability and leadership in sustainability as one of our competitive advantages. And speaking of PDC's work, it highlights four employment clusters, yet the Comprehensive Plan appears to be responsive to only one of those clusters (Advanced Manufacturing). The shortfall analysis appears to be based on that same cluster. As I pointed out in my November 2012 memo, the basis for the industrial land shortfall is built upon erroneous analysis.

I am appreciative of the policies focused on Brownfield remediation and more efficient use of existing industrial sites. The concept of dispersed industrial land should be expanded to address employment land sites for the other three clusters (Clean Tech, Activewear, Software) identified by PDC.

### Green Infrastructure Network (City Green Ways)

While elements of the City GreenWays are included in the Comp Plan, the document does not show how the elements work together to form the spine of an integrated green infrastructure network. The Habitat Corridors are separated from Neighborhood Greenways and Civic Corridors. This fails to explain and reinforce what is already happening – that the City's Planning and Development bureaus are increasingly coordinating their efforts to maximize the

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benefits of public investments. At a time when funding is tight and the public is rightfully concerned about the yield on its investments, it is critical that we demonstrate that the City has a method, the means and the know-how to meet what can seem like a daunting array of challenges.

#### **Community Involvement**

The draft Comp Plan is missing an opportunity to highlight the importance of community activism, public education and public/private partnerships. Many public services are enhanced by the activities of community members, "friends" organizations and nonprofits. In addition, the City invests in public education around a variety of topics – water conservation, recycling, bicycling, environmental resources, to name a few. During the Portland Plan and Comp Plan processes, the public has asked for more education and technical assistance, to support their efforts. The Comp Plan should acknowledge and support public education and stewardship to enhance the effectiveness of efforts to achieve the desired outcomes outlined in the other Comp Plan policies.

#### **Finalizing the Document**

The Comprehensive Plan is a plan for the entire city. I strongly urge that we discuss issues such as the ones I have raised today at the Planning and Development Directors meetings to resolve inter-bureau issues. If the plan is to be meaningful for the next decades, we must ensure that the policies are well thought out, effective, and sufficiently forward thinking. I look forward to working with you to address these issues.



# CITY OF PORTLAND ENVIRONMENTAL SERVICES



1120 SW Fifth Avenue, Room 1000, Portland, Oregon 97204 ■ Charlie Hales, Mayor ■ Dean Marriott, Director

Date: May 7, 2013

To: Comprehensive Plan Management Team

CC: Dean Marriott, Jane Bacchieri

From: Susan Aldrich, Alice Brawley-Chesworth, Ivy Dunlap, Elisabeth Reese Cadigan, Marie Walkiewicz

RE: Comprehensive Plan January 2013 Working Draft – Staff Comments

Thank you for the opportunity to comment on the Working Draft. This memo is a follow-up to Dean Marriott's May 3, 2013 memo. As with our November 2012 submission, many of our comments are beyond the scope of the BES mission. However, as city staff, we feel they add value to the process and ask that they be considered in that light. Please note that we plan to forward updated language for the watershed specific policies (4.22 – 4.26) in time for inclusion in the revised draft. As noted in our comments below, we see they suffer from being the product of individual authors.

Once again, we would like to acknowledge all the work and hours of advisory group meetings and the extensive staff effort required to produce this draft. A full revision of the Comprehensive Plan is an enormous undertaking. It must be flexible enough to last for decades, but also specific enough to provide direction and inspiration for continuing to improve the livability for which Portland is known. Further clarification of the vision is important work to be documented prior to finalizing the Plan.

We look forward to working with you and other bureaus to resolve conflicts and work toward a final, integrated Comprehensive Plan. Below are some of our overall comments on the organization and structure of the plan, followed by comments specific to individual chapters.

### **Build on the Portland Plan**

The Portland Plan laid out a core set of priorities for the City to meet multiple goals, recognizing that a thriving City involves balancing many needs, without allowing any to trump the others. The Comprehensive Plan should echo and enhance the goals in the Portland Plan not change them. While many Portland Plan policies and actions are incorporated into the draft Comprehensive Plan, some have been moved into different sections, divorcing them from the organizing concepts in the Portland Plan. As a result, the Comprehensive Plan feels disjointed and is hard to follow.

At a more fundamental level, key ideas are lost in this reorganization. For example Element 3 of the Healthy Connected City goal in the Portland Plan is titled "Connections for people, places, water and wildlife." But in the Comprehensive Plan, the Key Direction is to "Connect people and places." Water and wildlife has been separated out, losing the concept that these should all work together in an integrated way.

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### **Align Key Directions, Integrated Goals, Goals, and Policies**

The Introduction does a good job of listing which Chapters to look for Goals & Policies related to the Key Directions. However, this seems to be where the cross-referencing stops. It is unclear how the Integrated Goals on page I-1 related to the Key Directions, and how these Key Directions further relate to the Goals & Policies. Within each chapter, Goals are listed at the beginning, but it is unclear how the individual policies roll up to the goals. Are there policies to support each goal? Does each policy support at least one of the goals? Are there policies that support goals contained within a different chapter? Are the goals and policies of the various chapters compatible with each other, and do they promote integrated solutions? These questions are all unanswered, and would take much time and effort to answer in the current organization of the document.

### **Remove Conflicts Between Policies**

We are concerned with the incompatibility of some of the policies. It is evident that the chapters are written by different people with differing viewpoints and specialties, who therefore have different priorities. This is especially apparent in the Economic Development chapter and in the sections dealing with green infrastructure. Below are a few examples:

- |  |     |  |
|--|-----|--|
| <p><b><i>Policy 3.11 Site constraints.</i></b> Reduce site development constraints and enhance the competitiveness in regional development markets of sites located in Portland employment areas.</p>  | vs. | <p><b><i>Policy 4.1 Watershed quality and functions.</i></b> Protect, enhance, and restore the quantity, quality, connectivity, complexity, and ecological functions of rivers and streams, other open drainageways, wetlands, seeps and springs, riparian corridors, floodplains, and terrestrial habitats.</p> |
| <p><b><i>Policy 3.35 Industrial land retention.</i></b> Require that conversion of prime industrial land be avoided when practicable. If it cannot be avoided, minimize the loss of industrial functions and fully mitigate the lost development capacity.</p> | vs. | <p><b><i>Policy 5.2 Design resilience.</i></b> Design Portland's neighborhoods, streets, open spaces, and centers to ensure long-term resilience, allowing for shifts in changing demographics, climate, and economy.</p>  |
| <p><b><i>Policy 3.36 Harbor access.</i></b> Prioritize river-dependent and river-related industrial use over other land uses on harbor access lands.</p>   | vs. | <p><b><i>Policy 4.24.e.</i></b> Promote rehabilitation of riverbank sections that have been significantly altered because of development to create more natural riverbank conditions.</p>  |

Conflicting policies will lead to confusion and inconsistent implementation, exactly what the Comprehensive Plan is designed to prevent. A full comparison of all policies should be done to eliminate conflicts. In this spirit, BES staff attempted to review all the places in the document that address stormwater, particularly Chapters 4, 5, and 6. We think it might make sense to use Chapter 4 for policies protecting and enhancing watershed health. (We note that we have the same issue of individual authors for the watershed policies. We will review this group of policies over the next couple weeks and suggest revised language that is consistent between watersheds or unique to a specific watershed, as appropriate.) Chapter 5 should include stormwater policies that are design related. Consistent with this idea, we suggest that 4.16 be moved to

5.42. Finally, Chapter 6 should address system needs. A similar review should be done by staff for other concepts. That should help address the conflicts between policies.

### **Introduction**

p.8 – Invest to reduce disparities: suggest including language about also investing to maintain what we have/to be good stewards.

p. 13 – Connect people and places: The text does a good job of pointing out the three types of connections here (civic corridors, neighborhood greenways, and habitat connections), but these concepts are not as clearly emphasized in the policies themselves. Also, why is the title “connect people and places” rather than the Portland Plan’s “Connect people, places, water and wildlife”?

p. 14 - “Designing with Nature” is the only one on the list using this word structure (passive verb). Change to “Design with Nature” to be consistent. The discussion here is good, but seems to be in conflict with the industrial land policies in Chapter 3.

### **Section II: Urban Design Framework**

How is this section used in implementation? Is it overarching and applicable to all goals and policies? Is it just information with no implementation function?

The concepts of center and corridors is first introduced here, but not clearly described in an introductory manner that would be useful for the rest of the document. Regarding centers, it feels like there are too many types with little clear differentiation. Obviously, a neighborhood center is different from the central city, but mostly in scale and depth of functions. Nowhere in the document does there seem to be a compelling need to further differentiate “Transit Station Areas.”

Unlike centers, the three types of corridors introduced here have very different functions. This section uses different names than in the Introduction (Greenway vs. Neighborhood Greenway, Habitat connections vs. Habitat Corridors). Habitat corridors are mentioned, but not described. Later in the document there is yet another corridor type: “high density transit” which is not mentioned here. Although similar to Transit Station Areas, there doesn’t seem to be a compelling reason to call these out as anything different than a scale of center.

In various places in this Section, there are references to maps in the policy chapters. Will the maps be in the final document or are they considered part of the Commentary?

p. II-3 – Industrial and River: This section claims that this is the primary area for jobs. Are you sure there aren’t more jobs in the central city?

p. II-5 – Neither Neighborhood Corridors nor High-Capacity Transit corridors are well defined. Additional typologies for transit station areas don’t seem useful. Why not just different scale centers?

p. II-7 – Industrial: What is meant by “widely accessible”?

p. II-8 - The graphic does not read in black and white. If you want meaningful feedback from the community, the next draft will need to be color or revised to be readable in black and white.

### **Section III Introduction**

The list of chapters includes Chapter 1 “Universal Goals”, which now appear to be replaced with Section I: Vision and Integrated Goals. Please correct this list of chapters.

### Chapter 1 - Community Involvement

The public asked for more education and technical assistance during the comment periods and public meetings for both the Portland Plan and Comprehensive Plan. The Comprehensive Plan should acknowledge and support public investments in education (water conservation, recycling, bicycling, environmental resources, etc. ) as a way to garner support for other Comprehensive Plan policies. In addition, community activism, public education and public/private partnerships, including the activities of community members, "friends" organizations, and nonprofits, are not adequately included in the Comprehensive Plan.

### Chapter 2 - Housing

Goal 2.B and 2.D – Can these be combined into one? Seem to be overlapping.

Policy 2.1.b – This is not clear. Talks about loss of housing capacity and development potential in one sentence? What is the point of the goal?

Policy 2.5.a and 2.5.c – How are these different? Combine.

Policy 2.6.b – Clarify intent. Consider pressures and then what?

Policy 2.6.c – How will the City be involved in this? What tools are available to achieve this?

### Chapter 3 – Economic Development

Although there have been changes to this chapter from the P&D Directors' review, it does not appear to incorporate any of the changes requested by Environmental Services. The policies are narrowly focused on industrial lands and fail to call attention to other issues of economic importance over the next few decades. The content of the policies imply that Portland's economy is unlikely to shift significantly, when in reality it has already shifted from its historic manufacturing base.

Environmental Services continues to have serious concerns about this chapter and recommends a shift in its fundamental assumptions:

- ***Broaden the emphasis on livability to recognize the importance of all three elements of sustainability – economic, social and environmental.*** (See chapter introduction, page 3-3.) As it is written, the chapter states that the economy is the foundation of a livable city, implying that economy and industry are the only or most important part of the City's and neighborhoods' livability. Portlanders value a strong economic base; however, it is not the sole requirement for health and wellbeing.
- ***Incorporate Portland Plan policies that support the link between economic and environmental vitality.*** (See Policies 3.35 and 3.36.) It's time to move beyond outdated "either-or" thinking and to further demonstrate Portland's continued leadership in sustainability. We can do this by promoting industrial development that is also environmentally sound. Already Portland business districts like Mississippi Street and urban communities like South Waterfront are reaping benefits from incorporating green infrastructure into site and street design. The Portland Plan calls for environmentally-sensitive development of industrial sites. The Comprehensive Plan policies should provide guidance for these kinds of actions. Meeting City obligations to protect water quality,

restore ESA-listed fish populations, and manage stormwater require the protection and enhancement of natural resources, even in industrial areas.

- **Better incorporate the priorities of PDC's Economic Strategy and the Portland Plan.** (See Goals 3.A-3.C and Policies 3.1-3.6. and <http://pdxeconomicdevelopment.com/strategy.html>) While the Working Draft Comprehensive Plan policies reflect some of the economic strategy, they take a narrower perspective. PDC's strategy recognizes the importance of four business clusters; Clean Tech, Sustainability, Activewear, and Advanced Manufacturing. The first three are located in Portland in part because of our exceptional quality of life. The Portland Plan also acknowledges the importance of these sectors and the need to improve local expertise in green practices to support economic development, yet they are virtually missing from the Comprehensive Plan.
- **Recognize that there are limits to industrial land expansion.** (See Policies 3.7, 3.42.) Portland is land locked. At some point, if the industrial-based portion of Portland's economy continues to grow, we will run out of room for industrial expansion. Developing on remnant natural areas is not the answer as they too will eventually run out, leaving the City with a lower quality of life, and not solving the problem of there being a limited amount of land in the City for industrial development.
- **Acknowledge that projections are approximate.** The future can't be predicted with certainty. (See Commentary and Employment Land Needs Table, page 3-8.) The Economic Opportunities Analysis projects that Portland will experience a shortage of industrial land to meet the anticipated need over the next 20 years, but the Comprehensive Plan implies that a shortage already exists, and is guaranteed to exist in the future.

Specific comments on the text are below:

p. 3-3 Commentary – Change to: “A healthy economy is ~~the~~ a foundation of a livable city”. This is a repeat comment. We understand that the Economic Development chapter is focused on the economy, but it is very important that the Comprehensive Plan consistently recognizes the importance of all aspects of livability.

Goal 3.B – Expand to include language about livability and environmental quality (consistent with PDC's Economic Development Strategy). Add “industrial office” or similar term to list.

Goal 3.B. Commentary – Change to: “Portland has **projected** shortfalls in the 25-year development capacity . . .”

Policy 3.2 – 25% is an unrealistic capture rate, given recent history. This policy sets up the supposed shortfall. This issue needs to be resolved by a broader group of decision makers, not just BPS staff.

Policy 3.3 – Add “**emerging global green economy**” per PDC's Economic Development Strategy.

Policy 3.6. Commentary – There is lots of commercial, but insufficient incubator/office industrial – this could be easily addressed through performance-based zoning.

Policy 3.8 through 3.13 Commentary – Clarify the statement about the tax base; industrial tends to pay low property tax. Regarding the table, does it include brownfield sites?

Policies 3.11 & 3.12 – These policies need to recognize the important role of regulations. How does “reduce site development constraints” play out? Does it allow wetlands to be filled in? Change Policy 3.12 to: “Create a regulatory climate that **appropriately achieves regulatory goals in a manner that is compatible with** attracting business investment and encouraging business retention.”



Policy 3.27 Commentary – The references are incorrect in the second paragraph (subpolicy 3.5.a, etc.).

Policy 3.33 Commentary – Third paragraph, change to: “. . . there is a significant **projected** shortfall of industrial land in Portland. Current zoning will meet only 57 percent of **projected** demand . . .”.

Policy 3.30 and 3.31 – Are both of these policies needed? How do these differ from transit-oriented development discussions in other policies? Are these just another scale of “center”?

p.3-14 – in response to boxed question: (1) Encourage more dispersed industrial, particularly for small, clean industries that can be compatible with commercial or even higher density residential; (2) consider performance based zoning rather than allowing/prohibiting specific uses. Keep in mind initial purpose of zoning to segregate noxious uses, not to separate every use type.

Policy 3.33 – How does this get interpreted in Central Eastside with its growth in office-industrial like software, which is one of PDC’s target clusters?

Policy 3.35 – Is this practical? How would one mitigate development capacity on a project by project basis? How is this compatible with the concept of shifting economic conditions contained in Policy 5.2?

Policy 3.36 – BES objects to industrial uses trumping “other land uses” along the river. The river is very important for water quality, habitat and recreation. This policy inappropriately ignores many other important Portland priorities, and conflicts with policies in Chapter 4.

Policy 3.43 – This is the only mention of natural areas and open spaces in the chapter, there needs to be a policy that recognizes the importance of these features within industrial areas as well as along the margins. This ties to Design with Nature.

Policy 3.44 Commentary – Incorrect reference to Policy 3.7.

Policy 3.52 – Change to: “Enhance the function of neighborhood business districts as the a foundation of neighborhood livability” (see our comments on the introductory commentary for this chapter).

Policy 3.59.e. – This seems to be an opportunity to address some industrial land demands.

#### **Chapter 4 – Watershed Health and the Environment**

Please see the comments for Chapter 5 about integrating Habitat Corridors and Neighborhood Greenways.

Policy 4.6 – By giving examples of specific constructed features, they seems to have more weight than unengineered natural features.

Policy 4.16 – Delete from this chapter, but include in chapters 5 & 6.

Policy 4.20 – Define equitable distribution of tree canopy.

Policy 4.26 – Does this mean Hayden Island? Is there anything else in the Columbia Watershed? There is mention of the commercial/industrial, what about the housing- encourage or discourage?

### Chapter 5 – Urban Design and Development

While elements of the City GreenWays are included in the Comprehensive Plan, the document does not show how the elements work together to form the spine of an integrated green infrastructure network. The Habitat Corridors are separated from Neighborhood Greenways and Civic Corridors. This fails to explain and reinforce what is already happening – bureaus are increasingly coordinating their efforts to maximize the benefits of public investments. Some examples include: Parks trails networks are used by bike commuters; PBOT's bikeway enhancements are used as recreational facilities (i.e. Sunday Parkways); Environmental Service's environmental restoration projects protect water quality and provide natural areas for people to enjoy. All of these elements address climate change and promote public health and safety. Together, they form the framework for providing Portlanders a high quality of life and a pleasing and highly functional urban form. At a time when funding is tight and the public is rightfully concerned about the yield on its investments, it is critical that we demonstrate that the City is committed to finding integrated, multiple-benefit solutions to the many challenges we face.

The Portland Plan's City GreenWays network and Vibrant Neighborhood Hubs (or 20-minute neighborhoods) concepts provide a strong construct to communicate how that will happen. These ideas are already enthusiastically endorsed by the public and City leadership and should be highlighted in the Comprehensive Plan in a highly visible and clear way. To that end, we recommend the following:

- **Use and build upon Portland Plan greenway concepts to the greatest extent possible.** (See Draft Comp Plan pages 7-15.) This helps explain the key shifts in public policy and shows the reader how the Comprehensive Plan builds on the Portland Plan effort.
- **Use the same terminology and descriptions as the Portland Plan.** Rename Greenways to "Neighborhood Greenways". Use the definitions from the Portland Plan. Include the graphic that shows the multiple benefits that these neighborhood greenways provide.
- **Reconnect the three corridors concepts in the document.** Revise the Urban Design Framework Map so that the Habitat Corridors, Neighborhood Greenways and Civic Corridors are grouped together and are shown in the same color palate, so that the reader can intuit their connections and possibilities. Revise the Corridors and Connections section of Chapter 5 to group the three types of corridors in this section. Use the Portland Plan terminology, descriptions and policy language.

Specific comments on the text are below:

Goal 5.C. Suggest changing "employment density" to "**economic vibrancy**" or similar

Goal 5.D. Change to: "... This network also connects the experience of being in Portland to its larger context of the **Willamette and Columbia Rivers**, Willamette Valley, and Cascade region. .

Policy 5.4 – Why is this needed?

Policy 5.5 – This policy mentions "station areas" – inconsistent use of terms.

Policy 5.7 – Change to: "... through high-quality **sustainable or low-impact** design and development ..."

Policy 5.10.a. – What are “smaller areas of distinct identities”? centers?

Policy 5.15 – Recommend encouraging employment centers.

Policy 5.15.e – What does this mean? What are landscaped edges? Are they in building setbacks? How large? For multifamily or single family?

Policy 5.16 – These seem much more balance than similar policies in Chapter 3. Support this language and recommend resolving conflicts with chapter 3.

Policy 5.18 – What are “station communities”? Inconsistent use of terms. How is this different from a center?

Policy 5.19 – It is not clear where the investment priority is, existing centers or deficient areas? The phrase “balance that with needed investment in area that are deficient . . .” makes deficient areas sound like an after thought and lower priority.

Policy 5.19 - Add other employment uses.

5.20.a. – Centers and station communities: See previous comments.

5.20.b – What building scale is sufficient? How would one know? What is the intended growth? This is vague and undefined.

Policy 5.20 – Add a sub-policy “**Include nature as an essential component of centers throughout Portland.**” It is important to have a Centers policy to tie it to the Design with Nature policies.

Add the following commentary for this policy. “Nature includes green infrastructure; for example trees, stormwater management, native plants, ecoroofs, green walls. These features provide habitat for birds and pollinators, bringing nature to the city and neighborhoods. This enhances the opportunities that Portlanders already enjoy for birding and enjoying nature close to home. Additionally, green infrastructure makes urban areas healthier for the residence and visitors by mitigating for heat island effect and improving air quality.”

Policy 5.22 – Typology of centers: There are too many levels. Define a center and then discuss what happens at different scales.

Policy 5.23 – There is no follow up to High-Capacity Transit. It seems like these corridors are either also a civic corridor or they are simply a string of centers (since the in between spaces along MAX do not have value as corridors; you can’t access the corridor)

Policy 5.25 – Transit station areas are not part of corridors, they are a small-scale center.

Policy 5.26 – Greenways: Is this supposed to be the policy covering all three types of corridors discussed in the page 13 and the Urban Design Framework? If so, the wording needs to change to include all three, not just greenways. If this is just the neighborhood greenways policy, then change to: “Create a citywide network of Neighborhood Greenways that provide distinctive and attractive pedestrian-friendly, bike-friendly, green streets, trails, **and habitat corridors** that link centers, parks, schools, rivers, natural areas, and other key community destinations.” Add a sub-policy, or alter existing sub-policies that acknowledges the importance of habitat in Neighborhood Greenways.

p. 5-37 - Public realm and the street environment: How do these policies relate to ROW in Chapter 6 and Transportation in Chapter 7? Consider adding sidewalk cafes as a function.

p. 5-45 - It seems odd to have Sustainable Design and Development a separate category than Design with Nature. Is the Sustainable D and D more about energy efficiency?

Policy 5.38/5.39 – Sub policies are mis-numbered.

Policy 5.38 (second instance) – Rename policy to “**Energy efficiency and district energy**”. This policy implies that ecodistricts are only about energy efficiency. What about water efficiency, habitat, etc? The sub-policies listed can also apply to non-ecodistrict areas, but the title implies that it is only for ecodistricts.

Consider adding a policy to chapter 5 “**Ecodistricts. Encourage the development of ecodistricts as models of energy and resource efficiency, multi-modal transportation, and integrating nature into the built environment.**”

Policy 5.41 – Define “area”. Are these centers, neighborhoods, ecodistricts, and central city?

Policies 5.42 – 5.44 – Make sure these are consistent with Chapter 6.

Policy 5.45 – Why just in centers?

Policy 5.50.b – Add: “.....**and access to nature.**”

#### **Chapter 6 – Public Facilities and Services**

Goals: The goals all read differently. Are they supposed to be statements of a future desired state or action statements beginning with an active verb? All the goals should read in a consistent format.

Goal 6.E – Change to: “... and complies with federal, state, and local ~~clean water~~ requirements.”

p. 6-23 - The heading “sanitary and stormwater system” conflicts with the table of contents at the beginning of the chapter

Policies 6.1 – 6.3 Commentary – (6th bullet) Change to: “Private property **and natural systems (such as streams and wetlands)** plays a key roles in the management of stormwater.”

Policy 6.1.a – The statement “should be consistent with” is vague. Are we saying the service boundary should not extend beyond the UGB? It should be expanded out to the UGB boundary? Something else?

Policy 6.15 – Consider using the term “**design**” instead of “establish”

Policy 6.15.b – Consider using the term “**standards**” instead of “requirements”

Policy 6.22 Commentary – There are also stormwater management facilities (not just conveyance) within the rights-of-way.

Policy 6.29.d – Change to: “When considering vacation of any right-of-way, consider its appropriateness for use as public park, ~~or~~ open space, **or habitat corridor.**”

p. 6-23 - The policies should be preceded by the heading "**Sanitary System Policies**"

p. 6-24 - Stormwater system policies commentary – (2nd paragraph) Change to: "The current Comprehensive Plan has one stormwater planning policy." (last paragraph) Change to: "The Stormwater Management Manual (2008) implements the program for new **and re-development.**" (p. 6-26, 1st paragraph) Change to: "Many areas have limited infiltration **capacity...**"

Policy 6.35 – Incorrect reference, should be 6.34?

Policy 6.43 – Retitle to Stormwater **Infrastructure** and add wording from 4.16.

Policy 6.44.a – Change to: "Incorporate green infrastructure, such as large canopy trees and **landscaped vegetated** stormwater facilities..."

### **Chapter 7 – Transportation**

Use of the term "green and active transportation" is confusing. All other instances of the word "green" in the Comprehensive Plan refer literally to the presence of green plants. Using "green" here is both unnecessary and inconsistent with the rest of the document. Use "active transportation."

Goal 7.A – Define sustainable. Fiscally, environmentally?

Goal 7.B and 7.D – Could be combined. Define "vulnerable" residence.

Goal 7.F. – This is not realistic, even as an aspiration

Policy 7.4 – Change to: "... to connect Portland's centers, **trails, schools, and open spaces.**"

Policy 7.6 – What is the end goal of this hierarchy? This needs more work, as stated in the commentary

Policy 7.6.b – Define "complete streets." This policy is vague and unclear.

Policy 7.6.c – Add at the end "... to maintain mobility, **access and safety.**"

### **Chapter 8 – Administration and Implementation**

Policy 8.12.a – Consider combining bullets one and five for clarity.

p. 8-17 - Other Implementation Tools, Policies 8-16 through 8.20: This doesn't seem like an exhaustive/all-inclusive list of implementation tools. For example, the Stormwater Management Manual and many programmatic tools are missing. How was this set of policies chosen? If it is not intended to be comprehensive, there should be an explanation of what it is (and isn't) in the commentary.

### **Appendix A: Glossary**

Ecodistricts – this definition is missing green infrastructure, waste, and natural systems, etc. For example from the Lloyd Ecodistrict Report, "The Lloyd EcoDistrict Roadmap focuses on the following performance areas:

- Energy
- Water

- Materials Management
- Access + Mobility
- Habitat + Ecosystem Function
- Return on Investment
- Job Growth

p. A-2 - Please define "campus institution" (see policy 3.44).

p. A-3 – Please revise or add a new definition of "clusters". The current definition refers only to housing and services, not business (see policy 3.17).

p. A-4 - Add definition for "Effective Impervious Area", used in the Low Impact Development definition.

p. A-6 - Low Impact Development: Change to: "...the use of vegetated stormwater management **techniques** to mimic pre-development..."






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CITY OF  
**PORTLAND, OREGON**

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PORTLAND HOUSING BUREAU

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Charlie Hales, Mayor  
 Traci Manning, Director  
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 Portland OR 97204  
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April 30, 2013

Susan Anderson  
 Director  
 Bureau of Planning and Sustainability  
 1900 SW 4th Ave Room 7100  
 Portland, OR 97209

Dear Susan,

I'm pleased to acknowledge the efforts of your staff, the Planning and Sustainability Commission, and many community partners that are reflected in the Working Draft Part 1 of Portland's Comprehensive Plan Update, released for review earlier this year. The document creates a clear linkage from the vision we articulated in the Portland Plan, of a city that is Prosperous, Educated, Healthy and Equitable, to the Goals and Policies that will get us there as we grow over the next 20 years.

Portland Housing Bureau (PHB) staff has been extensively engaged through the process that has produced this Working Draft with a greater focus on the housing needs of low-income and very vulnerable Portlanders inclusive of those who have experienced historic and current inequities in access to housing and the opportunities they need to advance their well-being and achieve their full potential. In addition to staffing various housing working groups, PHB was invited to provide review and input to a November rough draft of Chapter 2: Housing, and staff's substantial and detailed comments were considered and, in many cases, included.

This level of collaboration means that as the City's lead bureau charged with meeting the affordable housing and safety net needs of our most vulnerable citizens, the Comprehensive Plan Update creates a framework in which our work, creating housing opportunities for those whose needs are not by the market, can be aligned with the comprehensive housing needs and growth patterns of the City.

Further, this collaborative approach is reflected in PHB's work to create a comprehensive housing location policy through the Portland Housing Growth and Opportunity Analysis project. Our process has and will continue to leverage the excellent work of Bureau of Planning and Sustainability (BPS) staff to ensure that Portland's Planning policies and our implementation strategies equitably address the housing needs of vulnerable Portlanders.

As the process to complete Goals and Policies, and further define the Urban Design Framework and Comprehensive Plan Map moves forward over this spring and summer, we will continue to bring a particular commitment to:

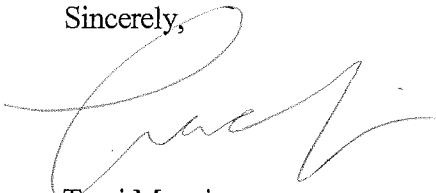


- Strengthening our tools to anticipate and mitigate the displacement of vulnerable populations when planning and implementing significant new public investments
- Improving Housing Access for vulnerable populations through both Fair Housing policies and attention to preserving and creating affordable and accessible housing in Opportunity Areas that offer good access to transportation, jobs, high-quality schools, parks and recreation and other services and amenities
- Prioritizing infrastructure and other investments in areas with an existing supply of affordable housing that increase the qualities important for economic prosperity and healthy living

We look forward to continuing our work with BPS, and the other Planning and Development Bureaus towards alignment across *all* City bureaus to create a Comprehensive Plan that reflects our values, and linked implementation strategies that achieve our vision.

Keep up the good work!

Sincerely,



Traci Manning  
Director  
Portland Housing Bureau

cc: Joe Zehnder, BPS  
Tom Armstrong, BPS  
Daniel Ledezma, PHB



Charlie  
Hales  
Mayor

John  
Widmer  
Interim  
Director

## MEMORANDUM

Date: May 16, 2013

To: Eric Engstrom and Sandra Wood, Bureau of Planning and Sustainability

From: Paul Smith, Transportation Planning Group Manager  
Courtney Duke, Senior Transportation Planner  
Patricia Neighbor, Transportation Planning Intern

Subject: Bureau of Transportation Comments on Working Draft Part 1

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The following are the Portland Bureau of Transportation comments and suggested changes to the Working Draft, Part 1 of the Portland Comprehensive Plan. These suggested changes apply to all Comprehensive Plan chapters, including *Chapter 7: Transportation*, and the Plan as a whole. PBOT staff expects that, if applied, these amendments will strengthen the Plan, increasing its consistency and the potential for it to reach its goals.

### Introduction

The Plan Introduction needs to include references to walking, bicycling and transit, especially in "Connect people and places." "Connect people and places" needs to mention all motivations for increasing active modes, not just pedestrians.

### Chapter 1: Community Involvement

Community involvement is not integrated consistently in the chapters of the Comprehensive Plan. It should be integrated consistently.

### Chapter 2: Housing

Policy 2.6.d states: Consider the effect of housing investments on school enrollment and student mobility.

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To ensure equal access, the Portland Bureau of Transportation will make accommodations in full compliance with Title VI of the Civil Rights Act of 1964, the ADA Title II, and related statutes and regulations in all programs and activities. For accommodations and additional information, and complaints, contact the Title II and Title VI Coordinator at Room 1204, 1120 SW Fifth Ave., Portland, OR 97204, or by telephone 503-823-5185, City TTY 503-823-6868, or use Oregon Relay Service: 711.

There should be a similar policy statement regarding transportation investments such as, "Consider the effects of housing and transportation investments on school enrollment and students ability to walk and bike to school."

### **Chapter 3: Economic Development**

Policy 3.30, Transit-oriented development. Change to: "Encourage employment growth in areas accessible to housing and transportation networks for pedestrians, bicycles, and transit."

### **Chapter 4: Watershed Health and Environment**

4.23.d, is a very specific policy related to ecologically sensitive redevelopment along SW Barbur and SW Beaverton Hillsdale Highway. How is this consistent with the vision and proposed infrastructure improvements in the Barbur Concept Plan and Metro's SW Corridor Plan?

4.27, 4.29, Modify to add an emphasis on pedestrian and bicycle routes.

### **Chapter 5: Urban Design and Development**

Modify: Policy 5.15.c., Encourage development and right-of-way design that preserves and incorporates Douglas fir trees and groves, where feasible and sensible.

#### ***Civic Corridors***

The concept of Civic Corridors emphasizes urban design qualities, rather than growth and it is vague. The concept needs to be articulated in further detail in Chapter 5 and in other chapters of the Plan. Policy that emphasizes urban design is not sufficient considering the purpose of the Comprehensive Plan is to guide the future growth and development of the city. If civic corridors are to be implemented in Portland, the Plan must include policy that demonstrates a clear guiding framework for the function of these corridors within the city, including for growth and mobility. Civic corridor policies need to be included in the Plan to describe how civic corridors serve as a location for increased residential and employment density. Current policy focuses on amenities and design rather than serving the growing demand for housing and transportation.

Existing policies that emphasize the urban design functions of civic corridors, are also vague. These policies emphasize civic corridors as unifying, organizing elements of the city, but do not adequately describe how corridors serve This function. These policies should be expanded and clarified. An urban design example is 'livable environments' which is referenced in 5.24.b, but is not further defined.

There is concern that as currently mapped and described, all civic corridors are the same and treated equally. A process to create different typologies for corridors that reflect land use and transportation improvements would be useful.

### *Centers*

The concept of centers is unclear in the Plan, especially in policy 5.17 "Role of centers." The policy focuses on amenities provided within centers and the urban design components rather than their useful function within the context of land use, housing, transportation, and community development. The Plan needs additional details that articulate how centers serve a role within the land use, housing, transportation, and community development of the city.

The Plan also needs to articulate the purpose of and relationship between centers, and between centers and corridors. Policy 5.17 "Role of centers," in particular needs to articulate why centers are important and how they shape planning outcomes for the City. The description of centers in the policy "Typology of centers" needs to be more specific as to what types of centers will be created. The language in the policies describing centers is unclear and can be edited to provide more clarity regarding the concept. The existing policies about connecting centers to each other and about centers being walkable are useful, but there needs to be emphasis on pedestrian and bicycle access to the centers for these policies to be effective.

Policy 5.C, System of centers. They provide increased access to local services, amenities, transit, pedestrians, bicycles networks, and major infrastructure...

Policy 5.17. c. Role of centers. Move "and quality pedestrian and bicycle networks" to 17.d.

Policy 5.17. d. Foster a safe, comfortable, and attractive environment for pedestrian and people on bicycles for all ages and abilities.

One way to address this is to add the following to all center types (on pages 5-9, 5-13 and 5-17):

- High quality pedestrian and bicycle facilities within the center to accommodate greater volumes of pedestrian and cycling traffic.
- Good pedestrian and bicycle access to centers from adjacent neighborhoods to better facilitate short pedestrian and bicycle trips to the center.

### *Typology of centers*

Level of transit access is the only transportation feature used to define the different types of centers. Broaden the “components” distinguishing different centers beyond level of transit service to include pedestrian and bicycle access (density/connectivity) and level of parking management.

Policy 5.22.e. Neighborhood Centers. These centers “primarily serve adjacent neighborhoods” which translates into shorter trip distances. Shorter distances are outlined by the transportation chapter of the Plan as served by pedestrian and bicycle access. The opportunity to emphasize active transportation in this policy should not be missed, since the distance from home is generally more walkable/bikeable.

The distinction between centers in different pattern areas should be more clearly spelled out. Current policy does not adequately address existing centers that may be more auto oriented. It is unclear if these types of centers are less important and if policies lead us to rework these centers. Or does policy support providing services and infrastructure that will continue to support their current growth patterns? The distinction between centers in different pattern areas should be more clearly spelled out.

### *Active Transportation*

All modes of transportation, especially walking and bicycling, need to be integrated into Chapter 5 (as noted above). Walking and bicycling are to serve as the primary modes for short trips of less than three miles and should be emphasized in Chapter 5. Transit should be emphasized for trips of over three miles. The presence of multimodal transportation should be an integral component of policies addressing civic corridors and centers.

Goal 5.C refers to Portland’s interconnected centers and increased access. Policies within the Plan currently do not reference the multi-modal access for pedestrians, bicycles, and

transit that are necessary for interconnectedness and access from the broader area served by each center.

### *Greenways*

The definition of 'greenway' within Chapter 7 differs from the definition of 'greenway' in Chapter 5. This causes confusion and concern. Greenway policies need to articulate more clearly the difference between greenways that serve a purpose for natural corridors (an emphasis in the plan) and greenways that serve a purpose for bicycle and pedestrian transportation mobility. Metro's regional greenways are corridors that may or may not provide public access. The focus of PBOT's neighborhood greenway program are pedestrian and bicycle improvements on low-traffic streets. The greenway policies in the comprehensive plan should clearly define the relationship to these and provide guidance for implementation.

Greenways are the only place within Chapter 5 in which bicycle transportation is included as a significant component. This is an issue since it is the aim of the City to make bicycling a fundamental pillar of the transportation system which will require a complete, diverse network of bikeways to attract people of all abilities to ride to all types of destinations.

Policy 5.9, Significant Places. To reflect the equity goals of the Portland Plan and the Comprehensive Plan, the discussion of significant places should be more community and context based.

Policy 5.13, Inner Neighborhood. Need to emphasize the important role inner neighborhoods have in active transportation especially bicycling for meeting our mode split goals.

### **Chapter 6: Facilities**

Policy 6.15, Context sensitive infrastructure. This is positive direction related to community context. There should be a stronger emphasis on the five pattern areas.

Policy 6.22 Uses of rights-of-way

There is no explicit policy that suggests the right of way can be used for commercial purposes (street cart vending, sidewalk café, Street Seats). Suggest 'Neighborhood

Vitality or Economic Function'? Example: "Allow for commercial uses of the rights-of-way for the purposes of enhancing a commercial corridor, encouraging street vitality and small business."

Need to emphasize that public right-of-way is first and foremost for public access by people and the transport of goods. Transportation has a higher priority than utilities, storm water, and community uses.

A policy related to permanent uses in the right of way should be explored.

Policy 6.23 and 6.29. Interconnected Network. Edit policy language or add a policy to emphasize the importance of street connectivity for all modes and reference connectivity policy (7.16). This applies to acquiring new rights-of-way, and maintaining existing considerations for vacating right-of-way. Example: "Establish and improve a connected right-of-way system that provides infrastructure services throughout the city across modes in compliance with regional street connectivity policy."

6.22 Policy should reflect functional and functions, not just services.

Policy 6.25 Flexible Design. Edit policy language to include multi-modal access. Allow flexibility in the design and development of rights-of-way to appropriately accommodate local physical and environmental context as well as community needs, as appropriate.

6.44 Green Infrastructure. There needs to be more information as to when and where green infrastructure will be incorporated. The term 'large canopy trees' is too specific for the comprehensive plan. Specific tree types should be addressed based on the context in more detailed area or corridor plans or during design.

6.64 Parks, Improvements. 6.64 b should have discussion about trails and pedestrian and bicycle access to and through parks and natural areas.

## **Chapter 7: Transportation**

### *Goals*

The goals need clarification and there are redundancies. For example Goals 7B and 7D are very similar and could possibly be combined. Definition needs to be added where ideas are unclear. The order of the goals should be considered and possibly reworked, as the order implies level of importance. Goals are very aspirational (even for a 20 year plan) and a number of them we at PBOT know are not attainable in that time period. Should the goals be more realistic?

### ***7.6 Green and active transportation hierarchy***

The green and active transportation hierarchy policy, currently ambiguous, needs to be revised to clarify how it is applied to transportation projects. The policy and/or the sub-policies and objectives in the Transportation System Plan need to convey how broadly or specifically the hierarchy will be applied. The policy and sub-policy or objectives need to explain in what locations it will or will not be applied. Currently the green hierarchy is not context specific; it needs to provide clarification as to whether it is context specific. For example, how will the hierarchy apply to pedestrian districts, freight districts, and varied land uses? The policy needs to articulate how conflicts between modes will be resolved at the policy, as well as project level. It also needs to clarify whether the hierarchy is implemented through the mobility corridor concept, and if so, how. The policy needs to address how it will be applied at all levels of transportation improvement, from planning to design and implementation.

The Portland Freight Committee voiced significant concern about whether freight will be addressed effectively if retained within the green hierarchy or removed from it. To consider the overall function of the transportation system and the outcomes for the freight transportation system, we must consider whether freight is retained or removed from the hierarchy policy.

Editing language in the policy will provide more clarity. The phrase "all other considerations being equal" is unclear and needs revision or removal. Sub-policy b is vague and needs rewriting. The policy should be renamed 'Transportation Hierarchy.'

### ***Civic Corridors***

In transportation policy content, in the Comprehensive Plan or the Transportation System Plan (TSP), the development of 2-3 typologies for civic corridors will improve clarity concerning corridor function and will lay out a better framework for corridor function. If civic corridors are addressed in the transportation policy content, the policy



needs to clarify whether civic corridors are single streets, or pairs/trios of parallel networks serving all modes. The policy needs to clarify how PBOT will determine which modes will be accommodated on the primary street.

#### ***7.24 Project Prioritization***

Project prioritization criteria need to be developed through a stakeholder process, assessed through that process, and incorporated into the 'Project Prioritization' policy. Project prioritization policies need to be applied by the Bureau to project list development and grant applications. 'System Management' and 'Life-Cycle Costs' policies are also project prioritization policies and should be included within the Project Prioritization policy. Equity should be incorporated as a component of the project prioritization policy.

#### ***7.7 Transportation Affordability***

Affordability should not come at the expense of providing service. Perhaps include links between housing and income-accessible transportation to emphasize this.

#### ***7.8, 7.9, 7.10 Pedestrian, Bicycle, and Transit***

The modal policies were constructed to be parallel. They need to be revised to be different from one another and to be accurate about trip distances that are appropriate for each mode of transportation.

#### ***7.13, 7.30 Freight transportation, including air transportation***

The policy could focus on the underlying motivations of the freight transportation system to clarify priorities for access and mobility. It could elevate references to non-truck freight (e.g. air, marine). References to air transportation need to be strengthened to recognize the growing importance of this mode in the global economy.

### **Chapter 8: Administration and Implementation**

The other chapters of the Comprehensive Plan exceed the requirements of the State of Oregon related to land use, yet the implementation chapter does not. This chapter needs to provide a roadmap of how the concepts within other chapters of the Plan are to be implemented by city bureaus, while maintaining consistency with other Plan chapters by exceeding state requirements. This chapter does not specify how the Plan will be

understood and applied by all city bureaus. The Plan will be stronger if a framework for this is outlined in the chapter.

### **General Comments**

#### ***Active transportation into all sections of the plan***

If the green hierarchy is to be effective in providing for a hierarchy of modes and support city goals, all modes of transportation including walking and bicycling need to be incorporated into all sections of the Plan. Walking and bicycling need to be incorporated as viable modes of transportation to reach all types of destinations, not only as modes to access green spaces and recreational destinations as currently emphasized in Chapter 5.

The Plan, especially the Introduction and Chapter 5: Urban Design and Development, need to support the policies of walking and bicycling for short trips by referencing bicycling and walking in sections of the Plan that reference trips of three miles or less. To meet a variety of City plans and goals, walking and bicycling must be comprehensively integrated throughout the Comprehensive Plan.

#### ***Bicycling***

Strengthen the presence in the plan of Portland as a world class bicycling city. A goal for the city is to make bicycling a major component of the transportation system by increasing bicycle use to 25% of trips. Portland has achieved growth in bicycle traffic among major U.S. cities, giving us a significant advantage to reduce our reliance on the automobile. To achieve this goal, bicycle infrastructure needs to be emphasized throughout the Comprehensive Plan, in particular in the Introduction, Chapter 5, and Chapter 7. Policies should be amended to include bicycling as well as walking. The plan should be reviewed in areas that reference transit; bicycling should be included in these places for references to overall trips or short trips.

#### ***Five Neighborhood Pattern Areas***

Chapter 5 does an excellent job of describing and articulating the five different pattern areas. This needs to be further developed and integrated into all of the chapters, including Chapter 7. The pattern areas can be used more effectively to distinguish the development of different types of civic corridors or centers. The Plan should also

include references to the Portland Plan 24 pattern areas. It should include policy that guides how these areas will be implemented.

***Equity***

Equity is not integrated consistently into the Comprehensive Plan.

***Affordability***

The current Plan does not emphasize providing city services and amenities in a way that is affordable to city residents. Affordability should be reflected in policy as a priority for infrastructure and city services, facilities, and programs.

***Project Prioritization***

Chapter 7 is the only Comprehensive Plan chapter that currently includes project prioritization. Public input supports the incorporation of project prioritization policies in each of the chapters of the Plan.

***Funding Policy***

Chapter 7 is the only Comprehensive Plan chapter that currently includes a funding policy (7.25). A funding policy should be incorporated into other chapters of the plan.



City of Portland  
**Bureau of Development Services**  
Land Use Services Division

Attachment C - City Commission Comment Letters  
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## MEMORANDUM

**Date:** March 25, 2013  
**To:** Bill Cunningham, Tom Armstrong, Lora Lillard, Mark Raggett - Bureau of Planning and Sustainability  
**From:** Chris Caruso, Land Use Review  
503-823-5747  
**Re:** Briefing on the Comprehensive Plan Working Draft Chapter 5 and Urban Planning Framework

Thank you for taking advantage of the opportunity to present the Comprehensive Plan Working Draft to the Design Commission. I hope you find it informative and valuable as you continue with your project development. Attached is a summary of the comments provided by the Design Commission at the March 14<sup>th</sup> meeting. This summary was generated from notes taken at the public meeting, a subsequent review of the public meeting recording, and a final review by the Design Commissioners. To review the meeting recordings, please visit:

[http://efiles.portlandoregon.gov/webdrawer.dll/webdrawer/search/rec&sm\\_clastext=historic%20landmarks%20commission&sm\\_recnbr=\\*/eb/\\*&bool=and&sort1=rs\\_datecreated&count&rows=50](http://efiles.portlandoregon.gov/webdrawer.dll/webdrawer/search/rec&sm_clastext=historic%20landmarks%20commission&sm_recnbr=*/eb/*&bool=and&sort1=rs_datecreated&count&rows=50)

These Design Commission comments are intended to guide you in further development of your project. These comments may also inform City staff when giving guidance over the course of future related documents. It should be understood that these comments address the project as presented on March 14, 2013. As the document evolves, the comments may also evolve or may no longer be pertinent.

Please continue to coordinate with me as you refine the Comprehensive Plan so that additional briefings can be presented to the Design Commission as appropriate.

*Encl:* Summary Memo

*cc:* Design Commission

This memo summarizes the direction of the Design Commission provided at the March 14, 2013 meeting:

General Comments:

- There were questions about why the language used in the document was so very broad and not specific toward actions.
- There were questions about the timeline for how this document leads to actual changes to the zoning code and design guidelines.
- There were questions about how economic development informs the Policy language, specifically whether or not the disparity in development costs and paybacks between the Central City and places in east Portland such as Gateway were being addressed.
- There were questions about how Urban Renewal Areas are designated and that some of the existing ones seem to no longer be relevant to their areas.
- The overhead wires should be removed as part of development requirements. While these are controlled by two power companies, they should be required to underground the wires as new development happens. This is the elephant in the room. The cluttered and unattractive views shown in BPS's own photos make it clear that removing overhead lines will dramatically improve neighborhoods.
- Parking counts in new apartment buildings has become the hot topic at Commission hearings. When these Policies are adopted, they should be very clear and take a strong stand about what we want to see as a City. The danger is that if neighborhoods are required to have infill that is contextual, the current context is that everyone can currently park in front of their own house. Is that what we want to protect as context? Or do we want a Policy about protecting the desired ways of life within neighborhoods, and what are those?
- Need options for parking solutions around the City, such as permitted zones.
- If we can keep the core affordable, we will have to spend less on building new infrastructure in the outer areas as we do now when people are priced out of inner neighborhoods. Make sure we are not creating a new problem while trying to solve another one.
- 20 minute neighborhoods seemed to exist more around the city when Portland was a rougher place, not so pristine and precious.
- How do we design mid-rise buildings with transitions and setbacks at inner lot lines or light wells that create livable spaces? Do we codify solar access setbacks in all areas?
- The Design Commission often sees the clash between goals and policies and implementation. There is nothing about the intentions of these Policies. What is the overall desire of these Policies? Are changes to the City staged over time, incremental, or is it all at once in areas?
- Design guidelines and zoning target are not linked now. They often contradict each other with the guidelines asking for infill that matches the current neighborhood while the zoning allows for a much bigger development. Zoning needs to make sense and work with the design guidelines or the guidelines need to be revised to reflect desired zoning potential.
- There needs to be much more outreach about the possible outcomes of various zoning designations. Compatibility is a very troublesome issue when it runs up against the Policy aspirations for density.
- What is the Policy about maintaining quality of life?
- "Character" and "compatibility" must be clearly defined.
- This would be a much clearer document if the Policies were broken into 2 parts – the aspirational part and the "what it really means on the ground" part. Images and models would help explain zoning potential.
- Really need a Policy that explains the City's desired density.
- This needs a more realistic, centralized message about why these Policies are important to everyone. Must have community buy-in or we will still battle over things like parking and infill.

Policy 5.1 Design for People.

- Why do we say this and what does it really mean? The supporting statement does not seem to be tied to the Policy title. "Design for People" is not that useful of a phrase. This effort seems to be more about designing for context and may not be humanistic enough.

Page 6-16 Transit modes.

- What does this percentage mean? What infrastructure are we providing to achieve this? The Commission is not confident that Tri-Met will be able to keep up with development transit demands so the City needs to make sure things are in place to support this Policy.
- Create a Policy that requires integration of housing, transit, and public outreach, and that zoning potential should be required to be divulged when people are buying houses.

Policy 5.20c

- This Policy seems contradictory between wanting taller buildings along wider streets vs. protecting privacy and solar access through setbacks and building height transitions.
- How are these buildings “local” or responding to the existing context if you want taller things where they are currently not the norm?
- This language and the actual Policy desire needs to be clarified here.

The Bureau of Planning and Sustainability will coordinate additional briefings with BDS staff as the Comprehensive Plan is further developed.

### **Exhibit List**

- A. Bureau of Planning and Sustainability Submittals
  1. Comprehensive Plan Date Summary
  2. Comprehensive Plan Update: Working Draft Chapter 5: Urban Design and Development, January 2013
  3. Section II - Urban Design Framework Draft, January 2013
- B. Other
  1. Memo to Commission with BPS introduction, March 4, 2013
  2. Chapter 2: Housing Draft, January 2013

Comment submitted via the website comment form

From: Jewls Harris, Portland Commission on Disabilities, Livability & Wellness  
Subcommittee Chair

Date Received: 05/01/2013

Comment: Regarding Policy 6.73, 6.74 and 6.76 -- I would like to see a provision for improved communication between police and "all members" of the community. In light of the Dept. of Justice settlement and historically poor relationship with individuals with mental disabilities, it seems a provision for improved education and training is merited. Perhaps stating: "Police and other personnel will receive training that reflects all measures of diversity including age and ability."

**Language from Bureau of Planning and Sustainability's Website:**

Please use the ~~form below to submit a comment~~ on the Working Draft.

If your comment is related to a specific goal, policy, or section of the Working Draft, please include the policy or page number for reference. Your comment will be used by staff to revise the Working Draft. There will be opportunities for formal comments in later stages of the project. Thank you for your comment!

**Names/Organizations:** Alan DeLaTorre (Institute on Aging, Portland State University and Portland Commission on Disability); Margaret Neal (Institute on Aging, Portland State University); Portland Commission on Disability/Accessibility and the Built Environment Subcommittee; and Age-friendly Portland Advisory Council.

**Comments:**

The following comments have been written based on a review of the Comprehensive Plan draft and feedback gathered from members of the Portland community. They are intended to bolster the Comprehensive Plan by offering considerations pertaining to the aging of Portland's population and our need to consider environments that are suitable for all ages and abilities. The Age-friendly Portland Advisory Council has offered advice on ways to heighten Portland's age friendliness. The Portland Commission on Disability's Accessibility and the Built Environment has offered additional recommendations that are reflected in these comments. Overall, it is critically important that the City of Portland and the Bureau of Planning and Sustainability carry forward the momentum of the Portland Plan's push for fostering equity and making Portland a community for all generations.

*\*Please note that words that are underlined e.g., "~~older adults and people with disabilities~~" are suggested additions to the Comprehensive plan.*

**General Comments: Person-first Language:**

The draft Comprehensive Plan has done a sufficient job in using language pertaining to older adults and persons with disabilities. However, several areas should be improved:

- Page 2-3, paragraph 3, second sentence uses the phrase "seniors on fixed incomes." This phrase should be changed to the more appropriate "~~older adults and people with disabilities~~ on fixed incomes."
- Policy 2.3. Physically accessible housing (page 2-8) explains that "the Portland Plan calls for increasing the stock of accessible housing to better serve the needs of aging and disabled populations." Changes to this language provide an opportunity for both improving language in the Comprehensive Plan if the sentence is changed to: "The Portland Plan calls for increasing the stock of accessible housing to better serve the needs of ~~older adults and people with disabilities~~." Also, an additional sentence could be added: "By providing physically accessible housing near services, we can facilitate aging in place while providing opportunities for civic engagement and social participation for those of all ages and abilities."



- Goal 2.B Equitable access (page 2-5) uses the term “seniors” which should be changed to “older adults.”
- Policy 2.7 on Gentrification/displacement (page 2-11) uses the term “elderly.” This should be changed to “older adults,” which will make it consistent with the other six times the term “older adult(s)” has been used throughout the document.
- Policy 2.11 Homelessness (page 2.14) uses the term “disabled veterans” which should be changed to “veterans with disabilities.”
- Page 3-3 (paragraph three, last sentence); replace “underserved” with “disadvantaged.”
- Page 3-9 (Policy 3.15 Development Impacts); replace “underrepresented” with “disadvantaged.”
- Page 3-10 (Policies 3.22 commentary); replace “underrepresented” with “disadvantaged.”
- Page 3-11 (Policy 3.24 Workforce development); replace “underserved” with “disadvantaged.”
- Page 3-23 (Policy 3.55 Development Impacts); replace “underserved” with “disadvantaged.”
- Page 6-17 (Policy 6.16.a Health and equity impacts); replace “underserved” with “disadvantaged.”
- Page 6-37 (Policy 6.74.a Community policing); replace “underserved” with “disadvantaged.”

Suggested changes to policies/content: Throughout the draft Plan several areas have emerged that can be improved in an effort to create a Portland for all generations:

## **Chapter 2: Housing**

- Policy 2.3 Physically accessible housing (pages 2-8 & 2-9) is a good start to an important issue. However, there is a need to explain in the commentary section and/or the policy that there is a hierarchy and classification system for accessible design. For example, we know that minimum requirements accompany aspects of the Americans with Disabilities Act and the resulting building code, as well as requirements that are in place such as Section 504 (re: HUD-funded buildings). Although Universal Design principles are used, it would be helpful to know what those principles are (e.g., reference needed in the commentary section). Should the City use the commonly defined “7 principles” (e.g., equitable use, flexibility in use...) or will there be additional guidelines detailed? Also, what about visitability/visitable design principles?
- Policy 2.3. Physically accessible housing (pages 2-8 & 2-9): add language encouraging housing to be located with 0.25 miles of services and transit (references were previously sent to BPS and PBOT from Alan DeLaTorre)
- Also, please note that efforts in Oregon are underway that will detail the various aspects of “Lifelong Housing.” AARP Oregon has been working on this and the document will be completed before the final version of the Comprehensive Plan is approved. The Institute on Aging at Portland State University and the Portland Commission on Disability should be consulted regarding implementation of the physically accessible housing policy in the future.
- Policies 2.4 Fair housing and 2.5 Opportunity areas (page 2-9) lacks specific language regarding the City requirement to affirmatively further fair housing, including the specific need to facilitate the “equitable distribution of affordable, accessible housing where high-quality built environments and access to transit exist.”
- Policies 2.8 and 2.9. Housing affordability and Workforce housing (pages 2-12 & 2-13) should provide explicit details about affordable housing “bandwidths” (e.g., 30% of monthly income; up to 50% AMI; up to 80% AMI; up to 100 or 120% AMI). This could be added to the commentary, as well as the appendix which has a very limited definition.

- Policy 2.13.e (page 17) should add the word “remedy” so that it reads “identify and remedy substandard housing issues.”
- Policy 2.13.g (page 17) should add the following to the end of the sentence “...and accessible design features.”
- Policy 2.13 Healthful housing (page 17) should add a sub policy (e.g., 2.13.i.) that reads “Encourage housing that facilitates independent living, allows for aging in one’s community, and reduces social isolation.”
- Policies 2.13 and 2.14 Healthful housing (pages 2-16 & 2-17) should highlight that cost and savings of energy upgrades/retrofits should not favor owners if the cost is passed along to renters. Specific reference to “maintaining affordability while increasing health aspects of housing” should be explicitly detailed.
- Additional suggestions for housing policies, in general:
  - An important issue as it pertains to equitable housing for older adults and people with disabilities is to ensure that a variety of accessible units are available; both older adults and people with disabilities who are in need of accessible and/or adaptable units (e.g., Type A and B adaptable units) may desire one-, two-, and even three-bedroom units, not just studio apartments. Currently, it seems as though accessible and adaptable units are frequently only built as studio and one-bedroom units.
  - Consideration should be given to creating a policy that encourages building of caregiving/companion units which aim to support older adults and people with disabilities. This may be an accessory dwelling unit and/or it may be adjacent multifamily units that provide easy access to one another (e.g., side by side, with the “double doors” that one might find in a hotel).
  - Additional language should be added pertaining to Oregon law that describes what happens if housing discrimination happens occurs; also, “institutional barriers to fair housing” should be described insofar as what happens when an agency has failed to account for the equitable distribution of housing based on race, class, income, etc.
  - Policy should consider encouraging or requiring a shift toward development of flats, rather than infill housing that has stairs.

### Chapter 3: Economic Development

- Page 3-3 (paragraph two, last sentence: “A healthy economy provides opportunities for people to achieve their potential”); suggestion: “A healthy economy provides opportunities for people of all ages and abilities to achieve their potential”).
- General suggestion regarding policy language and/or commentary: it is important that the economic development section explicitly detail that older adults and people with disabilities should be considered assets and resources to the City of Portland and should be provided opportunities to diversify the economy and expand the workforce and productivity in a meaningful way (page 3-7, as well as the household prosperity section, page 3-11).
- General suggestion to Chapter 3 Policies (re: household prosperity): “Establish/create training and re-careering opportunities to benefit economic development and household prosperity.”
- General suggestion regarding policy language and/or commentary (perhaps to page 3-7): It may be surprising that the 55-64 age group has the highest rate of entrepreneurial activity in the U.S.; we suggest that this be explicitly detailed in the economic development section (link to

reference: <http://ecopreneurist.com/2009/09/21/the-average-age-of-an-entrepreneur-is-older-than-you-might-think/>).

- Page 3-9 Land Development: With rise in e-commerce, the shopping mall concept (i.e., low-density strip mall developments) may fail moving forward; low-density areas should be looked at for rezoning for “higher and better use.”
- Page 3-11, Policy 3.26, add the word “age” so that the policy reads “Reduce racial, ethnic, age, and disability-related disparities in income and employment opportunity.”
- Response to question for community discussion (page 3-18): regarding medical institutions, Portland should consider encouraging the development of more neighborhood clinics and labs and not expanding hospital campuses (i.e., move away from monolithic campus settings and disperse services within the fabric of the community).
- Page 3-25 (Policy 3.59.c.): Add language covering people of “all ages and abilities” or “people with disabilities and older adults.”
- Page 3-25 (Policy 3.59.d.): Add language covering “age-friendly” or “accessible.”
- Page 3-25 (Policy 5.59 Centers): Consider adding “establish social spaces and gathering places that are accessible, flexible in use, and multi-use in nature.”

## Chapter 5: Urban Design & Development

- Page 5-5 (Goal 5.A. A city designed for people): strong recommendation to add “enhancing accessibility” to the following “...reducing disparities, enhancing accessibility, encouraging social interaction.”
- Page 5-17 (Policy 5.17.b): Modify the policy to read as follows: “Encourage the development of centers as compact and accessible places, where the street environment makes access by transit, walking, biking, and mobility devices/aids safe and attractive for those of all ages and abilities.”
- Page 5-19 (Policy 5.207.f): add the words “promote accessibility” to the following: “...provide a pedestrian-oriented environment, promote accessibility, and provide opportunities...”
- Page 5-21: Add new policy (5.21.c): “Establish gathering places as universally-designed places that strive to foster interaction and reduce isolation among those of all ages and abilities.”
- Suggested addition to commentary on page 5.21: Research from Portland State University has called for the need for social spaces in and near housing developments as needed to reduce isolation and foster healthy community interactions.
- Page 5-27 (Policy 5.22.e Neighborhood Centers): Add the following: “Accessible housing within 0.25 miles of frequent service transit stops, including those in neighborhood centers, town centers, and transit station areas.” (also see page 5-33, Policy 5.25 Transit Station Areas).
- Page 5-37 (Policy 5.27.b): add the following: “Consider both the place and transportation functions when designing and programming each street, including accessible design features.”
- Page 5-41 (Policy 5.34 Transitional Urbanism): Consider adding language pertaining people with disabilities/accessibility, such as: “Require one-time/temporary events to adhere to accessibility requirements that are facilitated by event coordinator;” (e.g., Homelessness and services provisions; Food carts; Farmers markets; and Saturday market )
- Page 5.51 Add new policy (Policy 5.47.e): “Create and promote access to emergency meeting locations and coordinate evacuation of frail older adults and people with disabilities, including evacuation plans for people with multifamily housing and commercial spaces.”

- Page 5-47 Ass new policy (Policy 5.38.d **Healthy materials**): “Require the use of materials that maximize human and community health, while restricting the use of toxic and unhealthy materials.”

## Chapter 6: Public Facilities and Service

- Page 6-5, last sentence, should be changed to: “...facilities and services to all Portlanders, including those in future generations.”
- Page 6.6 (commentary): Goal 6.D. Public rights-of-way should include language about “benches;” Goal 6.D Sanitary and stormwater should be changed to: “...protecting public and private property, and increasing visual appeal to encourage walking.” Page 6-7 (policy): Goal 6.D. Public rights-of-way should add the following: “...multi-purpose, connected, and visually appealing physical space...;” Goal 6.D Sanitary and stormwater should add the following: “and private property, increases visual appeal, and complies...”
- Page 6.9 (Policy 6.J School facilities should be changed to the following: “GOAL 6.J School and Library Facilities Public schools and libraries are honored places of learning for all, as well as multifunctional neighborhood anchors serving Portlanders of all ages, abilities, cultures, and incomes.”
- Page 6-13 (Policy 6.3): add “Libraries” to the list
- Page 6-13 (Policy 6.9): add “such as community gardens or pocket parks” to the sentence.
- Page 6-15 (Policy 6.12): add “...social, health, and environmental risk.”
- Page 6-15 (Policy 6.15): add “...environmental, social, cultural, and community context.”
- Page 6-19 (Policy 6.22): add “...transportation system, including pedestrian access.”
- Page 6-19 (Policy 6.22.c): add “...local physical, health, and environmental objectives.”
- Page 6-19 (Policy 6.25): add “...physical, social, cultural, and environmental context as well as community needs, as appropriate.
- Page 6-21 (Policy 6.29.b): add “...for a public walkway, including benches, and/or bikeway...”
- Pages 6-22 through 6-27 seem to need additional language pertaining to green streets, bio swales, and/or vegetation basins.
- Page 6-33 (Policy 6.63: include language regarding the “development of pocket parks.”
- Page 6.43 (Policy 6.89.a): add “Encourage community use of school grounds for educational activities and recreational use for those of all ages and abilities and as green spaces...”

## Chapter 7: Transportation

- Page 7-17 (Policy 7.22): General suggestion: loading zones are critically important for paratransit services and persons vehicles that are carrying passengers with disabilities; amendments to loading zone provisions must take this into account.
- The City of Portland must consider the cost of housing + transportation + utilities (i.e., 50% or below or gross income); Metro and HUD have adopted housing + transportation costs (see Metro’s true housing costs); the City needs to focus on cost of housing to person, rather than what HUD defines

## Chapter 8: Administration on Implementation

- General concern: As an advocate or as an ordinary citizen, it is important that we know how to keep track of whether a document/request is being implemented without having to track down each action in each individual bureau.

### Additional comments:

- Will mapping activities be coordinated/combined with Urban Renewal Areas and vacant land inventories as potential opportunities (re: PDC's neighborhood prosperity initiatives).
- Lands continue to lay vacant as there is not a cohesive plan to use these properties moving forward.
- The City's definition and operational approach to equity still feels overly focused on race and ethnicity and it should expand the term to include age and ability disability.
- It is not clear whether federal Title VI legislation included disabilities, but this is an area that should be explored by the City of Portland.
- The history of collecting data on accessible housing is not satisfactory in Portland. The City must be more inclusive moving forward and track when accessibility improvements have been made (e.g., whether accessible Accessory Dwelling Units have been built).



City of Portland  
**Bureau of Development Services**  
Land Use Services Division

Attachment C - City Commission Comment Letters  
1900 SW Fourth Ave., Suite 5000  
Portland, Oregon 97201  
Telephone: (503) 823-7300  
TDD: (503) 823-6868  
FAX: (503) 823-5630  
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## MEMORANDUM

**Date:** February 20, 2013  
**To:** Liza Mickle, Bill Cunningham, Tom Armstrong - Bureau of Planning and Sustainability  
**From:** Chris Caruso, Land Use Review  
503-823-5747  
**Re:** Briefing on the Comprehensive Plan Working Draft Chapter 5 excerpts  
Summary Memo of February 11, 2013 briefing

Thank you for taking advantage of the opportunity to present the Comprehensive Plan Working Draft to the Historic Landmarks Commission. I hope you find it informative and valuable as you continue with your project development. Attached is a summary of the comments provided by the Historic Landmarks Commission at the February 11<sup>th</sup> meeting. This summary was generated from notes taken at the public meeting, a subsequent review of the public meeting recording, and a final review by the Historic Landmarks Commissioners. To review the meeting recordings, please visit:

[http://efiles.portlandoregon.gov/webdrawer.dll/webdrawer/search/rec&sm\\_clastext=historic%20landmarks%20commission&sm\\_recnbr=\\*/eb/\\*&bool=and&sort1=rs\\_datecreated&count&rows=50](http://efiles.portlandoregon.gov/webdrawer.dll/webdrawer/search/rec&sm_clastext=historic%20landmarks%20commission&sm_recnbr=*/eb/*&bool=and&sort1=rs_datecreated&count&rows=50)

These Historic Landmarks Commission comments are intended to guide you in further development of your project. These comments may also inform City staff when giving guidance over the course of future related documents. It should be understood that these comments address the project as presented on February 11, 2013. As the document evolves, the comments, too, may evolve or may no longer be pertinent.

Please continue to coordinate with me as you refine the Comprehensive Plan so that additional briefings can be presented to the Historic Landmarks Commission as appropriate.

*Encl:*  
Summary Memo

*cc:* Historic Landmarks Commission

This memo summarizes the direction of the Historic Landmarks Commission provided at the February 11, 2013 meeting:

Policy 5.38 Rehabilitation and adaptive reuse.

- Broaden this to encourage rehab and reuse generally as well as specifically for historic and architecturally significant resources.
- Why is this in this section of the Comprehensive Plan and not under historic resources policies? How would someone know that this policy existed if they were only looking in the historic section?

Policy 5.35 Historic and cultural resource protection.

- How do we achieve the objectives of protecting “old” buildings that are not recognized as historic? What are the tools we have to meet this policy? An example was given of a 125 year old house that is being demolished because the new higher-density zoning allows more units.

Policy 5.9 Significant Places.

- There is no mention of historic or cultural resources in the list given in this policy.
- The list should include historic and cultural resources.
- How will the infill goals allow development around places without destroying the older buildings that are not protected? An example was given of the commercial buildings around SE 26<sup>th</sup> and Clinton.

Policy 5.35.b Historic and cultural resources.

- The “fill in the gaps” statement may not go far enough to require compatibility between existing and new development.
- The Commission wants to define and require compatibility.
- There could be ways to define compatibility that is not stylistically literal, such as using scale, materiality, setbacks, etc.
- Compatibility is an important piece of this work so that an 8 story building is not up against on old 2 story building.

General

- The Neighborhood Centers is a very important idea but will most likely consist of historic nexus places with older buildings in them.
- If we shift development to these areas, we risk losing their history.
- We need to find a balance between development and preservation.
- It seems like Chapter 5 is where the rubber hits the road for all future urban form.

The Commissioners will spend individual time outside of this meeting to review the provided Goals and Policies. Comments will be sent directly to Liza Mickle in BPS and Chris Caruso in BDS by May 1<sup>st</sup>. The Bureau of Planning and Sustainability will coordinate additional briefings with BDS staff as the Comprehensive Plan is further developed.

### **Exhibit List**

A. Bureau of Planning and Sustainability Submittals

1. Comprehensive Plan Update: Working Draft Chapter 5-Design and Development excerpt provided on February 1, 2013
- B. Other
1. Memo to Commission, February 1, 2013





**City of Portland**  
Historic Landmarks Commission

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April 30, 2013

**VIA E-MAIL**

Liza Mickle, Bill Cunningham and Tom Armstrong  
Bureau of Planning and Sustainability  
1900 SW Fourth Avenue # 7100  
Portland, Oregon 97201

Re: Comments on Draft Comprehensive Plan

Dear Colleagues,

This memorandum responds to your invitation to provide comments on the Comprehensive Plan Working Draft. Thank you for your report and thank you for allowing the Historic Landmarks Commission (HLC) members time to compile our thoughts. This memorandum is in addition to the February 20, 2013 memo from Chris Caruso summarizing our comments and will not restate those comments again. Overall, we are pleased with the draft but have identified a number of other areas that could benefit from additional clarity as it relates to the importance of historic preservation. In some cases, we have suggested particular language and in other areas, we will leave the drafting of code language to you.

Goal 5.(C.) Portland's System of Centers – One of the key characteristics of Portland's city centers is the significant extant historic fabric that remains. Therefore, we recommend adding the following to the second sentence of Goal 5.(C.): "These places of focused activity and growth provide places often rich with historic resources, employment density and residential diversity that contribute to Portland's high standard of livability."

Policy 5.6 Energy and resource efficiency – Historic preservation and adaptive reuse should be a stated component within the City's energy efficiency and sustainability strategy. Revise Policy 5.6 to add the term "adaptive reuse" in the list of items that the City will support.

Policy 5.7 Leadership in Design – Although we understand that encouraging "high-quality design and development" does not preclude design decisions that result in preservation but this policy implies that only new construction enhances the quality of life and is cutting edge. This policy would be more inclusive if it was revised as follows: "Enhance the quality of life for all Portlanders by encouraging high-quality decisions with regard to design that demonstrates Portland's leadership in the design of the built environment."

Policy 5.8 Innovation. – Again, design decisions regarding preservation can also be innovative and creative. Consider the following: “Encourage the design and preservation of the built environment to foster local creativity, experimentation, and innovative design solutions.”

Policy 5.9 Significant Places – Many of Portland’s most iconic neighborhood symbols are existing buildings such as schools, churches, theaters, and commercial centers. Historic resources should be added to the list of areas that make places significant.

Policies 5.13, 5.14 and 5.17 contain a number of policies relating to inner, Western and Eastern neighborhoods. Although these policies make reference to the importance of maintaining the streetcar-era strong street orientation and enhancing natural areas, they make no reference to how the existing built environment contributes to these values and is similarly suitable for protection and enhancement.


Policy 5.18 Focused growth. This policy directs a majority of neighborhood growth into city centers, civic corridors and station communities. The HLC would like this blanket statement tempered with an acknowledgment that growth incentives will not be pursued at the expense of historic resources.

Policy 5.19 Focused investment. This policy prioritizes and encourages public and private investment in city centers. Again, although HLC supports this objective, this policy should be expanded to prohibit the expenditure of public funds on the demolition of structures listed individually or as contributing to the historic character of the district. Further, it should contemplate the expenditure of public funds on preservation efforts as they are vital community amenities.

Policy 5.22.e Neighborhood Centers. Again, this policy should acknowledge that decisions regarding accommodating growth must be sensitive to the existing historic resources and encouraging adaptive reuse.

Thank you for your serious consideration of these additional comments.

Sincerely,



Carrie A. Richter

Chair, Portland Historic Landmarks Commission

cc: Chris Caruso  
Tim Heron

CITY OF PORTLAND

## URBAN FORESTRY COMMISSION



PORTLAND PARKS &amp; RECREATION

Healthy Parks, Healthy Portland



• Charlie Hales, Mayor • Mike Abbaté, Director

30 April, 2013

**To:** Director Susan Anderson  
 Bureau of Planning and Sustainability  
 1900 SW 4th Avenue, Suite 7100, Portland, OR 97201  
 Submitted by e-mail to [pdxcompplan@portlandoregon.gov](mailto:pdxcompplan@portlandoregon.gov)

**From:** Portland Urban Forestry Commission

**Re:** Comments on the Draft Comprehensive Plan Update

**CC:** Sallie Edmunds, Supervising Planner, Bureau of Planning and Sustainability  
 Marty Stockton, Community Outreach, Bureau of Planning and Sustainability

Dear Bureau of Planning and Sustainability,

On behalf of the Policy Committee and the entire Portland Urban Forestry Commission, I am submitting our comments and recommendations on the Draft Comprehensive Plan Update. Given the importance of the vibrant and healthy urban forest to the ecological health, economic prosperity, livability and sustainability of our city, we believe that the urban forest deserves a prominent place in the Comprehensive Plan; after all, much of what makes Portland unique is our notably leafy urban environment.

In the following paragraphs, the original *text of the Draft is in italics* (with the **headings in bold italic**), while our comments are in roman, and suggested (new) text is underlined.

We commend you on the drafting process and the document to date. It is indeed a thorough and far-reaching plan for the city and addresses nearly every aspect of what makes Portland a great place. We look forward to a continuing dialogue on the Comprehensive Plan Update, and appreciate the opportunity to comment. With sincere thanks for considering our comments,

Igor Lacan , Commissioner

### *Introduction*

**page 3, "Growth, Diversity and Equity"**

To relate population growth and city infrastructure, we suggest adding a sentence to the end of the first paragraph, such as

"Portland should ensure that City infrastructure such as roads and transportation networks, water supply and wastewater systems, the urban forest and natural features, and parks and green spaces will support this increased population density".

**page 5, "Healthy and Safe Environment"** section, last paragraph.

Add "and if we allow our urban forests to deteriorate" (to the first sentence)

**page 14, "Designing with nature"** section, last paragraph.

Add a sentence (to the end of paragraph) "It also means maintaining our existing urban nature, especially urban trees and forests which provide so many of the benefits described above."

**page 15, "Respect local context"** section.

Add "including trees" as follows:

*Different places are distinguished by the unique topographies, natural features such as trees, histories,...*

### **Section II: Urban Design Framework**

The following two comments refer to Section II in the overview:

- 1 We suggest that the design framework of the city should explicitly reference the role of trees, the urban forest and other natural elements, even in those locations where these will be subordinate to other characteristics. To that end, we recommend including intentions for trees, the urban forest, and natural elements in the descriptions of subsections A through H. (examples are provided below)
- 2 Habitat Corridors, especially on the east side, are isolated (as seen in the Urban Design Framework Map, page II-8), whereas habitat connectivity is integral to the function of habitat corridors and is a worthy goal for the City Comprehensive Plan. Opportunities and techniques for connecting the Habitat Corridors should be explored, and the results included in the next iteration of the Urban Design Framework.

page II-5, **D. Transit Station Areas** section, top of page

*Urban Residential Stations provide access to a primarily residential area with high-density housing. Areas within 1/2 mile of the stations are the focus for housing development to expand opportunities for people to live close to high-quality transit, while also enjoying the large canopy planting strip trees that have historically defined streets with single-family homes.*

pages II-4 and 5, **“C. Connections”** section, first sentence and following bullet points

*Portland’s network of public rights-of-way (including undeveloped and developed corridors with paved streets, curbs, planting strips with street trees, and paved sidewalks, regional transit....*

...

*\* **Neighborhood Corridors** are public rights-of-way with developed streets and street trees that connect neighborhoods....*

*\***High-Capacity Transit Corridors** form a regional system....They also connect people to the Portland International Airport and other regional transportation connections and because of their scale, could allow for plantings of large evergreen trees, e.g., native conifers.*

### Section III: Goals and Policies.

#### Chapter 2: Housing

##### page 2-17 Policy 2.13 Healthful housing

2.13.f. Encourage housing that provides features supportive of health, such as useable open areas, recreation areas, community gardens, crime-preventive design, and communal kitchens.

Add after *useable open areas*, “trees and other vegetation elements,”

Add (to the end of the sentence): “and pleasant, walkable streets with substantial tree canopy”

2.13.h. Add information on trees to read as follows:

*Educate property owners, managers, and developers...about how to build and maintain healthful housing that includes large canopy trees in public rights-of-way planting strips in scale with multi-story buildings.*

**Policy 2.14. Existing housing resources**, add a new item

2.14.c. Maintain existing and develop currently undeveloped rights-of-way by paving the roadways, adding curbs, paving sidewalks, and planting large canopy trees in wide planting strips without overhead wires.

### **Chapter 3: Land Development**

**page 3-7, Economic role of livability and ecosystem services.**

Rephrase as to add text as follows: *Conserve and enhance...ecosystem assets and services, especially large street trees and the urban forest generally for its contribution to the local economy and to Portland's quality of life...*

The following is an overview comment on Chapter 3:

#### **Land Development (page 3-9)**

These policies promote maximizing development space. Such infill and intensification, however, could lead to loss of space for trees and other vegetation elements. Opportunities and techniques for intensified land development that also provide for on-site urban forest and other vegetation should be explored and addressed.

### **Chapter 4: Watershed Health and the Environment**

**page 4-3, Goals**

Consider adding a goal of maintaining the urban forest resources.

Can be phrased as "Protect, maintain, and enhance the city's urban forest resource, including street and park trees"

Also, revise the first bullet point:

*\*Sustain the quality of Portland's environment by preserving natural features and systems.*

Add a separate bullet point:

\*Focus development in already built areas while maintaining natural systems such as the urban forest canopy in those areas to avoid creating industrial or transportation "deserts".

Revise bullet point 6 *Advance good decisions...* replace with:

Practice adaptive management through better data collection, and in the case of the urban forest management, practice succession planning.

**page 4-3, *Why is this important?***

In the second paragraph, sentence “*Trees that provide wildlife habitat, trap carbon...*” insert “large trees” to read “*Trees, especially large trees, that provide wildlife habitat, trap carbon, etc...*”

**Urban forest**

***page 4-7 Policy 4.3 Vegetation.*** *Protect, enhance, and restore native and other beneficial vegetation in riparian corridors, wetlands, floodplains, and upland areas.*

We suggest acknowledging the importance of urban trees. Add (to the end of the sentence) “and preserve and enhance the capacity of urban canopy to support ecosystem functions.”

***page 4-11***

***Policy 4.17 Urban forest quantity.*** *Improve the total coverage of tree canopy and native forests.*

Suggestion: we recommend making this goal more specific.

Add (to the end of the sentence) “by focusing first on the areas that are currently lacking in canopy”

***Policy 4.18 Urban forest quality.*** *Protect healthy large trees, native trees, and native tree groves and forests.*

Suggestion: this policy is lacking a key term: maintenance. Rephrase as “Protect and maintain healthy large trees...”

***Policy 4.19 Urban forest diversity.*** *Improve the diversity of the trees and tree canopy.*

Suggestion: this is a bit vague; for example, what is meant by the “*diversity of tree canopy?*”

We suggest re-phrasing to read “Improve the diversity of the urban forest attributes, as by increasing tree species diversity, increasing tree age diversity, and increasing the diversity of tree forms”

***Policy 4.20 Urban forest equity.*** *Encourage an equitable distribution of trees, tree canopy, and associated benefits.*

We suggest clarifying this goal as follows: “Encourage an equitable distribution of trees, tree canopy, and associated benefits by identifying the neighborhoods deficient in canopy cover and investing in ways to plant and maintain trees for their associated benefits.”

We suggest adding a new policy (e.g., Policy 4.18b) **Urban forest protection during development**

This policy recognizes the vulnerability of trees during land development, and emphasizes the importance of implementation and enforcement of existing and newly developed regulations

(e.g., Tree Code) pertaining to the protection of the urban forest. The policy also stresses the need for adequate mitigation in cases where trees were lost during development.

**Commentary** under **Urban Forest 4.17-4.20**

**page 4-10** We suggest that you insert at some point in this paragraph the importance of maintenance or stewardship of the urban forest.

**Chapter 5: Urban Design and Development**

**Page 5-19 Policy 5.20 Design of Centers**

General suggestion for this policy: we note that the planning for, planting, and maintenance of appropriate street and other trees should be stated as an integral component in design of all new centers.

**Policy 5.20.d** *Protect and Enhance defining places and features...*

We suggest including “trees” (e.g., “...natural features such as trees...”)

**Policy 5.20.e** *Encourage... design elements*

We suggest that the design elements include “a diversity of shade trees” as part of encouraging distinct urban centers and streets and where people can sit, spend time and gather.

**Page 5-35 Policy 5.26 Greenways**

General suggestion for this policy: we note that it is unclear whether green streets include trees and other vegetation, and therefore suggest including “trees and other vegetation” (e.g., “...and bike-friendly, green streets and trails, with trees and other vegetation, that link...”)

**Public realm and the street environment**

**page 5-37, Policies 5.27-5.29** (*Streets as public spaces; Development and street design; Pedestrians and accessibility*)

We suggest adding the mention of street trees in these policies, like so:

**5.28.b** *Along busy streets that are primarily residential, encourage landscaped front setbacks, street trees, and other design approaches...*



**Policy 5.35** (*Historic and cultural resource protection*).

We suggest including a mention of Heritage trees in this policy; re-phrase the sentence to read:

**5.35.e** *Maintain active stewardship of City-owned historic resources and Heritage trees.*

#### Page 5-49 **Designing with Nature**

**Policy 5.45 Greening the built environment.** *Encourage the incorporation and preservation of large healthy trees, native trees, and other vegetation in development.*

**5.45.a** *Prioritize integrating natural elements and systems, including trees, green spaces, and vegetated stormwater management systems, into centers.*

Suggestion: add “and continued maintenance” (in the first sentence, to read “*incorporation, preservation, and continued maintenance of...*)

### **Chapter 6: Public Facilities and Services**

#### **Stormwater system policies**

Page 6-27 **Policy 6.45 Maintenance.**

We suggest noting the importance of maintaining the green infrastructure elements of the stormwater system, like so:

*“Maintain and improve the existing stormwater sewer system and its complementary green infrastructure elements through preventive maintenance and ongoing monitoring.”*

#### **Parks and recreation**

Page 6-33 **Policy 6.61 Maintenance.**

We suggest noting the importance of maintenance of the urban forest, including park and other public trees, and natural areas to asset management, like so: “*...service delivery, including maintenance of trees and other urban forest and natural area green elements*”

### **Chapter 7: Transportation**

#### **General Policies**

Page 7-7 **Policy 7.1 Street Design.**

We suggest including street trees as an element of street designs, like so:

*“...transportation, land use and urban forest goals and objectives...”*

\*\*\*

**COMMUNITY INVOLVEMENT PROGRAM**

January 2013 CI PEG Draft Goals/Policies	CHANGE IDEAS	NOTES/COMMENTS
	<b><u>Goal</u></b>	
<p><b>Policy 1.1 Community involvement program.</b> Require and implement a Community Involvement Program to provide an active, ongoing, and systematic process for community participation throughout planning and decision making. Enable community members to identify, consider, and act upon a broad range of issues within land use, transportation, parks, sewer and water systems, natural resources, and implementing measures.</p>	<p><b>Strong and Effective Ongoing Community Involvement Program:</b> The City creates and maintains a strong and effective Community Involvement Program that involves a cross-section of affected community members in all phases of the planning process.</p> <p><i>[required by State Planning Goal 1]</i></p>	
	<b><u>Policies</u></b>	
<p><b>Policy 1.2 Planning and Sustainability Commission.</b> Require and acknowledge the Planning and Sustainability Commission (PSC) as the officially recognized committee for community involvement needed to meet the requirements of Oregon Statewide Planning Goal 1.</p> <p><b>Policy 1.2.a</b> Coordinate with the Planning and Sustainability Commission on the implementation and evaluation of planning and decision-making processes using the Community Involvement Program.</p>	<p><b>The “Committee for Citizen Involvement” (CCI) oversees the Community Involvement Program:</b> The City shall establish and support a Committee for Citizen Involvement (CCI) to oversee the Community Involvement Program. The CCI membership shall broadly represent different geographic and other community interests and perspectives in Portland. Committee members shall be selected by an open, well-publicized process. CCI members should have the skills, knowledge, and support needed to carry out the responsibilities below.</p> <p><i>[required by State Planning Goal 1]</i></p>	
	<p><b>Develop and Update Public Involvement Manual:</b> The CCI shall develop and regularly review and update a manual to assist City staff to learn about and use best practices for community involvement to meet the goals and policies of this section.</p> <p><i>[needed to support State Planning Goal 1 requirement to develop, implement, and evaluate the community involvement program]</i></p>	
	<p><b>Review Public Involvement Processes:</b> Review and provide feedback to staff on proposed public involvement processes for individual projects, during a project, and after the conclusion of the project.</p> <p><i>[CI PEG discussion]</i></p>	
	<p><b>Evaluate the Community Involvement Program:</b> The CCI periodically shall evaluate the effectiveness of the Community Involvement Program in meeting the goals and policies of this section and recommend and advocate for program improvements.</p> <p><i>[required by State Planning Goal 1]</i></p>	
	<p><b>Ensure adequate funding and human resources:</b> “The level of funding and human resources allocated to the citizen involvement program should be sufficient to make citizen involvement an integral part of the planning process.”</p> <p><i>[required by State Planning Goal 1]</i></p>	

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# Agenda for CIC meeting on April 24, 2013

## Agenda

Comprehensive Plan Update – Community Involvement Committee (CIC)

Date and time: April 24, 2013

Time: 11:30 a.m. to 1:30 p.m.

Location: 1900 SW 4th Avenue, Portland, Conference Room 2500A

Welcome (11:30 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and approve the 01/23/13 and 02/27/13 meeting notes.

Announcements (11:35 a.m.)

See upcoming PEG meetings below the agenda.

West Quadrant Public Involvement Plan is now available for review and comment. It can be found online here: <http://www.portlandoregon.gov/bps/article/443542>. Please let staff know how you would like to learn more and/or provide feedback on the public involvement plan.

Diversity and Civic Leadership update.

PEG updates at the CIC will occur next meeting.

Debrief on Comprehensive Plan District, Business and Environmental Workshops (11:45 a.m.)

Discussion Leader: Diane Hale and Deborah Stein, Bureau of Planning and Sustainability

Desired Outcomes: Report on the Working Draft Part 1 Workshops - Demographic Data and Evaluation Summary. Share what went well and what we might want to alter in each of the following:

Overall format

Individual stations

Break out sessions

Other

## District Mapping Conversations (12:15 p.m.)

Discussion Leader: Joan Frederiksen, Bureau of Planning and Sustainability

Desired Outcomes:

Update on the district mapping conversations.

Discuss and provide feedback on the series.

## Summer Outreach Tabling Events 2013 (1:00 p.m.)

Discussion Leaders: Marty Stockton and Alexandra Howard, Bureau of Planning and Sustainability

Desired Outcomes:

Update on the summer outreach tabling events.

Discuss and provide feedback on the proposed activity.

## Public comment (1:15 p.m.)

## Next steps (1:25 p.m.)

Discussion Leader: Howard Shapiro, Chair

Next CIC meeting will be Wednesday, May 22, 2013 from 11:30 a.m. -1:30 p.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

## Policy Expert Groups and Working Groups – April/May Meetings

Neighborhood Centers PEG meeting, Thursday, April 18, 8:00-10:00a.m., Conference Room 7A

Community Involvement PEG meeting, Thursday, April 18, 6:00-8:00p.m.; City Hall, 1221 SW 4th Avenue, Pettygrove Conference Room

Watershed Health and Environment PEG meeting, Wednesday, April 24, 4:00-6:00p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Infrastructure Equity PEG meeting, Wednesday, May 1, 10:00a.m-12:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Networks PEG meeting, Wednesday, May 1, 2:30-4:30p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Residential Development and Compatibility PEG meeting, Thursday, May 9, 4:00-6:00p.m., Conference Room 7A

Education and Youth Success PEG meeting, Monday, May 20, 4:00-6:00p.m., Conference Room 7A

Economic Development PEG meeting, Wednesday, May 25, 11:30a.m. to 1:30p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A



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# Summary Meeting Notes for CIC Meeting on April 24, 2013

## Community Involvement Committee

### Meeting Minutes

Meeting Date: Wednesday, April 24, 2013

Time: 11:30 a.m. to 1:30 p.m.

Committee Members present: Jason Barnstead-Long, Judy BlueHorse Skelton, Lois Cohen, Liz Gatti, Linda Nettekoven, Stanley Penkin, Howard Shapiro, Peter Stark, Alison Stoll

Absent: Paula Amato, Judith Gonzalez Plascencia, Anyeley Hallova, Shirley Nacoste, Lai-Lani Ovalles, Ryan Schera,

Staff: Diane Hale, Kathryn Hartnyer, Alex Howard, Deborah Stein, Mary Stockton,

Visitors: None

### Welcome

Howard Shapiro, Chair led the meeting.

### Announcements

Marty Stockton announced the upcoming PEG meetings, which are listed at the end of this summary. The next CIC meeting is scheduled for Wednesday, June 26, 2013 from 11:30 a.m. -1:30 p.m. as a meeting in May was determined unnecessary.

### External Events

Staff will be attending this upcoming event and encouraged members of the CIC to attend as well.

IRCO Diversity and Civic Leadership Program presents: Hear our Voices!

ENGAGE leaders to present civic participation survey results of immigrant and refugee communities

Saturday, May 4, 2013, 10:00 a.m. to Noon, Portland City Hall, 1221 SW 4th Ave., Portland, OR 97204

ENGAGE leaders have interviewed more than 250 community members from 25 different ethnic communities from around the Portland Metro area. The survey covers 3 main civic indicators: participation in volunteer groups, voting behaviors and attitudes, and expressing political voice. ENGAGE leaders will be able to share directly about how their communities are involved and what needs to be done to get them more involved.

IRCO's Diversity and Civic Leadership program in partnership with the City of Portland's New Portlander program is honored to invite government leaders and public involvement staff to spend the morning with these diverse community leaders face-to-face.

Please RSVP to [RSVP@irco.org](mailto:RSVP@irco.org) (<http://www.portlandoregon.gov/mailto:RSVP@irco.org>) and include your Name, Title, Organization and email address.

IRCO's Diversity and Civic Leadership (DCL) program is funded through the City of Portland's Office of Neighborhood Involvement. The program's signature activity is the ENGAGE Diversity & Civic Leadership Training offered annually. Over 100 Slavic, African, Asian, and Pacific Islander community members have participated in this program since 2008 educating, organizing, informing, and engaging a new generation of leaders.

CIC decisions and follow up actions

With no further announcement, the CIC moved on to new business.

Debrief on Comprehensive Plan District, Business and Environmental Workshops

In general CIC member felt when looking at the demographic data summary, it looked like we need to better reach youth and low income people. The workshops are one outreach approach - it will be interesting to compare the demographic data with the other approaches too (e.g. tabling, policy survey).

Staff decided not to use the demographic survey at the environmental or business workshops, just the district ones, as the demographic data was tied to the Door Prize Entry Form, which involved a raffle. CIC member recommended that staff should use the demographic surveys at the other events in the future.

Lois Cohen advised use existing organizations like OAME, the Hispanic Metropolitan Chamber and churches as a way to reach community leaders to encourage their communities to attend the workshops.

These are good suggestions, but Deborah stated we also need to think about not building unrealistic expectations among the public too - we shouldn't get too excited about making sure everyone is there if we don't think that the content is interesting to all, or it won't affect most people. We think the community will be more interested in the next phase of the project where we will be doing interactive mapping.

Overall Workshop Design

Feedback on the breakout sessions was that they were useful and engaging. Liz wondered if staff could use breakout sessions to target specific audiences.

Deborah asked should we only do breakout sessions instead of breakouts and a general open house? No, CIC members felt both aspects were good.

Stan and Linda shared that in their role, talking to folks and guiding them to where they want to be in the room at the very beginning of the event was helpful.

Stan reiterated that a presentation at the beginning might be helpful or at least a collective announcement/experience by participants before the breakouts would be good.

Jason stated that little mini-tours of the open house stations would work.

Alison wondered if the modifying the day/time would help - the Saturday workshop was well attended, better than the evenings.

CIC members felt the breakouts were good because people get to have their say.

#### Stations

Alison felt that the District Liaison station really was a draw for attendees, perhaps because they got to dig into the issues.

Peter, agreed that the more interactive the better.

Lois felt the presenters at the business workshop were great.

Jason stated that people like pictures - the stations didn't need so much text and materials, but take-home stuff is good.

#### Disappointed by attendance?

Jason, stated that reaching out to community leaders could help us get even more input - just sending out an invite to someone in a organization isn't good enough.

Not so much, but it seems like a lot of resources were put into these activities compared to the turnout.

Marty shared that community partnerships were significant with the business and NE workshops, which really helped with turnout and wondered why that didn't happen in the other districts?

Judy, wondered again about adding a youth representative to this committee? And, what about the Multnomah Youth Commission? Deborah shared that she had invited the Commission to participate and the don't seem too interested at the moment, as they are focusing on other topics right now, but that we will keep them in the loop. Judy, offered that we could develop curriculum to use in summer classrooms at PSU.

Liz highlighted that a lot of people simply don't like this (goals and policies) part of the process. People are tired too.

Howard stated that North Portland really came out for WestHaden Island, so it isn't just about that geography - it's about how we market our project (CPU). This project is really important, we should get them out to events and to participate in other ways.

Linda shared that talking about what has changed and what are the next steps really helps out. Show change, not static aspect of a project.

#### District Mapping Conversations

Joan Frederiksen, West District Planner, presented update and overview of planned Spring 2013 CPU District Mapping Conversations, including a preview of the map layers to be discussed.

CIC members responded positively to the planned community meetings and provided feedback on materials to make available, promotional wording and venue selection. Related to meeting content, one suggestion was to ask participants for feedback on the level of community involvement they felt was needed in order for them and others to grasp and wrestle with some of the bigger Comprehensive Plan issues. There were also questions about inclusion of non-geographic communities.

#### Summer Tabling Activity



Marty presented the overall approach and goals for the summer tabling events. Dates and potential tabling locations were addressed. Linda Nettekoven asked to add the Division/Clinton Street Fair to the list of events. Alison Stoll asked for a more central NE Portland event. Marty let Alison know that the future NE 42nd Avenue event is on the list of potential events, but they have not announced a date; Alison will follow up with the 42nd Avenue group.

Alex Howard presented three possible activities for the summer booth. The first item was a postcard that would read, "Greetings from... SE/NE/N/W/E Portland. Community members could use these cards to draw an iconic image or word(s) that describes the corresponding part of town. The CIC was supportive of this activity.

The second activity was an interactive map exercise. With this exercise community members would answer a series of questions about where they would like more stores, preferred transportation improvements, their favorite place and the one thing they would do to make their district even better. The presented exercise included five questions. Multiple CIC members recommended including a question about where people live and work and how they get to work, school and other destinations. The CIC was supportive of this activity.

The third item presented was an idea for an activity that included building blocks. This activity had not been designed. Staff floated the idea to gauge the CIC's level of interest. While this could be a very interesting activity, Peter Stark noted that it is a very difficult activity to design.

#### Public comment

A comment was made that it has been noted how respectful the CIC is towards each other.

#### Next steps

The next CIC meeting will be Wednesday, May 22, 2013 from 11:30 a.m. - 1:30 p.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

#### CIC – Meetings in 2013

Wednesday, June 26th

Wednesday, July 24th\*

Wednesday, August 28th

Wednesday, September 25th\*

Wednesday, October 23rd

Wednesday, November 27th\*

All meetings will be held from 11:30 a.m. to 1:30 p.m. in 2500A on the 2nd Floor unless otherwise noted. A light lunch will be served.

#### Policy Expert Groups and Working Groups – April/May Meetings

Neighborhood Centers PEG meeting, Thursday, April 18, 8:00-10:00a.m., Conference Room 7A Watershed Health and Environment PEG meeting, Wednesday, April 24, 4:00-6:00p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 2500A

Community Involvement PEG meeting, Thursday, April 18, 6:00-8:00p.m.; City Hall, 1221 SW 4th Avenue, Pettygrove Conference Room

Infrastructure Equity PEG meeting, Wednesday, May 1, 10:00a.m-12:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Networks PEG meeting, Wednesday, May 1, 2:30-4:30p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Residential Development and Compatibility PEG meeting, Thursday, May 9, 4:00-6:00p.m., Conference Room 7A

Neighborhood Centers PEG meeting, Thursday, May 16, 8:00-10:00a.m., Conference Room 2500A

Community Involvement PEG meeting, Thursday, May 16, 6:00-8:00p.m.; Portland Building, 1120 SW 5th Avenue, Room B

Education and Youth Success PEG meeting, Monday, May 20, 4:00-6:00p.m., Conference Room 7A

Economic Development PEG meeting, Wednesday, May 25, 11:30a.m. to 1:30p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

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# Agenda for CIC meeting on February 27, 2013

## Agenda

Comprehensive Plan Update – Community Involvement Committee (CIC)

Date and time: February 27, 2013

Time: 11:30 a.m. to 1:30 p.m.

Location: 1900 SW 4th Avenue, Portland, Conference Room 2500A

Welcome (11:30 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and approve the 01/23/12 meeting notes

Announcements (11:35 a.m.)

See upcoming workshops and PEG meetings below the agenda.

Check in regarding the next CIC meeting scheduled for Wednesday, March 27, 2013 from 11:30 a.m. -1:30 p.m., which is during Spring Break.

Debrief SW and N Comprehensive Plan Workshops (11:45 a.m.)

Discussion Leader: Deborah Stein, Bureau of Planning and Sustainability

Desired Outcomes: Share what went well and what we might want to alter in each of the following:

Overall format

Individual stations

Break out sessions

Set up, clean up or other logistics

Other

Community District Discussion Series (12:30 p.m.)

Discussion Leader: Joan Frederiksen, Bureau of Planning and Sustainability

## Desired Outcomes:

Update on the community district discussion series.

Discuss and provide feedback on the series.

Public comment (1:15 p.m.)

Next steps (1:25 p.m.)

Discussion Leader: Howard Shapiro, Chair

Next CIC meeting will be Wednesday, March 27, 2013 from 11:30 a.m. -1:30 p.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

## Workshop Dates and Locations

North: Tuesday, February 26 from 5:30-8:30p.m. at De La Salle North Catholic High School, 7528 N. Fenwick Avenue

Southeast: Thursday, February 28 from 5:30-8:30p.m. at Franklin High School, 5405 SE Woodward Street

East: Saturday, March 2 from 10 a.m. to 1 p.m. at David Douglas High School, 1001 SE 135th Avenue

Central: Tuesday, March 5 from 5 to 8 p.m. at Smith Memorial Student Union, Portland State University, 1825 SW Broadway

Northeast: Saturday, March 9 from 10 a.m. to 1 p.m. at Beaumont Middle School, 4043 NE Fremont Street

Business: Thursday, March 14 from 7:30-9:30 a.m. at Mercy Corps – Aceh Community Room, 45 SW Ankeny Street

Other events are in the works!

## Policy Expert Groups and Working Groups –February/March Meetings

Community Involvement PEG meeting, Thursday, February 21, 6:00-8:00p.m.; City Hall, 1221 SW 4th Avenue, Pettygrove Conference Room

Watershed Health and Environment PEG meeting, Wednesday, February 27, 4:00-6:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Networks PEG meeting, Tuesday, March 5, 12:30-3:30p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Infrastructure Equity PEG meeting, Wednesday, March 6, 10:00a.m-12:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Residential Development and Compatibility PEG meeting, Thursday, March 14, 4:00-6:00p.m., Conference Room 7A

Education and Youth Success PEG meeting, Monday, March 18, 4:00-6:00p.m., Conference Room 7A

Economic Development PEG meeting, Wednesday, March 20, 11:30a.m. to 1:30p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Neighborhood Centers PEG meeting, Thursday, March 21, 8:00-10:00a.m., Conference Room 7A



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# Summary Meeting Notes for CIC Meeting on February 27, 2013

## Community Involvement Committee

### Meeting Minutes

Meeting Date: Wednesday, February 27, 2013

Time: 11:30 a.m. to 1:30 p.m.

Committee Members present: Judy BlueHorse Skelton, Linda Nettekoven, Stan Penkin, Peter Stark, Alison Stoll

Absent: Paula Amato, Jason Barnstead-Long, Lois Cohen, Liz Gatti, Judith Gonzalez Plascencia, Anyeley Hallova, Shirley Nacoste, Lai-Lani Ovalles, Ryan Schera, Howard Shapiro

Staff: Eden Dabbs, Joan Frederiksen, Deborah Stein, Marty Stockton

Visitors: James Lopez from PSU, Malika Elizabeth from PSU and Zoe Brady applicant for the Murp program at PSU

### Welcome

Stan Penkin led the meeting in place of Howard Shapiro, Chair.

### Announcements

Marty Stockton announced the upcoming workshops and PEG meetings, which are listed at the end of this summary. The next CIC meeting is scheduled for Wednesday, March 27, 2013 from 11:30 a.m. -1:30 p.m., which is during Spring Break. Therefore, CIC agreed to cancel this meeting due to both members and staff being out-of-town that week.

Peter said that the Central Eastside Quadrant Plan has been sped up, so that coordinating plans are now on the same time line.

### CIC decisions and follow up actions

With no further announcement, the CIC moved on to new business.

## Mayor's Involvement

Stan Penkin started a discussion related to the Mayor attending the CIC by asking, "How can we get more City and Mayoral engagement? We should revisit this issue so that he becomes a champion of the 2nd phase of the Comp Plan. Marty shared that City staff has submitted a request to the Mayor's office for the Mayor to attend.

The discussion led to the PEG still needing to be more scripted, with some groups putting together a delegation to visit the Mayor vs. extending an invitation. Judy suggested that meeting as a delegation in a small group works well with City Hall. Eden Dabbs said the closer that we get to implementation the more likely the Mayor could be more involved. Alison Stoll added that it would be great to have a staff member from his staff attending the CIC meetings, so that the Mayor could recognize the work that has been done.

Deborah Stein recommended that this occur after May. The group decided to get an appointment for a delegation to go see the Mayor. Stan proposed the request for the CIC to send a meeting request to the Mayor's Office and he will set the stage for the meeting. Eden proposed that we could pitch the phase 2 to the Mayor related to what "real" Portlanders are about.

## Debrief SW and N Comprehensive Plan Workshops

Deborah shared what went well and what we might want to alter in each of the following areas during the Workshops-overall format, individual stations, break out sessions, set up, clean up or other logistics and other issues.

Stan was disappointed by last night's Workshop because it felt like a lot of work for little return and asked, "What do we think would be a good number of attendees at the Workshops?" Marty replied, "City Staff are hoping for 60-80 people and that during the Portland Plan they had 40-200. However, the Comp Plan is more of an academic and staff perspective, and that this phase is a repackaging for the last 8 years, instead of original content."

Stan questioned if fatigue had set in and how do we change the dynamic? He added that we need to market this to Portlanders- THIS IS YOUR STREET, your backyard!

It was shared that Barry Manning's Map Session was a good interactive piece, as well as the Growth Scenarios. Many of the PEG members asked how can we do something that is more interactive, we as the public, how can we be more interactive. Going forward members want the Workshops to be more interactive.

Someone asked if there was a budget for advertisement of the 2nd Phase? Staff shared that the Portland Plan was more backed by the Mayor, including budget, social media, additional staff, etc. Eden also added that the subject matter helped drive the public involvement process. Deborah questioned then if the accomplishment is about outreach or the actual product being discussed?

Marty said, just as in the past, the Workshops conflict with other meetings, which lead to people having to make choices. So, is the question then becomes, is the Comp Plan resonating with people?

Linda said she sat in on a session, Healthy and Prosperous City, which was mostly full and relevant to folks. In addition, Networks and Transportation led by Courtney Duke provided a WHAT'S CHANGED poster letting folks know what updates were going to occur. Staff replied that there was a one-pager available and has been talked through, but a visual poster would be good addition as well.

Stan questioned the Urban Design Framework title. What does that mean to people, could there be different naming?

Alison said that the 42nd Avenue and Sumner group was dedicating a community garden, so this was competing with the workshops. Linda added that three large meetings were conflicting with the workshop at Franklin High School.

Deborah continued with the feedback discussion by asking if we want to be adaptable to the crowd for a bigger crowd, any ideas on how to tailor a topic to a group size, so that the rooms don't look so empty and the experience will be a more successful event for the folks that do come? Stan commented that at the discussion last night the session should have started out with more presentations, so that you get the people together vs. having them dispersed across the breakout sessions, and then have the breakouts occur afterwards.

Peter reiterated the question, "Are the presentations being tailored to the areas? The Business workshop is only the full-nitch for the area.

The idea would be to get individuals in-touch and interested in the Workshops by presenting the Hot Button Issues for their area and how the Draft will address those topics.

Marty brought up the issue of email messages to residents, but the always contentious issue of the City becoming a Spammer. She said that City Staff were still questioning, "What is the respectful balance?" Eden added that the District Liaisons have been doing marketing per their area and their contacts which helps make the messaging more individualized and less Spam. Perhaps they should try to propose the Hot Topics?

Marty implied that there needs to be a gathering of a critical mass centered on the 1980 plan and what is different with this Comp Plan Update. "Why can't we make this clearer?" Stan said perhaps there needs to be a display to be one of the first things that they see when they walk into the Workshop, with the focus on explaining in graphics that this is NOT the same old, same old. Alison cautioned that some community members might feel overwhelmed with numbers of "experts" vs. staffers and perhaps thought should be given to combining groups on the move.

Peter added that the Business Workshop will be heavily attended because "business" is the most controversial.

Stan asked, "What are we going to do to get people there? Are we focusing on the sticky situation topics to help bring in people?" Edensaid, "The survey addresses the sticky issues, and provides people with the chance to chime in on these challenges." Marty said that the survey had received 12 online responses. In contrast there are 120 PEG members and 90 community members who would have attended the workshops, but they are getting there info through the PEGs, so they aren't all showing up at the Workshops.

Stan asked if the PEG leads been asked or encourage PEG members to attend the workshops. Marty replied, "Yes." Alison chimed in that there were probably too many sessions for the PEG members to think about attending the Workshops, and perhaps we should perform a cost benefit analysis with a thought given to cancelling one of the next three. Stan felt it would not be good to cancel meetings. Deborah added that when we get to the mapping activities in the 2nd phase, it will be harder to cut workshops.

It was proposed to reduce the number of staff members at the Workshop. Marty said we were having 20 staff at each session and that we are trying to drop the numbers down to 14. Deborah Stein proposed putting Transportation and Urban Design in the same room?

All agreed to be ready to reduce the number of staff at the Workshops. It was felt that last night's workshop had great conversations because those that attended got more staff time - these were high value contacts. Stan said that De La Salle was a great location and Peter added that a selling point was that there was enough staff for everyone to meet with personally.

Edenshared that despite the low turn outs the events were productive. Susan Anderson was thinking that 50 people would be a good turnout for the Workshops given the natural challenges with the meeting conflicts and everyday life.

#### Community District Discussion Series

Joan Frederiksen provided an update on the community district discussion series and gathered feedback from PEG members. She said that Staff had rekindled the idea of the District series as community conversations as the Comp Plan Update moves into the mapping phase. The proposal was introduced in January and that Staff is now fine tuning thinking around the concept and the logistics involved in producing the series.

Joan turned to the Comp Plan Process Diagram, which is the timeline for the entire project, to highlight the vacant area between April and June where the District Series could fill-in and provide policy discussions on they will help shape the City's growth. She said, "We have to put this information together in map form. Information such as what comes out of the Urban Design Framework-conceptual mapping based on geography and the distribution of resources and projects around the City. We have to ask ourselves what specifics do we want drawn on maps? Do want feedback on a 60% completed map?"

Joan said that the "products" that will come out of the Workshops will be City-wide and that the idea behind the Discussion Series would be for the individuals and their information to zoom down into their distinct and different areas of the City. Stan added that it would be great to have to a before and after map to generate more dialogue.

Marty questioned how much of the Metro 2040 Plan and maps will feed into the Comp Plan. Joan said that other information, such as the Citywide System Plan, the Transportation Plan, and the project list based on the system plans, will feed into the Comp Plan, so how do we present these maps? She suggested that we need to build from what we have today or come out with a proposal on what to pull-in and



keep-out? Then have the public react to this information? She shared that she is still quite unsure on where to go with the District Sessions?

Joan went on to add that each D.L. would lead the Session for their district during the timeframe of April-June, perhaps July. She encouraged others to comment because she is open to the process to raise the awareness of current issues, what to include in the Sessions as educational in order to being a continuous process and that she would like to see the mapping and the questioning from the survey and Workshops blend together.

Deborah said she could envision the Discussion Series as a three month process; 1st session would be building blocks, 2nd session would be more hands on and the 3rd session would be a presentation of here is what we have for a broader review with more discussion. This would be a good way to figure out through vetting what needs to be addressed in the district.

Stan was encouraged at the prospect of an exercise that would work from vague to more specified ideas, and then seek feedback. Or is this too controversial? This could help everyone keep an eye on the bigger city but also allow a focus on the district level. Linda challenged that keeping some unresolved thoughts would encourage people to keep coming back and stay engaged in the project.

Peter was encouraged by the process of having a blank map which allows for everyone to share their ideas because there is no hard map. He would love to see how the maps could leverage the Internet to show a before and after, a comparison through layering of roads, sewer, etc. with people's new feedback. It was proposed that perhaps this could happen at the tail end of the 2nd phase.

Linda felt that doing a mapping of the district would allow individuals to capture neighborhood values- "What do you value, what do you want to preserve, what's important?"

Debbie shared that the Urban Design work is denoted for identifying significant areas on the district-level maps, including addressing ideas for parking lots. In the NE and potentially other areas, topics include what to do with golf courses and industrial land shortfalls?

It was asked if the intention is to force the community into a discussion on these topics or to just point people to a potential discussion.

In addition, this area includes people discussing designating neighborhood centers, Peter wants some sort of identification of future aspirations for a district, and Stan wants these discussions to address Brownfields - how do we resolve them if they are in your neighborhood, what do you want to see done with them?

Joan appreciated the feedback and reiterated the Staff is still considering how to morph Phase 1 and its feedback into how the Discussion Series would take shape. First, they need to refine the invite lists for these areas with the question of who is vested into these specific areas. Second, recap what has brought us to this point. And third, be able to lead a group to zooming into a specific location and for the staff to blend broad information into a discussion of this specific area.

The process needs to go from more general to more refined in its scope. Stan said yes, broad in nature to more specific otherwise it will be the same old, same old, where we go for it all at once and then try to drill down at a later time. Peter suggested that we don't try and break them down.

Debbie commented that the NE district people needed to understand the concepts first, and this made her unsure about the quick timeline.

Stan said part of the success will be in not reaching the same group of people as in previous planning efforts, but to engage new people.

Discussion turned to the potential structure of the sessions. What if we start with the District Design concepts and language first, in order to get people thinking more broadly about planning? Peter then added, these attendees of the first meeting would wear a colored badge to show that they attended the first meeting so that they could lead attendees at the second meeting and their comments could carry more weight. Then in a third meeting the discussions can be very specific. Perhaps a fourth meeting could return the focus back to a City-wide scope to tie the individual feedback together. Global, more specific, and then back to a more global perspective?

Deborah suggested perhaps between now and the first meeting individuals could be encouraged to take part in a self-guided tutorial on the planning process. Perhaps the focus of the meetings in April become about doing some homework on how to make the exercises more accessible?

Linda questioned where do the growth scenarios tie into this 2nd Part? How do residents come to understand their home territory into a full City view? What are the necessities, the key things that we are thinking of or that our communities will need in 20 years, for issues such

as aging populations, etc.?

The discussion turned to using the April-July period as a lead up to the 2nd Part, instead of being the start of this phase. Perhaps the some of the urban Senior Centers could be used as points of broader public and early involvement to hear from key on-going stakeholders?

Peter suggested that a 15-minute introduction could cover the basics. Linda added that a quiz could be a fun way to capture demographics. Debbie offered that key facts and concepts could be communicated in visual boards.

Joan asked how many meetings are now being talking about for the District Sessions. Stan emoted that 3 hours is too long, even with good visuals, and can be a bit overwhelming. He suggested putting the visuals up when the discussion is going on. Peter suggested reducing the sessions to two meetings at 3 hours each with an RSVP for dinner or lunch to save money on hosting a third meeting. Judy said that there should be a 15-minute intro with a pop quiz, but that having an RSVP sets up the expectation that this is a work session. Joan said that there would be more flexibility with two meetings versus three meetings. Her hope is that regardless of the number of meetings the Staff will bring in emerging information from the Workshop feedback and Staff revisions of the Comp Plan, and weave it into the process of the Discussion Series.

Joan said that the D.L. team will have a proposal proposed to the CIC in 2 weeks. The proposal would include a list of central locations for the Discussion Series, but that she was also looking for ideas for locations? The proposal will also attempt to lay out the organization and format of the Series including how station for mapping will work, highlight works in progress, how individuals can leave sticky notes if they are unable to stay for the whole session. In addition, she was considering leaving a map at PSU as an information gathering tool.

Judy BlueHorse Skelton commented that when looking for partnerships on where you put the maps throughout the City, to look for those organizations that could also provide potential on-site assistance, instead of just leaving a map out. For PSU, Linda suggested that having the PSU team currently working on a Lombard street project could serve as volunteers.

Peter said that perhaps the staff could lead a half hour or 45-minute discussion at the various Neighborhood Coalition meetings to encourage those folks to form teams to identify specific areas and capture this is what we are thinking for these problem or highest potential areas within our districts. It could serve as a preview of what residents are thinking and cause the members to go to their boards to attract more participation? Joan said that the coalitions have been contacted are very interested in co-hosting and/or participating in the Discussion Series.

Peter commented that perhaps the coalitions can spread the work and give a highlight in that district of the Hot Button Issues that have identified and will be discussed on this day.

Members stated that they want the public to feel satisfied with these Discussion Series. Stan suggested follow-up emails after the meetings. Peter commented, also post the meeting comments on the web site as well as the blogs.

Public comment

A comment was made that it has been noted how respectful the CIC is towards each other.

It was commented that it is curious how to keep folks engaged for a 3 hour meeting, perhaps small groups, food, detailed learning objectives. It is a challenging task.

Staff commented that they had moved the next CIC meeting to the 4th week of each month- falls on Spring Break and lots of CIC members were going out of town.

Peter added that perhaps they could procure a video clip from the Mayor, "Thank you community for attending Phase 1 and encouraging them to get involved in the 2nd phase. Stan added that he could invite the public to attend the Workshops and Peter said he could ask the public to assist us.

Stan asked if we could communicate more with PSU and engage with the professors? Peter added we need the connection from PSU, perhaps even a PSU member on the CIC. Should we call for applications from a student or the Young Leaders Group at City Club? Someone commented, "It is really important to reach the non-planning students in these kinds of efforts."

Next steps

The next CIC meeting will be Wednesday, April 24, 2013 from 11:30 a.m. -1:30 p.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

#### Workshop Dates and Locations

North: Tuesday, February 26 from 5:30-8:30p.m. at De La Salle North Catholic High School,7528 N. Fenwick Avenue

Southeast: Thursday, February 28 from 5:30-8:30p.m. at Franklin High School, 5405 SE Woodward Street

East: Saturday, March 2 from 10 a.m. to 1 p.m. at David DouglasHigh School,1001 SE 135th Avenue

Central: Tuesday, March 5 from 5 to 8 p.m. at Smith Memorial Student Union,Portland State University, 1825 SW Broadway

Northeast: Saturday, March 9 from 10 a.m. to 1 p.m. at Beaumont Middle School,4043 NE Fremont Street

Business: Thursday, March 14 from 7:30-9:30 a.m. at Mercy Corps – Aceh Community Room,45 SW Ankeny Street

#### Policy Expert Groups and Working Groups – February/March Meetings

Community Involvement PEG meeting, Thursday, February 21, 6:00-8:00p.m.; City Hall,1221 SW 4th Avenue, Pettygrove Conference Room

Watershed Health and Environment PEG meeting, Wednesday, February 27, 4:00-6:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Networks PEG meeting, Tuesday, March 5,12300-3:30p.m.;1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Infrastructure Equity PEG meeting, Wednesday, March 6, 10:00a.m-12:00p.m.;1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Residential Development and Compatibility PEG meeting, Thursday, March 14, 4:00-6:00p.m., Conference Room 7A

Education and Youth Success PEG meeting, Monday, March 18, 4:00-6:00p.m., Conference Room 7A

Economic Development PEG meeting, Wednesday, March 20, 11:30a.m. to 1:30p.m.;1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Neighborhood Centers PEG meeting, Thursday, March 21, 8:00-10:00a.m., Conference Room 7A

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More Contact Info (<http://www.portlandoregon.gov/bps/article/136170>)



# Agenda for CIC meeting on January 23, 2013

## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

Date and time: January 23, 2013

Time: 11:30 a.m. to 1:30 p.m.

Location: 1900 SW 4th Avenue, Portland, Conference Room 2500A

Welcome (11:30 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and approve the 12/12/12 meeting notes

Announcements (11:35 a.m.)

See CIC meeting dates for 2013 and upcoming PEG meetings on the back of the agenda.

Distribute Working Draft Part 1 of the Comprehensive Plan.

CIC decisions and follow up actions (11:45 a.m.)

Discussion Leader: Howard Shapiro and Stan Penkin, Executive Subcommittee

Desired Outcomes:

Check-in on possible subcommittee work for February meeting or before.

Discuss potential structure of February meeting.

CIC role at the February/March workshops.

Workshop update (12:00 p.m.)

Presenter: Marty Stockton, Bureau of Planning and Sustainability

## Desired Outcomes:

Report on the workshop format.

Announce business workshop date and format.

Survey/Questionnaire for Working Draft Part 1 (12:15 p.m.)

Discussion Leader: Alex Howard, Bureau of Planning and Sustainability

## Desired Outcomes:

Clarity about the purpose of the survey/questionnaire.

Direction for how to present/describe the survey/questionnaire.

Feedback on question design.

Community District Discussion Series (12:45 p.m.)

Discussion Leader: Joan Frederiksen, Bureau of Planning and Sustainability

## Desired Outcomes:

Overview of community district discussion series.

Discuss and provide feedback on the education and discussion modules.

Communications Update (1:00 p.m.)

Presenter: Eden Dabbs, Bureau of Planning and Sustainability

## Desired Outcomes:

Discuss and provide feedback on the Communications Plan leading up to the Workshops.

Share the following: E-News, ads/postcards/mailers, overview, equity handout, etc.

Public comment (1:15 p.m.)

Next steps (1:25 p.m.)

Discussion Leader: Howard Shapiro, Chair

Next CIC meeting will be Wednesday, February 27, 2013 from 11:30 a.m. - 1:30 p.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

## Upcoming Meetings and Events

Planning and Sustainability Commission - Comp Plan – Working Draft briefing, Tuesday, January 22, 6:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500

Fix It Fair, Saturday, January 26th, 9:30a.m. to 3:00p.m.; Self Enhancement, INC., 3920 N Kerby Ave

Planning and Sustainability Commission - Comp Plan – Scenarios Report briefing, Tuesday, February 12, 12:30p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500

## Policy Expert Groups and Working Groups –January/February Meetings

Neighborhood Centers PEG meeting, Thursday, January 17, 8:00-10:00a.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Community Involvement PEG meeting, Thursday, January 18, 6:00-8:00p.m.; City Hall, 1221 SW 4th Avenue, Pettygrove Conference Room

Watershed Health and Environment PEG meeting, Wednesday, January 23, 4:00-6:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

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## CIC – Meetings in 2013

Wednesday, January 23rd\*

Wednesday, February 27th

Wednesday, March 27th\*

Wednesday, April 24th

Wednesday, May 22nd\*

Wednesday, June 26th

Wednesday, July 24th\*

Wednesday, August 28th

Wednesday, September 25th\*

Wednesday, October 23rd

Wednesday, November 27th\*

All meetings will be held from 11:30 a.m. to 1:30 p.m. in 2500A on the 2nd Floor unless otherwise noted. A light lunch will be served.

The bold/asterisk denotes the dates for the formal committee meetings. Every other month will be reserved for subcommittee work. While everyone is expected to attend the formal committee meetings, we want as many of the CIC members to attend the every other month subcommittee meetings to broaden input into subcommittee work.

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More Contact Info (<http://www.portlandoregon.gov/tps/article/136170>)



# Summary Meeting Notes for CIC Meeting on January 23, 2013

Community Involvement Committee

Meeting Minutes

Meeting Date: Wednesday, January 23, 2013

Time: 11:30 a.m. to 1:30 p.m.

Committee Members present: Paula Amato, Jason Barnstead-Long, Judy BlueHorse Skelton, Liz Gatti, Judith Gonzalez Plascencia, Linda Nettekoven, Stan Penkin, Ryan Schera, Howard Shapiro, Alison Stoll

Absent: Lois Cohen, Anyeley Hallova, Shirley Nacoste, Lai-Lani Ovalles, Peter Stark

Staff: Eden Dabbs, Joan Frederiksen, Alex Howard, Deborah Stein, Marty Stockton, Desiree Vaughn-Rose

Visitors: None

Welcome

Howard Shapiro welcomed the group. The meeting minutes were approved from the previous meeting dated December 12, 2012.

Announcements

The next CIC meeting in January will adhere to the new meeting schedule as confirmed by the Doodle Poll with meetings on the fourth Wednesday of every month.

CIC – Meetings in 2013

Wednesday, February 27th

Wednesday, March 27th\*

Wednesday, April 24th

Wednesday, May 22nd\*

Wednesday, June 26th

Wednesday, July 24th\*

Wednesday, August 28th

Wednesday, September 25th\*

Wednesday, October 23rd

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All meetings will be held from 11:30 a.m. to 1:30 p.m. in 2500A on the 2nd Floor unless otherwise noted. A light lunch will be served.

The bold/asterisk denotes the dates for the formal committee meetings. Every other month will be reserved for subcommittee work. While everyone is expected to attend the formal committee meetings, we want as many of the CIC members to attend the every other month subcommittee meetings to broaden input into subcommittee work.

MartyStockton announced that a business-focused workshop has been added to the series. The location is still being determined, but staff has been working with Venture Portland and should have a location confirmed today. The Left Bank Annex, Rose Garden and other conference rooms have been investigated, but \$200 for refreshments per workshop is starting to make some spaces too expensive for the budget. The format will be 2 or more hours of an open house with pre-set formal presentation followed by a Q and A session. Staff members Barry Manning, Tyler Bump and Tom Armstrong are assisting with the Workshop. Members asked, "Who are you trying to reach- meaning what defines a business?" It was suggested that Peter Stark and Ryan Schera are a great contact for this effort, and Ryan suggested theWorldTradeCenter. Liz Gatti asked if other businesses could contribute to the cost of the Workshop.

CIC decisions and follow up actions

CIC members communicated their decisions and follow-up actions pertaining to the Comprehensive Plan Update to staff present at the meeting.

The group checked-in on possibly working in sub-committees at the February meeting or prior to this date. The PEG discussed a potential structure for the February meeting.

Decision about the alternative meeting months was approved.

The group would like to touch base after a few months to see if the alternative meeting months are working for everyone. Howard hopes that each member could be open to the alternative schedule. Marty shared the staffs' thoughts in wanting a commitment from the CIC that the first 45-minutes is a brownbag related to potential other topics with the Brownbag occurring in the alternate months. Jason Barnstead-Long suggests sending the message of thought back to the full group in case there are any issues. Alex Howard added that the presentations can be done in-house and not by other organizations.

There was question on whether or not the full list of standing Committees was complete. Also, at next month's meeting, what are the topics that the committees could come up with as discussion points?

Members then attempted to provide a list of who is on each of the Committees:

Communications: Jason, Eden, Linda, Liz

Outreach: Liz, Jason, Linda

Each month the Committees should have a different topic related to the on-going work.

At the next CIC meeting, we will have had two Comp Plan Workshops, so it will be good to have Communications report in on their work, a commitment from committees for Feb meetings and topics, and an evaluation of the Workshops. It was proposed that the Workshops and Outreach Committees combine at this point to evaluate the effectiveness of the Workshops.

With no more decisions or follow up actions, the CIC moved on to new business.



## Workshops Update

Deborah Stein added that members of the Education and Youth Success PEG are interested in staffing the workshops as another set of eyes and ears at the events.

The PEG also had a conversation about what is the CIC's role at the February/March workshops?

There will be a general session with a few breakout sessions. In the general session there will be tables, boards and staff for each chapter of the plan. The breakout sessions will focus on:

Transportation, which will be staffed by PBOT employees

Environment, who will also work with Economic Development to focus on the puzzle of issues and how it could look into fixing them

Design with Nature, which will have environmental planners from BPS and BES planners. This breakout is scheduled for two West and 2 East Workshops.

Stan Penkin noted that not all of the locations include all of the breakout sessions. He asked, "How did staff decide on the breakout session to the location?" Marty replied, "The breakout session appears where the issues are more geographic and prominent to that specific district." Liz Gatti commented that the breakout session are more educational forums with them serving as both a content gathering and sharing of information program. Paula Amato asked if there would be an update on the new mayor and administration. Deborah replied that he has higher priorities, but has given the green light to proceed ahead and can attend at his discretion. Howard noted that the definition of and term Urban Design Framework were not very inviting. Jason added on that he felt Urban Design and the Growth Scenarios were too close of title names. He felt alternative should be listed last and Stan suggested taking out, "Alternative," and just go with Growth.

## Survey/Questionnaire for Working Draft Part 1

Alex Howard stated that the desired outcome for this agenda item was to, "Reach clarity about the purpose of the survey/questionnaire."

Marty noted that this is the second version, and that the December meeting thoughts and feedback brought changes, but staff still needs more information. Deborah said, "These are complex questions that we can simplify with the language, but we are tying and need help. We cannot simplify the answers, so we are limited in how much we can simplify the questions.

Alex encouraged people to take the questionnaires home and digest the questions and their thoughts.

Judith asked how are the questions going to be ask and used? Marty said the survey will be available online and launched when the first workshop occurs. Questions will be packaged together and users are invited to answer a single or multiple questions.

Staff shared that questions 6, 7, 8, and 9 are a bridge to the Comprehensive Plan Update Part 2. Users answers will help frame Part 2. All of this is tied to outreach after the workshops as well, open to community groups.

Judith questioned including goals and possibilities per topic? Judy noticed the changes and suggestions from the previous meeting were included. Alison felt the language was too much, for example, on the first question adjectives were left off. However, she felt the examples were great!

Howard asked for a time frame for suggestions to be provided to staff. Alex requested the feedback be emailed by Feb 4th.

Judy encouraged the room to think about how this questionnaire will be used outside of the room, and maybe that requires a shift with other generations using online?

Liz asked how staff was creating a buzz in the community to increase the amount of feedback, is there an online billboard? Staff commented that the DCLs are building awareness, that there will be a reminder card that the participant can take with them with the link to the survey, and Edens suggested an exit board.

Members were thanked for their feedback and it was noted that there will be further directions for how to present/describe the survey/questionnaire.

### Community District Series

Joan Frederiksen commented that we as staff know that the workshops are not enough for the community and so how do we take the discussions out into the community. What is another avenue for feedback? She then provided an overview of community district discussion series. What will these be? Each district liaison will host a series of events in their districts, 3 or 4 over four months, either in the district locations or libraries. This will allow 5 or 6 opportunities for communities to communicate on topics that will vary per district because each series will be customized per district. This will be an opportunity to discuss what the community wants to discuss, not just a programmed session, but a more flexible discussion. Also, this will be a chance for the community to see what the implications of decisions will look like on a map.

Discussion centered on using the comp station around the city, or perhaps district offices, will provide an opportunity to mark on a map and give feedback-as we move into part 2. How do we describe these events? Staff would like feedback and would like to start this discussion at the workshops.

Marty said she thought these would be a natural bridge between the open houses and community-hosted events, now we have these district events, which could also be hosted per an organization. "It would be helpful for the clarity of ideas and also bridge, policy conversation and map discussion. Edenfelt that these were capacity building session and they continue the connections in the community, and building relationships with community partners.

It was felt that each district needs to set the scheduling with each district having one event a month.

Linda shared that Foster Neighborhood might be interested in hosting the district area meeting or might partner with another agency. Judy said the School of Urban Planning, Smith Hall, NAYA or the BPS Comp area for are good places for question and mapping community programs.

Joan commented that the idea is at its inception with staff looking into the many details of such an operation and how these programs could create better connections. She added they have already begun gathering suggestions and wanted to provide the CIC with the chance to give feedback. If there is any, please email Marty or her. Stan commented that ideas are fantastic!

Deborah felt that perhaps we need to work backwards, "What are the expectations of the community from such a session? What is the sequence of these events in regards to the bigger Comp Plan Updating process and what are everyone's roles-PEGS, staff, etc.?" Finally, "What's the communities' expectation of their influence on the maps and the Comp Plan?"

Stan said he thought the expectation from the PEGs is that they only live through till June. Deborah commented that she was unsure of an official role and that it was up to each PEG to decide. Howard said he would prefer time to review and reflect on these questions.

### Communications Update

Eden Dabbs provided updated on the Communications Plan leading up to the Workshops. The plan includes newspaper advertisements with the workshop schedule, a direct mailer going out to household at 500 or 1,000 feet from the location of the workshop and lots of media coverage.

She encouraged members to share the following items with others, E-News, ads, postcards, mailers, overview and the equity handout.

Communications will also be assisting Joan with the District Meetings.

### Public comments

There were no public comments

### Next steps

The Next CIC meeting will be Wednesday, February 27, 2013 from 11:30 a.m. -1:30 p.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

#### Policy Expert Groups and Working Groups –January/February Meetings

Planning and Sustainability Commission - Comp Plan – Working Draft briefing, Tuesday, January 22, 6:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500

Fix It Fair, Saturday, January 26th, 9:30a.m. to 3:00p.m.; Self Enhancement, INC., 3920 N Kerby Ave

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Networks PEG meeting, Wednesday, January 30, 3:00-5:00p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Infrastructure Equity PEG meeting, Wednesday, February 6, 10:00a.m-12:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

Residential Development and Compatibility PEG meeting, Thursday, February 14, 4:00-6:00p.m., Conference Room 7A

Economic Development PEG meeting, Wednesday, February 20, 11:30a.m. to 1:30p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

# Comprehensive Plan Update

## Community Involvement Plan (Periodic Review Tasks 3 and 4)

- I. Introduction**
- II. Work Description and Background**
  - A. Overview
  - B. Framework
  - C. Timeline
- III. Community Involvement Process**
  - A. Community Involvement Guidance
  - B. Key Audiences
  - C. Project Advisory Committees and Decision Making
  - D. Ongoing Relationship Building and Coordination
  - E. Community Involvement Opportunities and Tools
- IV. Evaluation and Accountability**
  - A. Feedback Loop
  - B. Community Involvement Evaluation

# I. Introduction

The purpose of this community involvement plan is to describe how Portlanders can become involved in the Comprehensive Plan update. This document is intended to supplement the official [Community Involvement Program](#) for the Comprehensive Plan Update, as amended and adopted by City Council in August, 2010. Portlanders, City of Portland staff and the Community Involvement Committee (CIC) are the audience for this plan, to be used as a touchstone during this effort.

## II. Work Description and Background

### II.A. Overview

Portland's Comprehensive Plan (Comp Plan) is the basis for all land use planning and growth management actions in Portland, providing direction for City decision-making on everything from citizen involvement and economic development to transportation, natural resources, housing, and infrastructure.

The Comprehensive Plan is part of a statewide system of planning that was put in place in the 1970's to protect the state's farm and timber economies, its treasured landscape, and to provide orderly ways of planning for new development. The State of Oregon requires that every city and county adopt and periodically update a comprehensive plan that establishes a growth boundary and meets state and regional planning goals while retaining local control of specific land use decisions. The existing Comprehensive Plan for Portland was adopted in 1980 and has been amended several times since then. This is the first extensive update of the Comprehensive Plan since 1980.

The Comprehensive Plan has three components:

**Goals and Policies:** Broad statements of the community's long-term desires, values and preferred future directions. Goals describe the ideal future that would result if the plan were fully realized, while policies represent choices made to carry out the goals.

**Comprehensive Plan Maps:** The maps depict the community's desired future development pattern and how the city will accommodate growth. The maps show land use designations, which set where and at what intensity particular uses (e.g. residential, commercial, industrial and open space) are allowed. The maps also show things like the city limits, urban services boundaries and street classifications.

**Public Facilities Plan:** This is a list of capital projects that describes significant public facilities needed to support future development depicted on the comprehensive plan maps and described in the goals and policies.

These components are all about the future - they depict or describe things we want to try and make happen over the next 25 years. A lot has changed since the last update in 1980. The Portland region has had sustained population growth and development and is expected to continue the trend with a forecasted 130,000 new households and 140,000 new jobs by 2035. The Comp Plan update is about physical development balanced with the natural environment, but it exists to serve the needs of the people. The following conditions frame the context of the Comp Plan update:

- The "working poor" make up about one-quarter of all Multnomah County households. Average wages in Multnomah County have not kept pace with the rising costs of living. In some inner neighborhoods, many renters and small businesses have been involuntarily displaced. The community development approaches we embed in the Comprehensive Plan must combat involuntary displacement.
- In the last decade, Portland had flat job growth. As the largest city in the region and the state, Portland is the business center for the regional economy and a trade gateway to the Pacific Rim. The

Comprehensive Plan must include land supply and infrastructure policies that aid in the creation of high paying jobs.

- Only 53% of Portland’s high school students graduate in four years and 23% dropped out altogether. The Comprehensive Plan must include land use and infrastructure investment decisions that promote the success of our public school system, recognizing that youth success is supported by safe neighborhoods and stable housing, among other factors.
- Chronic disease rates have increased, and 53% of Multnomah County residents are overweight or obese. The physical layout of the city and the quality of our infrastructure has a major impact on human health. For that reason, public health professionals believe the Comprehensive Plan could be a key tool toward creating a healthier city.
- Population trends suggest changing demographics with increasing racial and ethnic diversity, smaller households, and an aging population. Our future population may have different needs, and the Comprehensive Plan is a tool to consider and plan for those needs.

It’s time to take a fresh look at where Portland is heading for the next generation, and how to adapt our Comprehensive Plan to address these issues.

## **II.B. Framework**

### **Periodic Review**

The Comp Plan update is carried out by completing state-required tasks through a process called Periodic Review. According to the state, the fundamental purpose of Periodic Review is to ensure that local comprehensive plans are:

- Updated to respond to changes in local, regional and state conditions,
- Coordinated with other comprehensive plans and investments, and
- In compliance with the statewide planning goals, statutes and rules.

The Bureau of Planning and Sustainability developed a work plan for this update that has been approved by City Council and the Oregon Department of Land Conservation and Development (DLCD). The following five tasks make up the general required work program. The current Comp Plan update work and the context for this specific involvement plan are generally part of tasks 3 and 4.

**Task 1: Community Involvement Plan - Adopt a plan to ensure meaningful, timely and sufficient community participation in all phases of plan update.** The City’s Public Involvement Plan for all aspects of Periodic Review was adopted by City Council in August 2010. It included creation of the Community Involvement Committee (CIC), and a set of best practices that would be employed throughout Periodic review. The Bureau of Planning and Sustainability has subsequently worked with the CIC to produce more detailed public involvement plans for each phase of the work plan. The present plan is a more specific public involvement sequence for tasks 3 and 4.

**Task 2: Inventory and Analysis - Conduct research and analysis necessary to provide a solid factual base for plan update.** Required background reports were adopted by City Council in 2012.

**Task 3: Consideration of Alternatives -Identify the social, economic, environmental and energy implications of alternative patterns of development. Development patterns will be depicted by use, intensity and form.**

**Task 4: Policy Choices - Consider alternative policy choices informed by the alternatives analysis.**

**Task 5: Implementation - Identify and develop implementation measures necessary to carry out the policy decisions (e.g funding identified projects, establishing new programs).**

### **Recent Planning Guidance**

The Comp Plan update is guided by the aspirations outlined in two early planning efforts: visionPDX and the Portland Plan.

Launched in 2005 by Portland Mayor Tom Potter, visionPDX was an extensive public engagement process to develop a shared vision for our community for the next 20 years and beyond. The purpose of visionPDX was to invite community members to plan for the future of the city and open up government to all Portlanders, particularly to underrepresented groups and communities. Their dreams and aspirations became Portland 2030: a broad vision for the future, which includes the values Portlanders share and direction on the built, economic, environmental, learning and social future for our city.

Adopted by City Council in 2012, the Portland Plan builds on the broad vision set forth in visionPDX. Organized around an equity framework, measures of success and integrated strategies based on nine action areas, the Portland Plan contains a five-year strategic action plan and guiding policies for the City and Portland Plan partners, and provides guidance for developing the Comprehensive Plan update.

Guiding framework provided by visionPDX and the Portland Plan:

**Vision for 2035**

Shaped by the Willamette and Columbia Rivers, Portland connects people and nature to create an international model of equity and sustainability. We are a city of communities. Our distinct neighborhoods and vibrant downtown are safe, energizing civic and cultural spaces. Our diverse population, innovative businesses and forward-thinking leaders work together to ensure livability for all. -visionPDX

**Portland is a prosperous city.**

In 2035, Portland is a place where households prosper. It is a city where prioritizing business growth has resulted in a robust, resilient and low-carbon regional economy with economic opportunities that support the needs of a socially and economically diverse population.

**Portland is an educated city.**

In 2035, youth of all cultures, ethnicities, abilities and economic backgrounds have the opportunities they need to thrive -- like clean and safe neighborhoods, good schools and places for recreation. In 2035, Portlanders actively support youth and contribute to abundant opportunities to develop as individuals and contribute to a healthy community and sustainable economy.

**Portland is a healthy city.**

In 2035, all Portlanders live in places that support healthy living with safe, accessible and high-quality housing, access to affordable and healthy food and transportation options, reliable sanitary and stormwater services and clean drinking water. Portlanders are linked to each other, jobs and greenspaces by a network of corridors that encourage active transportation, integrate nature into neighborhoods, enhance watershed health and air quality, and provide access to services and destinations. All Portlanders live in neighborhoods where nature is never far away and it is safe and easy to walk, bike or roll to meet their daily needs.

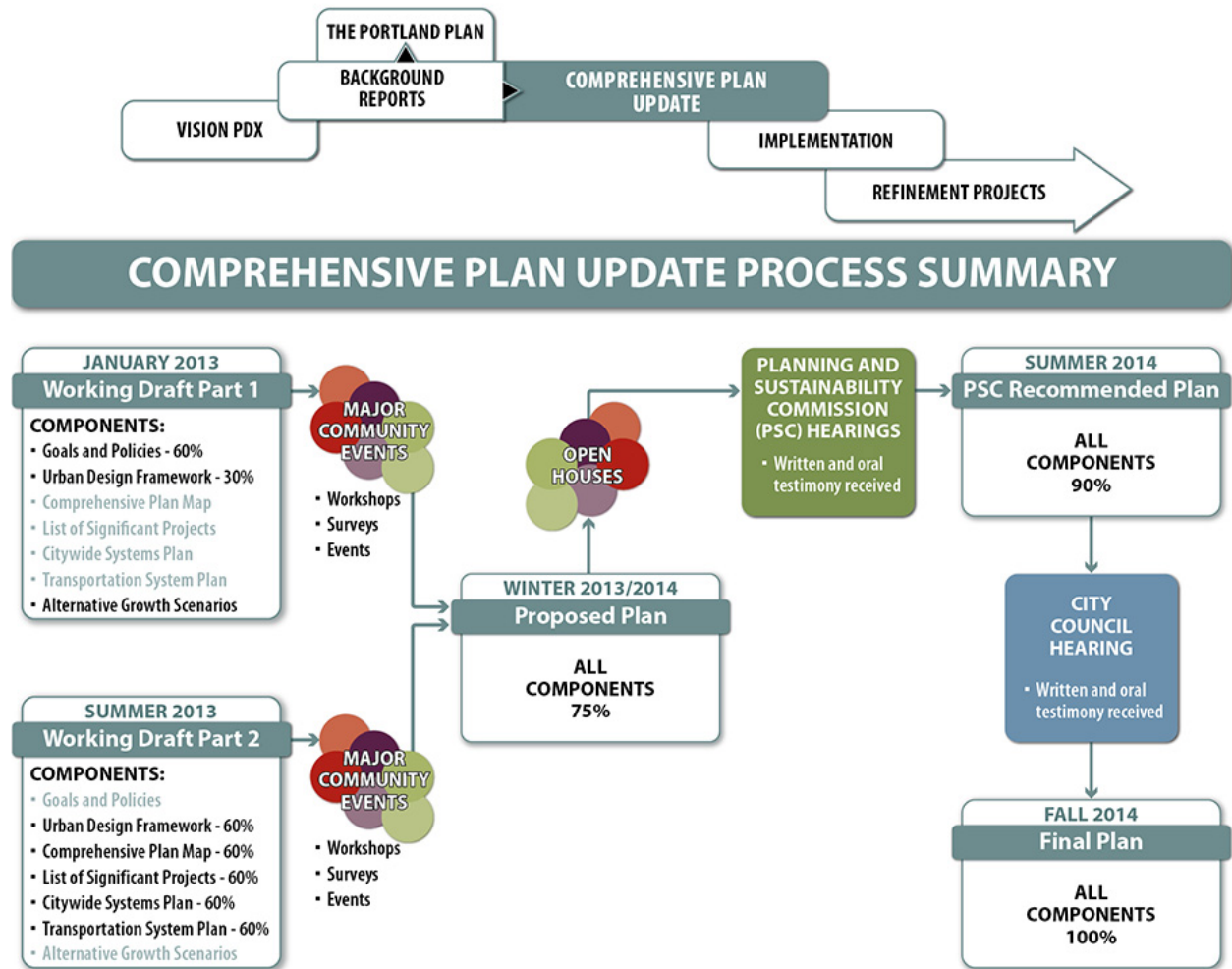
**Portland is an equitable city.**

In 2035, all Portlanders have access to the opportunities they need to advance their well-being and achieve their full potential. It is a place where communities equitably share the benefits of growth and change and where no one community is over-burdened. In 2035, all Portlanders and communities fully participate in transparent and accountable decision-making.

In 2035, Portlanders' commitment to each other and to their city has created a place that is prosperous, educated, healthy and equitable.

## II.C. Timeline

The current segment of the Comp Plan update work program will extend for approximately two years, resulting in an updated Comprehensive Plan. The diagram below outlines the specific products that that are part of the Comprehensive Plan and the approximate timing estimated at this point.





## III. Community Involvement Process

### III.A. Community Involvement Guidance

#### **City of Portland Public Involvement Principles and Goals**

The Community Involvement Committee (CIC) has embraced the following principles for public involvement, adopted by the Portland City Council in August 2010. The principles represent a road map to guide government officials and staff in establishing consistent, effective and high quality community engagement across Portland's City government.

**Partnership** Community members have a right to be involved in decisions that affect them. Participants can influence decision-making and receive feedback on how their input was used. The public has the opportunity to recommend projects and issues for government consideration.

**Early Involvement** Public involvement is an early and integral part of issue and opportunity identification, concept development, design, and implementation of city policies, programs, and projects.

**Building Relationships and Community Capacity** Public involvement processes invest in and develop long-term, collaborative working relationships and learning opportunities with community partners and stakeholders.

**Inclusiveness and Equity** Public dialogue and decision-making processes identify, reach out to, and encourage participation of the community in its full diversity. Processes respect a range of values and interests and the knowledge of those involved. Historically excluded individuals and groups are included authentically in processes, activities, and decision and policy making. Impacts, including costs and benefits, are identified and distributed fairly.

**Good Quality Process Design and Implementation** Public involvement processes and techniques are well-designed to appropriately fit the scope, character, and impact of a policy or project. Processes adapt to changing needs and issues as they move forward.

**Transparency** Public decision-making processes are accessible, open, honest, and understandable. Members of the public receive the information they need, and with enough lead time, to participate effectively.

**Accountability** City leaders and staff are accountable for ensuring meaningful public involvement in the work of city government.

#### **Lessons Learned**

In addition to striving to achieve the citywide public involvement principles, the Comp Plan update will also work to address these lessons learned in earlier Periodic Review tasks and the Portland Plan process, identified by the CIC, staff and project partners in the community engagement evaluation:

- Seek bureau and partner agency assistance with outreach and engagement.
- Build new and ongoing relationships with under-served and non-geographic issue-oriented groups, including cultural groups, faith communities, homeless communities, renters, and minority businesses.
- Continue, and in some cases broaden, involvement with City of Portland boards, committees and commissions.
- Ensure there is adequate time between the public release of a draft document and the corresponding public hearings and public comment period, while factoring in time for organizations to meet and coordinate an official response, as well as, avoiding the holidays for the public comment period.
- Drafts released for public comment and other outreach material should be available in large print and html-friendly versions at the time of public release.
- Continue to coordinate more with venues to advertise events to those who use or visit the facility.
- Consider the date and time of hearings and workshops and verify that the scheduling does not conflict with the local organizations regularly scheduled meetings.

- Engage more people, especially non-geographic communities and first-timers.
- Demonstrate to participants how previous input is being incorporated into current materials and proposals.

### Specific Challenges

Staff and the CIC acknowledge specific challenges for community involvement for this project including the need to distinguish between the Comprehensive Plan update and previous phases of Periodic Review, the public often relates more to implementation over policy development, and public fatigue from five years of citywide planning projects following VisionPDX and the Portland Plan.

In order to address these issues the following approaches will be used:

- There will be a conscious effort to show the lineage, relationship and distinction between the Comp Plan update process and previous efforts in continuing information and educational efforts.
- Key implementation projects will be identified and worked on during the process to respond to immediate community needs. For example, on the issue of apartments and parking, staff will develop short-term solutions for consideration early in 2013, focusing specifically on parking, while the project continues to pursue longer-term and more holistic approaches related to development, parking and design through the Comp Plan update.
- Examples of potential implementation measures will be shared in conjunction with draft policy to better inform the public.

### III.B. Key Audiences

This Community Involvement Plan is designed to reach all audiences that may be affected or have an interest in the Comp Plan update process. It will also be designed to reach out to other groups and individuals—those that may not yet have an interest or be compelled to participate—to encourage their awareness, understanding, and involvement in the process. The City has identified the following particular audiences that are important to contact and engage:

- **Community / General public:** Interested people across the community;
- **Neighborhood Associations and Coalitions:** Portland has 95 neighborhood associations that are served by five, independent non-profit District Coalition Offices and two City-run District Offices;
- **Diversity and Civic Leadership Program:** Capacity building program involving five funded groups of community-based organizations comprised of under-represented community members, in order to increase constituent participation in the civic governance of the City;
- **Interest-Based Groups:** Non-profit organizations, community and faith-based groups;
- **Business:** Institutions, large employers and small businesses, business associations, chambers of commerce;
- **Educational and Religious Groups:** Private schools, educational associations, faith-based groups, also partially referenced within the institutions (under business) and school districts (under governmental agencies);
- **Governmental Agencies:** More than 20 government agencies, including Metro, TriMet, Multnomah County, the schools districts, the Portland Development Commission and others;
- **Tribes:** Oregon tribal governments, these separate sovereigns with powers to protect the health, safety and welfare of their members and to govern their lands;
- **Utilities and Transportation:** Power, gas and communications providers and freight operators;
- **City Bureaus and Offices:** The City of Portland’s 25 bureaus and offices;
- **City Officials, Boards and Commissions:** The boards and commissions serve mostly in an advisory capacity to various city bureaus and some county agencies. But some also hear appeals, provide expertise, advocate, receive public concerns, or establish, review and enforce policies and regulations; and
- **Media:** Local news outlets.

### III.C. Project Advisory Committees and Decision Making

**Community Involvement Committee:** The Community Involvement Committee (CIC) was chartered to review and make recommendations on the community involvement efforts for the entire Periodic Review process, including the Portland Plan and the Comp Plan update.

The CIC reviews past involvement efforts and results, and previews and advises staff on upcoming involvement approaches and activities. The committee makes recommendations to the Planning & Sustainability Commission (PSC) and staff on ways to continue or improve its community involvement activities so they meet the overall goals of the community involvement work program. The CIC is charged with serving as the “eyes and ears” of Portland’s many and diverse communities, ensuring that the perspectives of ALL Portlanders are reflected in the Comprehensive Plan update.

**Portland Plan Advisory Group (PPAG):** Formed in 2009, and noted in the DLCDD-approved Periodic review work plan, this Mayor-appointed committee advised staff on the development of the integrated Portland Plan strategies. Its work was completed in 2011.

**Policy Expert Groups:** In consultation with the CIC, the Bureau of Planning and Sustainability formed Policy Expert Groups (PEGs) in early 2012 to help develop, review and provide comments to City staff on proposed policy recommendations for the Comp Plan Update for the following eight topic areas:

Community Involvement	Economic Development
Education and Youth Success	Infrastructure Equity
Neighborhood Centers	Networks
Residential Development and Compatibility	Watershed Health and Environment

PEGs consist of approximately 15 to 25 members, representing both community and government viewpoints, as well as specific skills and expertise that relate to each PEG topic. Each PEG has been meeting monthly since June 2012 to review Comprehensive Plan proposals. Meetings are open to the public, meeting dates/times are shared on an online calendar and agendas and meeting minutes are posted online or otherwise available to the public.

**Planning and Sustainability Commission:** The Planning and Sustainability Commission (PSC) is the recommending body for the Comp Plan update, providing recommendations to the City Council for consideration. PSC meetings will be held at key stages of the Comp Plan update and the community is invited to attend PSC meetings and help provide input in public hearing settings. Additionally, PSC members sit on the CIC and PEGs to monitor progress between PSC meetings.

**City Council:** City Council is the decision making body for the Comp Plan update. City staff will periodically brief Council about the Comprehensive Plan efforts. Following Planning and Sustainability Commission recommendations, City Council will consider the Comprehensive Plan and hold a public hearing prior to taking action.

### III.D. Ongoing Relationship Building and Coordination

The City and other stakeholders identified a need to build deeper relationships with specific communities during the Portland Plan process, and this effort is continuing into the Comp Plan update. Central to this effort is collaboration with the Diversity and Civic Leadership Partners, five organizations that assist with engagement with underrepresented sections of the community. The partners include the Center for Intercultural Organizing Immigrant and Refugee Community Organization, Latino Network, Native American Youth and Family Center and the Urban League of Portland. As part of the collaboration, BPS developed and has renewed a sponsorship program in which DCL member groups receive funds to conduct culturally meaningful and appropriate community engagement for the Comp Plan update process.

In addition to the DCL program, BPS is building relationships and maintains ongoing, focused efforts to reach other specific segments of the community including age-specific groups, the LGBTQ community,

faith-based communities, the disability community, and with interest-specific community groups. Several staff members regularly communicate with these community groups with the intent of bridging community identified areas of interest with efforts specific to BPS and within the City of Portland.

### III.E. Community Involvement Opportunities and Tools

There will be a range of involvement opportunities and communication tools used to ensure that Portlanders are able to find information and engage in the Comp Plan update process. The community involvement opportunities will be organized to allow people to engage across a spectrum of interest levels:

**Inform:** Some people are just learning of the project and want to track the process and stay up to date on the latest project news.

**Consult:** Other people want to be slightly more involved, making sure the Comp Plan update is broadly addressing the topics they are interested in and generally going in the right direction.

**Collaborate:** Another group of people want to be deeply involved in the ongoing work of the Comp Plan update, closely tracking the process and providing thoughtful and meaningful input into the products.

The following opportunities and tools will be used throughout the process, offering ways to stay informed and affect the project outcomes that facilitate the range of interest levels and meet the needs of the audiences outlined in section III.B. In addition to the opportunities and tools listed below, a variety of outreach materials will be produced for each phase. For the entry level audience, brochures and other summary information materials will be created; information boards, handouts and discussion materials will be developed for events, and information comprising the basis for decision-making (the “public record”) will be made available locally for public review at City offices and on the website as appropriate.

Table 1 displays how the opportunities will be used periodically to meet these different levels of involvement. The tools will be used consistently throughout the project to communicate project news updates and announce events.

#### Involvement Opportunities

**Workshops:** A series of interactive public workshops will be held to gather feedback on the working draft. The workshops will be held in locations around Portland, and will be designed to allow stakeholders and the public to engage directly in the planning process to learn about the project and provide input that will meaningfully shape project outcomes. There will be one set of workshops focused on the part-1 products (draft goals and policies) and a second set of workshops focused on the part-2 products (urban design framework, comprehensive plan map, citywide systems and transportation systems plans).

**Community-hosted Topic Forums:** Interactive forums that are built around community-generated discussion topics will be organized to facilitate discussions about the working draft, and potentially for additional products. The forums will complement City-hosted workshops, ensuring that community members have an opportunity to discuss and provide meaningful input on topics that may not be included in the City workshops. Staff and advisory committee members will work with community organizations to identify possible topics that interest their members, assist with planning the events and attend the forums to answer questions, participate in the discussions and collect feedback to incorporate into the Proposed Draft.

**Community Group Meetings:** Staff will contact community groups to inform them about the process and seek their input. Staff will ensure that interested groups are made aware of project proposals and milestones, offer opportunities for groups to submit comments and attend community group meetings at key project milestones. CIC members will advise on stakeholder groups that should be included in outreach efforts.

**Advisory Committee Meetings (CIC, PEGs):** Advisory committee meetings are a good way to learn more details about topics that are being discussed as part of the Comp Plan update process. All committee

meetings will be open to the public and include public comment periods. The meetings will be announced through the website and other outlets, and all materials will be made available to the public before the meeting. Meeting minutes will be posted to the website following the meetings.

**District Mapping Conversations:** Interactive conversations and mapping exercises with neighborhood representatives and other key members of the public to gather early input on the draft urban design framework. These meetings will help build community capacity and familiarity with mapping options related to proposed policy as well as provide an opportunity for early community input prior to publication of draft Part 2 products.

**Open Houses:** Informational open houses will be held in locations around Portland after the Proposed Draft is released to allow stakeholders to learn about the Draft and prepare to testify at Planning and Sustainability Commission public hearings.

**Tabling:** Staff will attend community events throughout the process, providing information about the Comp Plan update and how to get involved.

**Social Media:** Facebook, Twitter and Flickr will be used to announce project news and promote and document events. Social Media will also be used to make connections to similar efforts, organizations and individuals in Portland.

**Surveys:** Questionnaires or surveys will be used to get targeted feedback from stakeholders about the community involvement efforts and content in the Comp Plan Update products at key points in the process.

#### **Tools**

**Project Website:** <http://www.portlandoregon.gov/bps/57352> A project website has been developed and will be regularly updated, serving as a primary source of information for the public and as a means to solicit and receive public feedback. The website will include a calendar of events, meeting agendas and minutes, project documents, links to other related planning efforts and other information as needed. It will also include a means for the public to submit comments and feedback to project staff at key points in the process.

**Media Relations:** Announcements for key events and document releases will be distributed to local media outlets (Oregonian, Daily Journal of Commerce, neighborhood and culturally-specific newspapers and other outlets). Opportunities to advertise events in non-English publications will also be explored.

**E Newsletter:** A newsletter with updates about the Comp Plan update project will be distributed monthly. At this time, over 5,000 people receive the newsletter.

**Public Notices:** Prior to advisory committee meetings and other events, the City will notify stakeholders, community members, and organizations through one or more of the following means:

- Direct mail or email to Portland residents, businesses and other interested parties;
- Posters and/or flyers at City buildings, Multnomah County branch libraries in Portland, Diversity and Civic Leadership and Neighborhood Coalition offices;
- Newspaper notice for both promotional and/or legal notification;
- Lawn signs at event sites; and
- Website and social media postings.

PSC and City Council public hearings will also be noticed to comply with legal requirements before the hearings.

**Table 1: Community Involvement Opportunities by Phase and Level of Involvement**

Community Involvement Opportunities	Level of Involvement*
<b>Task 3 and 4 Rollout January to December 2012</b>	
Advisory Committee Meetings (CIC, PEGs)	○ ● ●
Community Group Meetings	○ ●
Social Media	○ ●
<b>Working Draft (Parts 1 and 2) December 2012 to Fall 2013</b>	
Advisory Committee Meetings (CIC, PEGs)	○ ● ●
Workshops ▪ Part 1 - citywide focus on goals and policies ▪ Part 2 - district focus on urban design framework, comp plan map, citywide system plan and transportation system plan	○ ● ●
Community-hosted Topic Forums ▪ Part 1 - citywide focus on goals and policies	○ ● ●
Community Group Meetings	○ ●
Community Mapping Conversations	○ ● ●
Tabling	○
Social Media	○ ●
Surveys	●
<b>Proposed Draft Winter 2014</b>	
Planning and Sustainability Commission Hearings	○ ●
Open Houses	○ ●
Community Group Meetings	○ ●
Tabling	○
Social Media	○ ●
Surveys	●
<b>Recommended Draft Summer 2014</b>	
City Council Hearings	○ ●
Community Group Meetings	○ ●
Social Media	○ ●
*Note - level of involvement indicators correspond to three target levels: ○ = inform; ● = consult; ● = collaborate.	

## IV. Evaluation and Accountability

### IV.A. Feedback Loop

City staff will use a database to track comments received on the draft products and maintain a list of stakeholders, community members and organizations interested in receiving meeting announcements. - The City will update the database after each public outreach event. Staff will compile public input and comments throughout the planning process and make them available to the public and advisory committees on an on-going basis. The project team will brief commissions and decision-makers on the progress of the plan, results of outreach efforts and public input at key points in the planning process and during the formal hearing and adoption process. In these briefings and in plan reports, staff will describe how the project has responded to public feedback. Commission and Council decisions will be communicated to stakeholders and the general public through the website, electronic/hard copy mailings and local media outlets.

### IV.B. Community Involvement Evaluation

The main forum for evaluating the Comp Plan update community involvement is a set of qualitative and quantitative measures that have been developed by the CIC and staff, based on measures used in the Portland Plan process. The measures coordinate with the City of Portland Public Involvement Principles that are serving as the Comp Plan community involvement principles (see Section III.A). Progress reports will be produced periodically that summarize community outreach efforts and report on the measures. The measures, organized by the citywide principles, are listed below.

In addition to the measures, staff will debrief regularly to discuss outcomes and agree on improvements for future activities, seek informal feedback from stakeholders and interested parties about the process and use questionnaires to obtain feedback from advisory committee members and from the public who attend workshops.

#### Comp Plan Update Public Involvement Principles and Performance Measures

**Principle 1: Partnership** Community members have a right to be involved in decisions that affect them. Participants can influence decision-making and receive feedback on how their input was used. The public has the opportunity to recommend projects and issues for government consideration.

##### Measures

- Describe efforts made by City staff to report results and findings of previous outreach phases throughout the Comprehensive Plan Update process.
- Describe the influence of partnerships and follow-up activities conducted by staff for specialized outreach to ensure the opinions and needs of various communities are heard.
- % of people who complete evaluation forms at each stage of the process who feel positive that their feedback at events, polling, etc. is being heard.
- # of City-hosted meetings (e.g. PEG, CIC, PSC)
- # of non-City community meetings and events attended by staff.

**Principle 2: Early Involvement** Public involvement is an early and integral part of issue and opportunity identification, concept development, design, and implementation of city policies, programs, and projects.

##### Measures

- Describe early involvement efforts to respond to community-driven issues (e.g., parking).
- Describe the CIC's role in designing the outreach process.
- # of PEG meetings prior to release of discussion draft
- # of people recruited for PEG membership.

**Principle 3: Building Relationships and Community Capacity** Public involvement processes invest in and develop long-term, collaborative working relationships and learning opportunities with community partners and stakeholders.

**Measures**

- Describe the new and existing relationships built upon during the Comprehensive Plan Update outreach process thus far.
- % of individual participants who answered positively to a workshop evaluation question that asks whether or not they had a high level of knowledge and involvement on Comprehensive Plan issues.
- # of staff from other City bureaus and agencies who participated in Comprehensive Plan outreach effort; and number of City bureaus/agencies that devoted staff time informing and engaging their contacts and relationships in the Comprehensive Plan Update process.
- # of people who responded as a 1<sup>st</sup>-time participant in a planning process.

**Principle 4: Inclusiveness and Equity** Public dialogue and decision-making processes identify, reach out to, and encourage participation of the community in its full diversity. Processes respect a range of values and interests and the knowledge of those involved. Historically excluded individuals and groups are included authentically in processes, activities, and decision and policy making. Impacts, including costs and benefits, are identified and distributed fairly.

**Measures**

- Elaborate on the targeted outreach efforts to reach broader and more diverse groups with education and information.
- # of targeted outreach groups engaged in the outreach phase.
- # of total people reached through the Comprehensive Plan engagement process.
- # of outreach documents translated into a non-English language (e.g., Spanish).
- # of times ADA accommodations were addressed (e.g., ASL interpretation, documents were designed to address readability, event location selection).
- # of events where an interpreter and/or non-English-speaking staff participated in outreach events.
- # of cultural newspaper ads placed

**Principle 5: Good Quality Process Design and Implementation** Public involvement processes and techniques are well-designed to appropriately fit the scope, character, and impact of a policy or project. Processes adapt to changing needs and issues as they move forward.

**Measures**

- Ask CIC member's to report engagement efforts and relationships maintained throughout the community through the Comprehensive Plan Update outreach.
- Describe key CIC requests that were implemented by staff
- Ask participants about the quality of their experience.
- # of meeting evaluations completed at PEG meetings and other public events.
- # of CIC evaluations completed, by phase
- # of CIC Subcommittee meetings
- # of Outreach and Events team meetings
- % of participants who are satisfied or very satisfied with their outreach experience.

**Principle 6: Transparency** Public decision-making processes are accessible, open, honest, and understandable. Members of the public receive the information they need, and with enough lead time, to participate effectively.

**Measures**

- Describe the different venues and approaches used for community involvement and engagement.
- Describe the interactive tools used in the outreach effort.
- Describe the various web-based techniques and social media networks utilized in the outreach effort and describe how utilizing social media has engaged community members and allowed for the community to provide feedback.
- # of outlets where Comprehensive Plan Update materials were made continually available, other than internet (i.e., public libraries, universities, neighborhood coalition offices, DCL offices, etc.)



- Amount of time provided for public comment on key products
- # of hits on the project website
- # of hours events or hearings at Planning and Sustainability Commission and City Council were televised on Portland Community Media

**Principle 7: Accountability** City leaders and staff are accountable for ensuring meaningful public involvement in the work of city government.

**Measures**

- Describe how community participants might find their comments and opinions reflected in the Comprehensive Plan Update products and processes/at key milestones.
- Describe self-evaluation efforts by staff after key milestones.
- # of people that responded that they felt engaged/heard at the event
- # of staff learning/trainings for public involvement skills

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# Agenda for CIC meeting on December 12, 2012

## Agenda

Comprehensive Plan Update – Community Involvement Committee (CIC)

Date and time: December 12, 2012

Time: 8:00 a.m. to 10:00 a.m.

Location: 1900 SW 4th Avenue, Portland, Conference Room 7A

Welcome (8:00 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and approve the 07/18/12, 9/19/12 and 10/17/12 meeting notes

Announcements (8:05 a.m.)

See CIC meeting dates for 2013 and upcoming PEG meetings on the back of the agenda.

CIC decisions and follow up actions (8:15 a.m.)

Discussion Leader: Howard Shapiro and Stan Penkin, Executive Subcommittee

Desired Outcomes:

Report on the Executive Subcommittee proposal for meeting schedule and structure for 2013.

Check-in on possible subcommittee work for February meeting or before.

Comp Plan Update - process update (8:30 a.m.)

Presenter: Sandra Wood, Bureau of Planning and Sustainability

Desired Outcomes:

Report on the Comp Plan Update process.

Community Involvement Plan (8:50 a.m.)

Discussion Leader: Diane Hale, Bureau of Planning and Sustainability

Desired Outcomes:

Discuss and provide feedback on the draft Community Involvement Plan.

“Workshop” the workshop questions for the public (9:05 a.m.)

Discussion Leader: Marty Stockton and Alex Howard, Bureau of Planning and Sustainability

Desired Outcomes:

Overview of workshop format.

Craft and revise the draft workshop questions for the public.

Criteria to consider:

Accessible language and meaning?

Engaging?

Use in an online survey or not?

Workshop schedule (9:40 a.m.)

Presenter: Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes:

Report on Feb/March Workshop schedule.

Public comment (9:45 a.m.)

Next steps (9:55 p.m.)

Discussion Leader: Howard Shapiro, Chair

Next CIC meeting will be Wednesday, January 23, 2013 from 11:30 a.m. -1:30 p.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

Upcoming Meetings and Events

Comp Plan Update briefing, Tuesday, December 12th, 12:30p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500

Policy Expert Groups and Working Groups –December/January Meetings

Industrial Land & Watershed Health Working Group meeting, Wednesday, December 12th, 10:00a.m - 12:00p.m.; 1900 SW 4th Avenue, 7thFloor, Conference Room 7A

Residential Development and Compatibility PEG meeting, Thursday, December 13th, 4:00-6:00p.m., Conference Room 7A

Education and Youth Success PEG meeting, Monday, December 17th, 4:00-6:00p.m.; 1900 SW 4th Avenue, 7thFloor, Conference Room 7A

Economic Development PEG meeting, Wednesday, December 19th, 11:30a.m. to 1:30p.m.; 1900 SW 4th Avenue, 7thFloor, Conference Room 7A

Neighborhood Centers PEG meeting, Thursday, December 20th, 8:00-10:00a.m.; 1900 SW 4th Avenue, 7thFloor, Conference Room 7A

Network PEG meeting, Tuesday, December 18th, 1:00-3:00p.m.; 1900 SW 4th Avenue, 4thFloor, Conference Room 4A

Community Involvement PEG meeting, Thursday, December 20th, 6:00-8:00p.m.; City Hall, 1221 SW 4thAvenue, Pettygrove Conference Room

Infrastructure Equity PEG meeting, Tuesday, January 8th, 1:00-2:00p.m.; 1900 SW 4th Avenue, 2ndFloor, Conference Room 2500A

CIC – Meetings in 2013

Wednesday, January 23rd\*

Wednesday, February 27th

Wednesday, March 27th\*

Wednesday, April 24th

Wednesday, May 22nd\*

Wednesday, June 26th

Wednesday, July 24th\*

Wednesday, August 28th

Wednesday, September 25th\*

Wednesday, October 23rd

Wednesday, November 27th\*

All meetings will be held from 11:30 a.m. to 1:30 p.m. in 2500A on the 2ndFloor unless otherwise noted. A light lunch will be served.

The bold/asteriskdenotes the dates for the formal committee meetings. Every other month will be reserved for subcommittee work. While everyone is expected to attend the formal committee meetings, we want as many of the CIC members to attend the every other month subcommittee meetings to broaden input into subcommittee work.





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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and time:** October 17, 2012

**Time:** 6:00 p.m. to 8:00 p.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 7A

#### **Welcome** (6:00 p.m.)

Discussion Leader: Howard Shapiro, Chair and Marty Stockton, Bureau of Planning and Sustainability

Description: Review today's agenda and approve the 07/18/12 and 9/19/12 meeting notes

#### **Announcements** (6:05 p.m.)

- No CIC meeting in November due that the CIC meeting would fall the day before the Thanksgiving. A Doodle Poll will review CIC meetings options for 2013.
- See meeting list on the back of the agenda.

#### **CIC decisions and follow up actions** (6:15 p.m.)

Discussion Leaders: Marty Stockton and Diane Hale, Bureau of Planning and Sustainability

Desired Outcomes:

- **Discuss and vote on which public involvement goals or principles we use to evaluate the public engagement process within the Comp Plan Update.**
- Report on the Outreach Subcommittee recommendation on the metrics.

#### **CIC Re-balance/Refresh** (6:30 p.m.)

Discussion Leader: Deborah Stein, Bureau of Planning and Sustainability

Desired Outcomes:

- Reflect on the role and accomplishments of the CIC over the past three years.
- Discuss the following questions:
  - Why did you choose to be part of the CIC?
  - What is compelling about this committee now?
  - Thoughts moving into to year four.



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**Proposed Workshop Options (7:15 p.m.)**

Discussion Leader: Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes:

- Report on the Workshop Design Subcommittee recommendation and discussion.

**CIC observations of PEGs (7:30 p.m.)**

Discussion Leader: Deborah Stein, Bureau of Planning and Sustainability

Desired Outcomes for Roundtable Format:

- Feedback and discussion on July/August/September PEG meetings.
- Equity and the PEGs.
- Recommendations to forward to BPS on PEG areas of improvement.

**Public comment (7:45 p.m.)**

**Next steps (7:55 p.m.)**

Discussion Leader: Howard Shapiro, Chair

- Next CIC meeting will be Wednesday, December 19, 2012 from 8:00-10:00 a.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov).

**Upcoming Meetings and Events**

- Parking Study at the Planning and Sustainability Commission, Tuesday, November 13th, 12:30p.m.; 1900 SW 4<sup>th</sup> Avenue, 2<sup>nd</sup> Floor, Conference Room 2500
- Equity Working Group, Wednesday, November 14th, 3:00-5:00p.m.; 1900 SW 4<sup>th</sup> Avenue, 7<sup>th</sup> Floor, Conference Room 7A

**Policy Expert Groups –October/November Meetings**

- Residential Development and Compatibility PEG meeting, Thursday, October 11th, 4:00-6:00p.m.; 1900 SW 4<sup>th</sup> Avenue, 7<sup>th</sup> Floor, Conference Room 7A
- Education and Youth Success PEG meeting, Monday, October 15th, 4:00-6:00p.m.; 1900 SW 4<sup>th</sup> Avenue, 7<sup>th</sup> Floor, Conference Room 7A
- Economic Development PEG meeting, Wednesday, October 17th, 11:30a.m. to 1:30p.m.; 1900 SW 4<sup>th</sup> Avenue, 7<sup>th</sup> Floor, Conference Room 7A
- Neighborhood Centers PEG meeting, Thursday, October 18<sup>th</sup>, 8:00-10:00a.m.; 1900 SW 4<sup>th</sup> Avenue, 7<sup>th</sup> Floor, Conference Room 7A
- Community Involvement PEG meeting, Thursday, October 18<sup>th</sup>, 6:00-8:00p.m.; City Hall, 1221 SW 4<sup>th</sup> Avenue, Pettygrove Conference Room
- Watershed Health and Environment PEG meeting, Wednesday, October 24<sup>th</sup>, 4:00-6:00p.m.; 1900 SW 4<sup>th</sup> Avenue, 7<sup>th</sup> Floor, Conference Room 7A
- Network PEG meeting, Wednesday, October 31<sup>st</sup>, 3:00-5:00p.m.; 1900 SW 4<sup>th</sup> Avenue, 7<sup>th</sup> Floor, Conference Room 7A





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- Infrastructure Equity PEG meeting, Wednesday, November 7<sup>th</sup>, 10:00a.m. to 12:00p.m.; 1900 SW 4<sup>th</sup> Avenue, 2<sup>nd</sup> Floor, Conference Room 2500A



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# Summary Meeting Notes for CIC Meeting on October 17, 2012

Community Involvement Committee

## Meeting Minutes

Meeting Date: Wednesday, October 17, 2012

Time: 6:00 p.m. to 8:00 a.m.

Committee Members present: Paula Amato, Jason Barnstead-Long, Judy BlueHorse Skelton, Liz Gatti, Judith Gonzalez Plascencia, Stanley Penkin, Howard Shapiro

Absent: Lois Cohen, Anyeley Hallova, Shirley Nacoste, Linda Nettekoven, Lai-Lani Ovalles, Kevin Pozzi, Ryan Schera, Alison Stoll, Peter Stark

Staff: Eden Dabbs, Diane Hale, Deborah Stein, and Marty Stockton

Visitors: None

## Welcome

Marty Stockton shared the results of the doodle poll, seeking more responses before the Executive Subcommittee decides on the CIC meeting schedule for 2013. Howard Shapiro pointed out that there is almost consensus on every month, two hour meetings and close on the extended lunch. Liz Gatti asked if the CIC is meeting in December. Howard suggested keeping the December date and everyone agreed.

## Announcements

No CIC meeting in November due that the CIC meeting would fall the day before the Thanksgiving. A Doodle Poll will review CIC meetings options for 2013.

Marty announced the meetings below:

Parking Study at the Planning and Sustainability Commission, Tuesday, November 13th, 12:30p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500

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Equity Working Group, Wednesday, November 14th, 3:00-5:00p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

#### Policy Expert Groups –October/November Meetings

Residential Development and Compatibility PEG meeting, Thursday, October 11th, 4:00-6:00p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Education and Youth Success PEG meeting, Monday, October 15th, 4:00-6:00p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Economic Development PEG meeting, Wednesday, October 17th, 11:30a.m. to 1:30p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Neighborhood Centers PEG meeting, Thursday, October 18th, 8:00-10:00a.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Community Involvement PEG meeting, Thursday, October 18th, 6:00-8:00p.m.; City Hall, 1221 SW 4th Avenue, Pettygrove Conference Room

Network PEG meeting, Wednesday, October 31st, 3:00-5:00p.m.; 1900 SW 4th Avenue, 7th Floor, Conference Room 7A

Infrastructure Equity PEG meeting, Wednesday, November 7th, 10:00a.m. to 12:00p.m.; 1900 SW 4th Avenue, 2nd Floor, Conference Room 2500A

#### CIC decisions and follow up actions

Marty summarized the outreach subcommittee worked on the metrics issues, and there was no further refinement from other subcommittee members. The subcommittee conversation focused on the metrics, and staff added some metrics per the subcommittee along with their origin (e.g. subcommittee PP Goal, staff). The metrics will be used to evaluate the process. As staff and the CIC are moving into this process, there will be opportunity to revise the principles and metrics based on what was learned through thePortland Plan. In thePortland Plan, the concept of early involvement wasn't evaluated, or the concept of good quality process design. For example in principle 5, there are many new metrics that have been added that involve the CIC process because the CIC's recommendations are really a key component of good process design. The role of the CIC wasn't interwoven in the Portland Plan progress reports, which is a missed opportunity.

Howard stated the need to vote on the proposed metrics, but don't have a quorum. Howard wants to explore a vote via proxy. Others suggested attendance via Skype and conference call. Marty and Howard will look into other options. Deborah Stein asked if a vote can be achieved via email. Marty stated that a change to the bylaws would require going back to the state.

Going back to the memo, Liz asked why back a bunch of metrics were added when she thought the intent was to be more efficient. Marty said that the newly added metrics are very easy to track.

Howard asked about the need to take a vote? Marty suggested that staff needs to move forward, and could staff just get a blessing tonight and move forward with that. Marty suggested that these metrics will be incorporated into the periodic progress reports. Liz asked when that happens. Deborah said we might have some flexibility to do it when it makes sense.

Deborah suggested that it would be helpful to start the data tracking. Liz said it would be helpful for committee members that weren't at the subcommittee meeting could look at it clearly. Stanley suggested that this is progress, but there aren't targets included which could potentially be added? Marty said that is a good point and continued stating that one of thePortland Plangoals was to involve as many people as possible, but the goal here is different. Marty asked is it the numbers of people contacted, or the quality of the engagement?

Judy Bluehorse Skelton suggested an addition to principle 3. Judy gave the example of the federal government wanting to track a specific data point, but she and her colleagues realized that there was no mechanism to track what kind of child that person became. It might be helpful to have a qualative/quantative measure that says because underrepresented people are part of the engagement; there are several of individuals that became more engaged than they ever would have been if they hadn't been involved in the early efforts (vision PDX). Eden asked if she means that not all engagement can be captured in a stat. Eden, continued by asking "are you trying to qualify that no

matter how well we measure engagement there are things that will have value beyond this effort alone.” Judy said yes, recognizing that staff and the committee recognize that the efforts and relationship building are ongoing and looking at ways to measure those long-term benefits.

Howard stated that the comments are very appropriate as related to how is this working, as the CIC put the efforts into a plan. Howard asked “are we going to reenergize and what is the quality of our work.” Howard asked for a sense. Liz suggested “describe any examples of relationship and capacity building in the community.” Principle 5 gets at the highlights of the staff and community relationship.

Judith Gonzalez Plascencia said before she blesses the document she wants to ask about the capacity, and she wants to see the network about what is happening, when this is happening, this is what is taking over by another committee, just want to add/measure the capacity of the committee, and what is something else that someone else can take on before we don't do it.

Howard asked when the CIC will next see this. Marty responded that the CIC will next see this in the Community Involvement Plan or if not, make sure it ultimately is addressed in the Community Involvement Plan. Marty said she will email out the draft prior to the next meeting in December.

### CIC Re-balance/Refresh

Deborah thanked and applauded the committee that in four years CIC members are still here and smiling. Deborah continued by asking that CIC members share where each is at personally in the process:

Stanley– I was very excited at arriving at the final product (Portland Plan). My only concern is there is a small level of burnout, and I think we need everyone in the room together to get a sense of recommitment from the members.

Jason – My big thoughts are honest, collaboration, and progress. The hope for that is what brought me here, and the reality of it is driving my continued attendance and increased involvement and feeling really confident that this will be the tool that it is meant to be and can possible be.

Liz – I've been a process person for a long time but haven't been around people that believe in that for a while. When I started on this committee I was on two other CIC type groups, and there were challenges around the fact that I was one of the few that really cared about the process of taking input and really figuring out what we are doing. This experience has really sustained me. This is something very important to me and to be on a committee that is full of intent is good. I took on the PEG work because I am so committed and fulfilled on this committee.

Howard – If you come with me to the big picture place, at the end of the day I think we want to be doing worthy work, and that is the reward. What Liz just articulated is that it is important that the committee. My ongoing concern is not about the worthiness of what we do, but is our work doing any good. My concern is to have some sort of an ongoing roadmap/matrix that allows us to track and see what we do and how it moves along. Requiring citizen involvement and valuing are two different things – I want to know we are valued.

Judy – I came to this table at the suggestion of a younger generation, and I learned a lot and really stretch to participate more. Along these lines of Howard, I don't have another place I'm moving too, I feel the commitment will be long-term and I don't know that it will end. I see a younger generation who come to observe and are very impressed and it means a lot to me. Thanks to the staff and everyone because I think it is very important.

Judith – I've been in grad school for most of the committee, and I go in waves, my participation and commitment is a bit chunky. I feel that I need to study and assess it, not only what is going to make me show up at the meetings but also put in a couple of hours every week. It is hard to have a diverse representation because it is hard to make the time for things. I am just expressing the struggle. I've seen it when I've done work in this committee and in the community, and it is amazing and some of the best work I've done. I just need to see what that means for me over the next few years.

Paula Amato – The time has flown by. I've been very impressed by the staff's responsiveness and the voices of the members bringing their constituents to the. I look forward to continuing, but maybe it is a good time to offer a refresh and ask if some people want to move off the committee and recruit new members.

Deborah responded that it would be a good time to offer that for people. She'd like to give people permission and a graceful way to exit off

the committee. They have given a lot of effort and commitment and it is valuable, but we want people to be productive.

Jason added that the experience and history of long-term members is very valuable. He would like to acknowledge but not encourage people to leave because he doesn't want to lose people if the committee doesn't have to. Maybe the committee could expand the group to 18 or 20, and then if people don't show up we would still have enough people.

Deborah suggested that other methods could help too, such as subcommittee work.

Marty said that maintaining a committee takes a lot of time, and reducing the frequency of meetings could allow for capacity for other work.

Howard – Well the members have suggested they have a willingness to commit monthly, but it doesn't always have to be used as a full and regular meeting. It could be subcommittee meetings.

Liz stated she likes the idea of alternating between full meetings and subcommittee meetings, but added that she wasn't sure how she feels about bringing in newcomers at this stage because of the four years the committee has been in place with its existing membership.

Judith asked what about mentoring new members? Eden stated that PEG members could be brought into the CIC. Howard asked whether it is onerous to bring in new people, but followed up with the need to see where existing members are before adding new people.

Jason requested to make sure to include the new format – one month full meeting and the next month is subcommittee meeting. Deborah feels it is liberating because the subcommittee work doesn't require a quorum. The committee requested that members be contacted asking about participation and Howard will check into PSC members.

Judith stated that she thinks the new format will be better for recruiting and making the committee more attractive to people and that the committee is not just pushing paper, but doing action.

Marty asked about the alternative month subcommittee meeting, wanting to know what kind of focus the CIC wants for that time? Jason responded that it would change from month to month depending on the needs.

#### Policy Expert Group (PEG) updates

Judy shared that serving on the Watershed Health and Environment PEG, they just got an overview of the Economic Development PEG draft, and it made her think about the Industrial Watershed subcommittee being formed. Judy continued that the PEGs were told that equity is woven throughout the plan, so she asked if that subcommittee being formed will be discussing the issue of environmental justice and equity. Eden stated that she can't think of a better use of time and energy and commitment than to address those cross PEG topics. Marty shared from staff's point of view, they know that there will be some hard choices.

Liz requested an update on what resources are to be put forward for equity. Deborah responded that the November PEG meetings are focused on equity, so that will help but staff may also be able to put forward other resources and that staff, the PEGs, the CIC, etc. will need to see what can be continued and what resources will need to be put forward.

#### Workshop update

Marty reported that the subcommittee met and that the leading workshop proposal would be similar to the fair or open house format, although Marty asked the CIC for input on changing the name for the event series. Within the fair/open house there would be an overview that would happen periodically throughout the event, and then there would be stations around the room that would focus on the chapters of the document, highlighting key questions. Additionally there could be breakout sessions that would focus on topics more deeply

Marty briefly outlined the community-hosted topic forums, stating that these events would follow the first round of workshops. Marty continued by stating that while staff might suggest a list of potential topics, staff would also encourage community organizations to suggest the topics so they can help lead. The outcomes is that there would be a city-led or sponsored track that would happen in February/March and a community sponsored track that would follow and may have a longer timeline.

The subcommittee had a couple of key asks: 1) more information on the key choices/questions; and 2) more information on the venues being considered.

The next step is to hold a subcommittee meeting in November.

Public comment

No public members were in attendance.

Next steps

The next CIC meeting will be moved up a week to Wednesday, December 12, 2012 from 8:00-10:00 a.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov) (<http://www.portlandoregon.gov/mailto:marty.stockton@portlandoregon.gov>).

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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and time:** September 19, 2012

**Time:** 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 7A

**Welcome** (8:00 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and approve the 07/18/12 meeting notes

**Announcements** (8:05 a.m.)

#### Policy Expert Groups – September/October Meetings

- **Residential Development and Compatibility PEG**, Thursday, September 13, 2012 from 4:00-6:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- **Education and Youth Success PEG**, Monday, September 17, 2012 from 4:00-6:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- **Economic Development PEG**, Wednesday, September 19, 2012 from 9:30a.m. to 1:30p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 4A)
- **Neighborhood Centers PEG**, Thursday, September 20, 2012 from 8:00a.m. to 10:00a.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- **Community Involvement PEG**, Thursday, September 20, 2012 from 6:00-8:00p.m. (City Hall, 1221 SW 4<sup>th</sup> Avenue, Pettygrove Room)
- **Networks PEG**, Wednesday, September 26, 2012 from 3:00-5:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- **Watershed Health and Environment PEG**, Thursday, September 27, 2012 from 3:30-6:30p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- **Infrastructure Equity PEG**, Wednesday, October 3, 2012 from 10:00a.m. to 12:00pm (1900 SW 4<sup>th</sup> Avenue, Conference Room 2500A)

#### City Council

- Continuation of the first reading and potential vote on the Comprehensive Plan Factual Basis (various reports), Wednesday, September 19, 2012 (City Hall, 1221 SW 4<sup>th</sup> Avenue, Council Chambers)

Cross PEG Discussions are occurring with SWNI, the Health Partners and Citywide Land Use.



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**CIC decisions and follow up actions** (8:15 a.m.)

Discussion Leaders: Marty Stockton and Diane Hale, Bureau of Planning and Sustainability

Desired Outcomes:

- Discuss and vote on which public involvement goals or principles should we use to evaluate the public engagement process within the Comp Plan Update.
- Discuss future CIC meeting dates on November 21 (week of Thanksgiving) and December 19.

**CIC observations of PEGs** (8:40 a.m.)

Discussion Leader: Deborah Stein, Bureau of Planning and Sustainability

Desired Outcomes for Roundtable Format:

- Feedback and discussion on July/August/September PEG meetings.
- Equity and the PEGs.
- Recommendations to forward to BPS on PEG areas of improvement.

**Proposed Workshop Options** (9:15 a.m.)

Discussion Leader: Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes:

- Report on the Process Diagram.
- Report on the thinking to date on the proposed Workshop Options.
- Reconstitute the Workshop Design Subcommittee to convene and brainstorm with staff on the proposed Workshop Options prior to October meeting.

**Communications update** (9:40 a.m.)

Presenter/Discussion Leader: Eden Dabbs, Bureau of Planning and Sustainability

Desired Outcomes:

- Report on and request feedback on the August (Issue #1) and September issues of the Comprehensive Plan Update E-News.

**Public comment** (9:45 a.m.)

**Next steps** (9:55 a.m.)

Discussion Leader: Howard Shapiro, Chair

- Next CIC meeting will be Wednesday, October 17, 2012 from 6:00-8:00 p.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov).



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## Community Involvement Committee

### Meeting Minutes

**Meeting Date:** Wednesday, September 19, 2012

**Time:** 8:00 a.m. to 10:00 a.m.

**Committee Members present:** Jason Barnstead-Long, Liz Gatti, Linda Nettekoven, Stanley Penkin, Howard Shapiro, Peter Stark

**Absent:** Paula Amato, Judy BlueHorse Skelton, Lois Cohen, Judith Gonzalez Plascencia, Anyeley Hallova, Shirley Nacoste, Lai-Lani Ovalles, Kevin Pozzi, Ryan Schera, Alison Stoll

**Staff:** Eden Dabbs, Diane Hale, Deborah Stein, Marty Stockton, John Verssue

**Visitors:** None

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### Welcome

Howard Shapiro shared the news that member Brian Heron has resigned from the committee to pursue a job in Yachats, Oregon, and Howard thanked him for his service.

Marty Stockton announced that the Comp Plan Update Factual Basis, constructed of 20+ various reports, will be presented before City Council today in anticipation of a vote adopting the Factual Basis as a sound and reliable foundation for the Comp Plan Update. In addition to the data and statistics, the Factual Basis contains quantitative information such as community wisdom. Marty also reminded members that the testimony provided two weeks ago by various parties centered on EOA. Howard communicated that he was one such party providing testimony to the Factual Basis presented to City Council.

### Announcements

#### Policy Expert Groups – September/October Meetings

- **Residential Development and Compatibility PEG**, Thursday, September 13, 2012 from 4:00-6:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- **Education and Youth Success PEG**, Monday, September 17, 2012 from 4:00-6:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)



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- **Economic Development PEG**, Wednesday, September 19, 2012 from 9:30a.m. to 1:30p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 4A)
- **Neighborhood Centers PEG**, Thursday, September 20, 2012 from 8:00a.m. to 10:00a.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
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### City Council

- Continuation of the first reading and potential vote on the Comprehensive Plan Factual Basis (various reports), Wednesday, September 19, 2012 (City Hall, 1221 SW 4<sup>th</sup> Avenue, Council Chambers)

## **CIC decisions and follow up actions**

### Public Involvement Principles

Marty began the discussion by reminding the committee that in the July meeting the question was raised, "What are our [the Committee's] guiding principles? What are the goals we are aspiring to in the CI plan? We all, CIC members, staff and public, want to be on the same page in terms of the principles of a CI plan."

Marty then shared that at the time the Portland Plan goals were presented, reviewed and approved, there was nothing else within the City's work to provide guidance on tracking the success of a plan. After the Portland Plan, a second set of principles were introduced called The Public Involvement Principles, which were then adopted in August of 2010, became binding and all bureaus were to work from going forward.

In addition, there is a third set of principles entitled, "Public involvement principles in the Periodic Review Work Program. These were created back in 2008 and adopted to respond to deeper community involvement. These have not been used on a regular basis, but have become more of an outline for standard method of operation, for example, making hard copies of information readily available at public libraries.

A memo was prepared for committee members presenting the Staff's recommendation, which is to adopt the City's Public Involvement Principles, and pull metrics for each principle from the Portland



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Plan that correlate to a City Public Involvement Principle. In instances where a principal doesn't have a set of measures, the Committee has the opportunity to establish a new set of metrics.

Stanley Penkin commented, "It makes sense for us to sync up with the City's Goals, and I think the five original goals we had were good, but these expand on those. We are on the right track."

Marty reiterated that staff were working on the CI Plan, that they had seen an earlier draft, and now staff would like to produce a document that is accessible at 4-6 pages providing information on targeted audiences, timelines, scope, milestones and tools. But, that in order to complete this work, guiding principles approved by the Committee were needed.

It was noted that a quorum was not present and that committee members needed to be in-person to vote, so the initial agenda item of, "discuss and vote on which public involvement principles should we use to evaluate the public engagement process..." needed to be tabled until the October meeting allowing for more committee members to review the Staff recommendation and call for a vote.

For more information see the Next Steps section in these meeting minutes.

### "Early Involvement" Discussion

A conversation on "early involvement" started originating out of the principles topic with Marty expressing that there was an opportunity to engage and track "early involvement" since it was not a goal or principal that occurred in previous plans. "We are looking for new metrics that are manageable for this principle."

Howard asked, "Who or what do you mean by 'Early Involvement'?" Marty responded that this definition was up for discussion by the committee, but from previous work this included procedures, tactics and tools that engaged all of the various audiences of a plan in stages of development and conception as early on as possible. "Audiences could include technical groups at the City; key community members, stakeholders, the general public-all can be included early on in the process."

Howard sought clarification, "So those who can add substance to the conversation?" He felt there are already so many plans that people get confused, and now "Early Involvement" is a new concept for them to grasp.

Deborah Stein added that at the beginning of any project planners are asking about very broad questions, and then later we dive into policy, but that early involvement concerns thinking about where we are at in the planning spectrum and who needs to be in that audience at that particular





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moment. "If the goal was to reach everyone at every stage of the planning process it would not be manageable. We don't always need to be deciding who attends and who doesn't, but we need to be conscience about who needs to be in the audience at that specific moment."

Marty shared that this CIC is an example of early involvement. She elaborated that in planning there is the design of a project and then there is the design of the process to complete that project. "Early Involvement is also issue involvement. Is this the right scope for a project, are these right issues to address in this project and how do people share their concerns on the project. Then we present that to the community and gather their feedback. The final input is Community Advocacy, but even though it occurs at the end it requires 'Early Involvement'."

Linda Nettekoven contributed, "For many [the PEGs] this is a new approach – involving citizens with experience, having them identify key themes and develop compromises. To outsiders it looks like this is a secret process. We need to help people understand the process of Early Involvement in light of creating the PEGs and working on the Comp Plan Update, all at the same time. This is a big step forward, but for those who weren't involved since the beginning it seems like a secret process."

Stanley added, "Using the word 'Expert' is a mistake because it seems like top-down. There is a period between going from community to experts back to community that has presented a challenge in the past to keep momentum and reengage people in the CI process."

Much of the committee agreed that having the PEG meetings being opened up for the public was a strong move towards transparency, but it doesn't actively seek community feedback. Penkin added, "I don't mind the way the PEGs have been set up and meet, but I recognize that it is a challenge along this issue."

Peter Stark felt that perhaps the language was part of the issue, "Change it [Policy Expert] to People Experience Groups. One of the most important aspects to the policies is communication on how you explain them and how you want feedback from the community. From a communication point of view simplifying the information is important at this stage of Early Involvement, in order to get valuable community feedback." Stanley said, "There is no easy way to get feedback with less information, so I am not sure it is easily done – to simplify messages and deepen the conversation at the same time."

Eden Dabbs commented that the newsletter was one attempt to simplify communication and gain "Early Involvement." She reiterated Deborah's earlier comment upon the message and audience corresponding to a specific point of the planning process saying, "At every phase you reach out to who is important, there is only so much people have an appetite for, plus we need to make the process





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manageable. So, we need to expand and contract the message depending on the specific phase and content. This time around we are trying to openly communicate that there was a recruitment process, the public can observe and comment and that information will be arriving in different formats to the public. The next question is how can we engage with the community once the PEGs work is completed?" Peter reiterated, "There are some large conceptual topics being discussed, so information being communicated in a simplified way is very important."

Jason Barnstead-Long contributed that the conversations he had with Bill Cunningham were very enlightening on how the PEG process should work and what was expected of the members. Cunningham helped clarify the separation between the Portland Plan and the Comp Plan, how the meetings are just presentations from the City and the members aren't putting their feedback into the plan. "The City isn't looking for new information, but refinement of previous information. We don't need tons of new information. We need to focus on the points being made at this time."

Liz Gatti asked if the leaders and staff members were gathering the input from committees or are the PEGs still in presentation mode.

Jason shared that at the initial meeting there was a lot of effort towards writing down discussion points and requests that more input be given. However, when Cunningham provided more clarification, the need for individual input was seen as not as crucial in this process at this time.

Howard asked, "So, we aren't looking for new ideas, so much as we are there to listen, reflect and respond?"

Marty shared that roughly 50-70 percent going into the Comp Plan Update has some legacy to previous plans with thorough public involvement, so main effort is for the staff to revalidating with the PEGs the direction of the plan. However, she also added, "There is still that percentage of items that will come up that are new."

Eden shared that this is very common conversation when we look at the community engagement process of plans. "This is why we need to focus on the intent and not the semantics. Perhaps, we need to take this recommendation away for consideration and review."

Liz returned the conversation back to the review and approval of the principles and measures of success by asking, "When do these need to be approved?" Marty said that she believed that a subcommittee should discuss the memo with the staff's assistance. "It needs to be approved at the





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October meetings, so we will need a quorum and a vote, and then staff will come back in October or later with a draft of the Community Involvement plan as well.”

Marty and Deborah emphasized that staff will be preparing the 4-6 pages Community Involvement plan, but that they needed guidance from the committee not only on the guiding principles, but the quantitative versus qualitative approach to measuring success of meeting the principles and a successful plan. Stanley cautioned that most plans start out at a large size and then through a lot of work can be slimmed down. “Perhaps a ten-page document is realistic to allow for the delivery of more information that can then be simplified down 4-6 pages.” Liz commented, “Staff looks at items in a level of detail that can expand beyond the shorter document if necessary.”

Jason Barnstead-Long, Liz Gatti and Linda Nettekoven agreed to work together to review the memo with the Staff’s recommendation. Marty assured the committee that the Memo will go out to all committee members as a whole today, while informing them that a smaller group is meeting to discuss the memo in-depth so please attend that meeting if you are interested in assisting their work. The smaller committee will come back with a recommendation, so that Staff feels like the committee is responding and providing feedback specific to the guiding principles and measures of success.

Deborah asked, “Can members vote by mail or do they need to be present?” Marty clarified, “By the committee’s by-laws members need to be present to vote.”

### **CIC observations of PEGs**

Deborah led the discussion on observation of PEG meetings from those Committee Members present. She asked that members share what was new and positive about the experience, as well as any observations or critiques from the meetings they have had so far. This information about the process, and not specific topics discussed at the PEGs, helps staff gauge how the groups are working.

Stanley commented that, “I have been impressed with my PEG. It is well organized, the facilitator keeps the meetings moving and there has been a good balance between formal presentations and group discussions.” His only critique was the span between meetings. “You get pumped up by good information, then you get notes, but then there is a gap. I wonder if there are engagement opportunities between each of the monthly meetings.”





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Deborah asked if there were any ideas on how to bring in more staff feedback or further PEG conversation on an issue addressed at the meetings? Peter questioned if there was some sort of online discussion idea broached.

Peter then continued to describe the Networks PEG meetings he attends, sharing that he felt they were staff heavy. "I enjoy the Networks group. I like the presentations, especially the Health Equity presentation. We are very focused on the issues we want to focus on for that meeting. I don't think we are going to have enough time to discuss all of the issues though, so we need to focus in on an issue and discuss it through longer meetings or have more meetings." Linda added, "The Health and Equity presentation is something that Committee asked for, which stretched out our time."

Howard stated, "This is not a criticism as much as it is feedback on how these PEGs are being formed and operating. I have not attended any of the Community Involvement PEG meetings yet, but I heard back from a facilitator and a few members who shared concern that it [the meetings] was a talking head approach. There was confusion on why we were getting together if it we are to just listen to talking heads, instead of more discussion approach with experts. But now that I hear Jason, it is more clearly understood."

Linda shared a different perspective on the same issue stating, "The [Network] PEG has been very productive because people already knew what they were doing and were already active in the areas covered under the PEG." Linda asked the staff "Have the feedback forms/comment cards indicated the feedback Howard is sharing about the PEGs operation?"

Eden suggested, "Might it be useful for the facilitator to restate the idea that the PEGs are not being thrown wide open again, but rather taking the layout of previous plans, applying it, sharing it, getting members up to speed, and then looking for feedback?"

Liz asked, "Is there a group meeting with staff, leads and facilitators, where they could work on a few lines of clarity for the PEGs?" Stanley added to that comment, "Based on Jason's observation with the Residential Compatibility PEG, maybe this needs to be done because it sounds like the issues are well defined and clear, but perhaps the purpose and procedures for the PEGs are not." Staff responded by saying they would visit the issue and perhaps revisiting the PEG Charter at the PEG meetings would be helpful. Linda clarified, "If there can be language on why and what the PEGs are to accomplish, that would be helpful for meetings to be held tomorrow morning." The Neighborhoods PEG has a lot of a good variety of people for different perspectives, but we want to stay focused at the same time."





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Liz expressed, "Equity is top and center with the PEG I serve on. One of the challenges I am having is that the some of the group doesn't feel as emotionally close to the issue of equity as others. In order for that committee to be effective a level of safety and trust needs to be created, so that the conversations, personal expression and exploration of choices can be explored. We are talking and listening to presentations at the head level, but this committee needs to work at a heart level. I feel like my role is to support the CI, but I am not sure what that looks like. It is a great group of individuals, and we are going to start meeting in smaller groups, but I wanted to bring my feelings to this committee."

Peter commented that the most beneficial meetings he has been to start with the facilitator clearly identifying what we [the PEG] are going to focus in on and work on at that month's meeting.

Marty thanked the members for their observations and the importance of communicating back to staff on what is happening at the various PEG meetings, while noting there are several next steps we need to work out on immediate requests and to ensure continued success of the PEGs.

### **Proposed workshop options**

Marty opened up a conversation focused on potential options for structuring the public workshops. She began by first presenting the Comp Plan Update process diagram, noting that the CIC and community work isn't reflected in the current diagram. She reiterated that we will just be talking about the citywide workshops with Part 1 in February 2013 and Part 2, District workshops, which are focused on geography (policy and maps), will happen in May before school is let out for the summer. Peter commented, "I find some of the graphics confusing. It needs to be clear and simplified. Also, add "public" to workshops."

Marty then presented three different options for workshops using a graphic she created to show how the three options were structured differently. She asked for feedback on those members present on their initial impressions.

Marty commented, "First off, we wanted to rectify previous efforts lack of coordination in informing the public about the community involvement process. There should be a public outreach effort that closely mimics the communication effort. So, prior to any of the options presented, we will have a public informing process – going out to where the people are in December and January, the Lloyd Center where we already have a good working relationship due to previous efforts, Church and community bazaars and Community Centers to catch those involved in New Year's Resolutions; to educate the public on the most basic information of the Comp Plan Update."





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The three options are:

Option 1: Open House Fair with multiple breakout Topic Discussion Forums

Quantity: 5-6 across a three week period

Duration: 2 ½-3 hours across various days of the weeks and times of the day to allow as many options for the public as there are schedules

Pros: Equitable and manageable

Con: Could be hard to get rich feedback from the fair, and assimilate that into the feedback gained at the breakout sessions

Option 2: Open House followed by Topic Discussion Forums

Quantity: 2 open houses at the beginning and the end of the process with 5-6 Topic Discussion Forums across a three week period

Duration: Open House 2 hours; Topic Discussion Forums 2 ½ hours

Pros: Topic discussion forums can provide maximum time for a full discussion

Cons: Topic sessions become geographically isolated to one area, leaving them inaccessible to other parts of the City

Option 3: Open House with Invitations to Attend Cross-PEG Sessions

Pros: Providing information all around the City

Cons: This is essentially a combination of Options 1 and 2 requiring a lot of staff work and time, and more commitment from PEG members. In addition, this may not allow for maximization of PEG members or the public's time by attending the Cross-PEG Sessions

Peter suggested that, "Maybe the sessions should be focused on three just items with a mix and match approach of what the PEGs are working on." He then suggested a fourth option in which a hybrid, mix and match approach to topics can be geographically-tailored, so that the issue matches the areas concerns. Mix districts with issues. "When you start to look at the different focus it will shape your workshop formation."

Marty then shared that the plan called for Community Debriefing sessions to follow any of the Options. "This excites the staff. When it was brought up with management there was more concern around timing and staff resources on gathering and organizing feedback within a complex structure with more than one target audience present-PEG members and the general public. Another concern management raised was whether the community would even attend these sessions."







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Peter was concerned about too many meetings for everyone to attend. "Perhaps, debriefs could be promoted at the end of each of the workshops as an online component where feedback can be gathered and notes assimilated." Stanley commented, "I like the concept of bringing everyone together at the end, in comparison to just online efforts." Linda added, "It gives everyone a chance to think outside the box, think through it with coalition staff to gauge their interest and how it could be structured. It also lays out the bigger picture of the Comp Plan Update." Liz cautioned, "Look within how the staff can be enriched and what they can understand from having the Community Debriefs."

With the consensus being a need for more discussion, Marty made the request that a CIC sub-committee be formed to direct further conversation on the development of the workshops, so that the same level of early involvement occurs as other elements in making this a better procedure.

#### Process Diagram

Marty provided the committee with a working draft of the Comp Plan Update Process Diagram, so that members of the Committee could see the timeframe of the entire project. The Committee appreciated the diagram, but two members provided feedback for improvement. Jason said, "People read by looking at pictures, so it would be best to disburse the Open Houses through the Diagram of the Process, in order for them to understand the timing."

Peter asked why some elements were disbursed in a random fashion, while others were organized into a structured column. It was agreed that these elements will be clarified so as to not be as confusing and better reflect how they will be implemented within the timeframe.

### **Communications update**

Eden reminded committee members that the E-News PEG updates reflect the previous month's meeting, and so information and events will occur between the meeting and the release of the next E-News. Stanley commented, "The E-News is clear and concise, it is very readable. Good job." Peter added, "It does encapsulate a lot of the activities occurring within the PEGs. However, there is additional information on specific topics that isn't being captured."

It was suggested that Staff explore methods, in and out of the E-News, to provide more information. For example, with the PEG sections of the E-News links be added stating, "For more information click here," which would lead the user to the PEG's individual website page. Also, to provide links to pertinent information, such as when a report is mentioned, a link should be provided to take the user directly to that report.





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Brief mention again was given to the idea of an online tool for PEG members to continue conversations after meetings, stay-in-touch between monthly meetings and to follow and discuss what other PEGs are working on.

**Public comment**

No members of the public were in attendance.

**Next steps**

Jason Barnstead-Long, Liz Gatti and Linda Nettekoven volunteered to form an Outreach Subcommittee, in order to review and discuss the Staff's recommendation on the principles and measures of success in-depth, and then to provide the larger Committee with approval or a subsequent recommendation. They asked that all existing members of the CIC Committee be encouraged to join them.

Staff will send an email out to all committee members requesting they review the recommendation on the CIC Principles and measures of success. In addition, the email should inform committee members of the formation of a sub-committee tasked with in-depth review of the staff recommendation and formation of their recommendation to the larger committee. Finally, the email should heavily encourage members to attend the October meeting in order to have a quorum to vote on the final principles and measures of success.

Staff also requested the formation of a subcommittee to review Staff's proposal on the workshop design and provide a recommendation for the larger committee to review and discuss.

Meeting and Agenda

Eden suggested, "Perhaps we need to rework the agenda so that the most important item leads first, including those that require a vote. The PEG updates should be moved down so that acquiring direct committee member feedback on an agenda item can be moved further to the top."

Jason shared a concern to this approach though, "Sometime people come in late, so perhaps an item requiring a vote shouldn't be the very first agenda item." He also suggested that, "We start the meeting with a reminder that we have a limited schedule and to keep comments as brief as possible."

The next CIC meeting will be Wednesday, October 17, 2012, from 6:00-8:00 p.m.





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For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov).



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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and time:** July 18, 2012

**Time:** 6:00 p.m. to 8:00 p.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 7A

#### **Welcome** (6:00 p.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and approve the 06/20/12 meeting notes

#### **Announcements** (6:05 p.m.)

##### Policy Expert Groups – July Meetings

- Residential Development and Compatibility, Thursday, July 12, 2012 from 4:00-6:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- Education and Youth Success PEG, Monday July 16, 2012 from 4:00-6:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- Economic Development PEG, Wednesday, July 18, 2012 from 11:30a.m. to 1:30p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- Neighborhood Centers PEG, Thursday, July 19, 2012 from 8:00a.m. to 10:00a.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- Community Involvement PEG, Thursday, July 19, 2012 from 6:00-8:00p.m. (City Hall, 1221 SW 4<sup>th</sup> Avenue, Pettygrove Room)
- Networks PEG, Wednesday, July 25, 2012 from 3:00-5:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- Watershed Health and Environment PEG, Tuesday, July 31, 2012 from 3:00-5:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)

##### City Council

- Public hearing on the Comprehensive Plan Factual Basis (various reports), Wednesday, August 8, 2012 (City Hall, 1221 SW 4<sup>th</sup> Avenue, Council Chambers)
- With the BPS budget for the 2012-2013 Fiscal Year approved, the BPS/DCL sponsorship ordinance will need to go be for Council at a TBD date.



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### **CIC decisions and follow up actions** (6:15 p.m.)

Discussion Leader: Howard Shapiro, Chair, Stan Penkin and Jason Barnstead-Long

Desired Outcomes:

- Determining whether a CIC meeting in August is needed.
- Report on the Planning and Sustainability Commission hearing.
- Feedback on Portland Plan Phase 4 Public Participation Progress Report – process and report structure to consider for the progress report for the Comprehensive Plan Update.

### **CIC observations of PEGs** (6:30 p.m.)

Discussion Leaders: Deborah Stein, Bureau of Planning and Sustainability

Desired Outcomes:

- Feedback and discussion on June/July PEG meetings.
- Equity and the PEGs.
- Recommendations to forward to BPS on PEG areas of improvement.

### **Community involvement of the broader community** (7:20 p.m.)

Discussion Leader: Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes:

- Report on summer Comprehensive Plan Update presentations/tabling by BPS staff.
- Report on community groups tracking the Comprehensive Plan Update.
- Feedback on other outreach approaches.

### **Communications update** (7:30 p.m.)

Presenter/Discussion Leader: Eden Dabbs, Bureau of Planning and Sustainability

Description: A discussion of the Comprehensive Plan Update Newsletter, which is being designed to help Policy Expert Group members and the general public stay up-to-date on the project.

### **Public comment** (7:45 p.m.)

### **Next steps** (7:55 p.m.)

Discussion Leader: Howard Shapiro, Chair

- Next CIC meeting will be either Wednesday, August 15, 2012 OR Wednesday, September 19, 2012 from 8:00-10:00 a.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov).



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## Community Involvement Committee

### Meeting Minutes

**Meeting Date:** Wednesday, July 18, 2012

**Time:** 6:00 p.m. to 8:00 p.m.

**Committee Members present:** Paula Amato, Jason Barnstead-Long, Judy BlueHorse Skelton, Shirley Nacoste, Linda Nettekoven, Stanley Penkin, Kevin Pozzi, Ryan Schera, Howard Shapiro, Peter Stark, Alison Stoll

**Absent:** Lois Cohen, Liz Gatti, Judith Gonzalez Plascencia, Anyeley Hallova, Brian Heron, Lai-Lani Ovalles

**Staff:** Eden Dabbs, Eric Engstrom, Deborah Stein, Marty Stockton

**Visitors:** Judith Mowry

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### Welcome

Howard Shapiro reflected on the CIC's presentation to the Planning and Sustainability Commission. The June 20, 2012 meeting minutes were reviewed, Linda requested a change and then they were approved.

Howard asked about CIC members attending PEG meetings. Marty commented that five CIC members are not on PEGs and have a broader community involvement role, but that BPS staff is flexible with being responsible to individual CIC member's interests.

Marty Stockton introduced Judith Mowry with the Office of Equity and Human Rights. Judith shared that the Equity Group will be established and convened to discuss PEG conversations and to possibly review PEG agendas using an equity lens. Shirley Nacoste commented that this is a new time. Judith asked about do we hear about the meetings and get plugged in to this work. Judith responded that she and Marty would work together to get the word out. Eric said that the CIC is welcomed to participate. Deborah wanted to add that in the PEG orientation sessions, it was stated to continually use the questions of who benefits and who is burdened is a good way to keep equity into people's minds. Eric said this is a small thing,



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but we now have posters of the Equity definition and Portland Plan checklist posted in room that holds a PEG meeting.

## **Announcements**

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- With the BPS budget for the 2012-2013 Fiscal Year approved, the BPS/DCL sponsorship ordinance will need to go to Council at a TBD date.

## **CIC decisions and follow up actions**

Stan Penkin recapped the CIC's presentation to the Planning and Sustainability Commission last week. Stan shared that one thing that came up was a few CIC members have expressed concern about the PEG meetings being located in the City offices downtown. Stan also shared the frustration with the term "experts" within the Policy Expert Group title.

Marty Stockton shared that she heard PSC Commissioner Chris Smith asked for the CIC to come before the PSC if there are immediate issues arise, along with the regularly progress reporting.





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Jason Barnstead-Long stated that it's important to continually communicate with the public when new information comes out and to honor the past feedback given.

Marty talked about the Phase 4 report process. Initial focus was to collect CIC evaluations. Jason Barnstead-Long suggested a running bullet list from the beginning to the Comp Plan Update. Marty asked about whether to use the City of Portland Public Involvement Principles. A few heads nodded in agreement. Judith was interested in the documentation of the Portland Plan and Comprehensive Plan Update public involvement work could be used to inform other planning efforts and potentially effecting work midway. Paula suggested Marty send out the City of Portland Public Involvement. Jason suggested using the executive summary as a separate/partner document. Eric stated that many cities contact us to review the progress report.

Stan stated he wants to have the PEG discussion first before deciding upon the August meeting. Possibly have a shorter meeting in August.

**CIC observations of PEGs (6:30 p.m.)**

Deborah Stein asked for CIC members to go around and share PEG observations. In addition, Deborah asked the group to please share how equity was handled well in the PEGs.

Ryan Schera shared that the Economic Development PEG has had two meetings. First meeting was general and shared broad draft policies and had PEG members vote on the draft language using a red and green pen to delete or keep language. Second meeting was earlier today and they only got through the first two agenda items. Today's presentation was on brownfields. Ryan continued that they got three slides in and then the PEG got caught on the details. Ryan said staff needs to be wary of giving too much detailed information. Judith, who is also on the Economic Development PEG, stated that for her the discussion wasn't so much derailed, but unclear on how much feedback is expected of the PEG. Judith suggested staff start with smaller groups and then bring information back to the larger PEG. Judith shared she has been concerned about the diversity make-up of the PEGs. Judith continued that staff needs to follow up with PEG members that miss the meetings, with extra sensitivity to members that aren't of the dominant culture.







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Linda commented that the PEGs should stay focused on the broader policy issues. Eric asked what caused the conflict in today's Economic Development PEG meeting. Eric continued was it between two competing interests or an issue of being too detailed. Ryan answered that people got hung up into the numbers. Judith, stating from an equity perspective, that the brownfields need a geographic tie in especially in relation to poor communities, which is an environmental justice issue. Shirley said it sounded like it was a clarification issue. Ryan said if it was asked "do you want to clean up brownfields" as a policy, the whole room would have agreed.

Stan shared that in the Residential Development and Compatibility PEG, the facilitator did a great job in keeping the conversation at a high level and keeping the right balance of presentation and discussion.

Linda reflected that the PEGs will try to stay at this level, but that we'll have to dip down into the detail level every now and then to inform the policy level.

Alison shared that the Neighborhood Centers, never got a chance to have a discussion. The PEG was presented to, but never got a chance to discuss next steps. Alison continued that it is critical to have time to have the discussion. Jason said there were very limited attempts at providing feedback and that Bill Cunningham didn't have time to give his report. Jason continued that the agenda was pushed to the limit and that tomorrow's PEG agenda has two presentations. Eric said he will talk to staff to scale back the volume of presentations. Jason said five minutes for next steps should be enough and that clear next steps should include what staff is doing and what is expected of the PEGs (homework).

Linda shared that the Networks PEG had a lot of questions throughout their presentation. Linda added that the question about whether the CRC was going to be discussed in the PEG was raised and that the answer by staff was no. Linda said this response was pretty straight forward and that PEG members felt comfortable. Linda stated that equity perspectives were raised in relation to health impacts. Linda said next week the PEG is focusing on all the transportation related plans that will influence the policy work.

Jason is concerned about feedback just going to staff and not to include the facilitators. Judith asked for there to be meeting evaluations at the PEGs.

Linda shared she had a different take on the role of PEGs and the road show approach to having different meeting venues for PEG meetings around the city. Linda stated that the





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PEG in the way of public involvement has a difference emphasis and that is one of early involvement with the primary focus being that of the PEG members and their contribution to the process. Eric agreed will Linda repeating that the PEGs are an example of early involvement. Linda stated that each group needs to have a "storming norming" phase. Linda added that the Community Connect process was an example of where always adding new people and repeating agenda items can detract from the process. Howard said having PEG meetings around town runs the risk of losing people (PEG members). Stan worried about the perceptions about keeping the meetings downtown.

Eric added that having a PEG meeting in a location in the community, there needs to be a legitimate reason to see a place and that there is a tie to the agenda. Marty stated that the project has a very limited budget to have meetings at venues where there may be a fee and that a community group sponsor would help. Judith suggested improving skype options for meetings.

Eric made the request that the PEGs limit paper.

Stan asked how will this information will be shared and what about to the facilitators. Eric said staff would package this feedback and send to staff and the facilitators. Stan felt the CIC should have it's August meeting to continue the discussion on the PEG feedback, unless otherwise noticed.

Deborah summarized the CIC discussion in an email dated July 19<sup>th</sup> (day after CIC meeting), which was sent out to staff:

- We should be cautious about providing too much data. Not only do some members feel overwhelmed, but the data provides PEG members an opportunity to debate the numbers rather than focus on the policy issues at hand.
- We should make We should make sure we are very clear about what we are asking the PEG members to respond to. It's helpful to frame the big questions at the outset of the meeting, so that PEG members hear the presentation with the discussion questions in mind. This way they will process the information in a more focused way and are less likely to get distracted by the things we are not asking for feedback about.
- Similarly, we need to refrain from providing too much information – stuff that is super interesting to us may be overwhelming, and then some members tune out altogether. We need to scale back so that we have a good ratio of presentation to discussion. We also need to be mindful about setting the agendas in the first place to make sure they aren't overly ambitious. People feel very frustrated if we run out





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of time without allowing for ample and meaningful discussion.

- Agendas should allow for ample time for “next steps,” and these should be clearly stated:
  - What are staff’s next steps? (e.g., “staff will synthesize what we’ve heard today and will use this feedback to revise these draft policies and bring a new set back to you next month”)
  - What do we want PEG members to do next? (e.g., “please review the articles we referenced today and jot down four things that ...” or “please chat with 5 friends, family members, neighbors or colleagues about what they think about xyz”)
- If we feel like we need to talk about something very detailed, we should say something like: “while we want to stay at the policy level, it’s helpful to look for a few minutes at an on-the-ground example in which the zoning is \_\_\_ and the results are \_\_\_. From this discussion we can then zoom back out to the bigger picture to understand what this means in terms of policy direction.” By doing this very explicitly, we can help reduce confusion about what level of detail we want folks to focus on.
- We should include a feedback card (a quick survey) at conclusion of each meeting. We can look at what was used quite successfully I think at the Airport Futures meetings.

### Community involvement of the broader community

Marty shared about hosted presentations at recent neighborhood associations and the community tabling event planned for Multnomah Days in August. Jason asked for meetings to be posted/shared, so that the broader public may attend these presentations/discussions.

### Communications update

Eden described the Comprehensive Plan Update Newsletter, which is being designed to help Policy Expert Group members and the general public stay up-to-date on the project. Eden continued by sharing the communications plan citing the targeted audience.

The CPU Newsletter will come out monthly newsletter. The August issue will describe the establishment of the PEGS and what policy issues each will focus on in this process. Future issues will recap the previous month’s PEG meetings and include feature articles. One constant will be the section on how to get involved.

Peter said that not everybody likes to go to the website and that a regular e-blast is helpful. Ryan wondered about the email. Eden said a link will be send out and a pdf as well.



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### **Public comment**

No members of the public were in attendance.

### **Next steps**

Howard Shapiro reminded the group that Marty would check back in with the CIC regarding the August meeting.

- Next CIC meeting will be either Wednesday, August 15, 2012 OR Wednesday, September 19, 2012 from 8:00-10:00 a.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov).



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# Portland Plan Public Participation Phase 4 Progress Report

July 10, 2012



City of Portland Bureau of  
**Planning and Sustainability**  
Sam Adams, Mayor | Susan Anderson, Director





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## Executive Summary

This report covers the public involvement for Phase 4 of the Portland Plan, from June 1, 2011 to date of adoption by the Portland City Council on April 25, 2012. This period was the most formal phase within the Portland Plan public involvement process with public hearings before both the Planning and Sustainability Commission and the Portland City Council. This phase also included the summer leading up to the publication of the proposed draft plan, during which staff informally shared information about the plan through summer fairs and events.

### *Successes*

- The Youth Planning Program's **My Voice, Our City youth survey solicited 178 recorded responses** through canvassing, focus groups and an online version of the survey
- Approximately **1,360 people attended 107 Portland Plan presentations** before neighborhood and business associations, interest-based groups and other community groups
- **Tabling at 21 community-sponsored fairs and events** resulted in **engaging over 700 Portlanders**
- Two of the three Planning and Sustainability Commission hearings were held in **community locations**; specifically the November 8, 2011 hearing was held at Jefferson High School in North Portland and the November 15, 2011 hearing was held at Parkrose High School in East Portland
- Approximately **180 letters and emails of testimony** were submitted to the Portland Planning and Sustainability Commission and **68 individuals provided testimony at the hearings**
- **Youth testimony** – The Youth Planning Program (YPP) organized eight City and County youth program leaders and youth from the community to speak at the three Planning and Sustainability Commission Portland Plan hearings
- **2,941 followers on Twitter**, which is 1,008 more than in Phase 3.

Although not reflected in the prior public participation progress reports, it is worth noting that the inclusion of community members in two of the Technical Action Groups (TAGs), specifically the Equity, Civic Engagement and Quality of Life TAG, otherwise known as the “Equity” TAG, and the Human Health, Food and Public Safety TAG strengthened the content development and later advocacy of those components within the Portland Plan. This lesson from the Portland Plan directly affected the public involvement approach to have community members comprise approximately half of the Policy Expert Groups’ membership for the Comprehensive Plan Update.

### *Areas to improve on in the Comprehensive Plan Update and for future planning efforts*

The complete timeframe for the public involvement process began in July 2009 and ended in April 2012, with Phase 4 beginning in June 2011 and running through the April 25, 2012 adoption date. Community Involvement Committee members gave strong feedback that the final phase was too long and not clearly defined from the summer months until the release of the Proposed Draft in October 2011. From June to October 2011, public involvement focused on providing information through tabling at community-sponsored fairs and events and presentations, but was not as dynamic in that there was not a draft plan to share nor was it appropriate for staff to take in community feedback. With the Planning and Sustainability

Commission public hearing dates uncertain, providing information to the public on how to prepare testimony lacked both energy and materials until a few weeks before the first hearing.

Once the Proposed Draft was released, less than a month was given for the community to prepare testimony for the first public hearing before the Planning and Sustainability Commission. For the Comprehensive Plan Update, the CIC recommends having the Proposed Draft available to the public a minimum of two months prior to the first hearing. The public comment period should also allow time for associations to use their monthly meetings to prepare a collective response, if so desired; and to avoid the holidays or other periods of time when organizations are not meeting.

### *Portland Plan Wrap Up*

There were four phases to the development of the Portland Plan. At the completion of each previous phase, staff evaluated the public involvement process and identified successes and areas for improvement. Following the first phase, each subsequent phase of public outreach was modified based on those findings. An all-volunteer Community Involvement Committee (CIC) was convened in July 2009 to help guide the Portland Plan process. This CIC will continue to advise staff on the public involvement process for the Comprehensive Plan Update, a long-range 20-year plan that sets the framework for the physical development of the city to help implement the Portland Plan. The CIC will provide both continuity and a shared experience and commitment to a responsive public involvement process.

Finally the public involvement successes mentioned above were achieved through relationship building and partnerships developed in the Portland Plan and other planning efforts. While Portland Plan staff worked hard to make these informal and formal connections, it is important to acknowledge that many individuals, as well as, business, neighborhood and community organizations coordinated with staff to gain information and provide input on the Portland Plan.

The Portland Plan is not just a City of Portland or government plan, it is a plan that individual Portlanders can, and must, help implement. In order to facilitate community organization, business and individual implementation of Portland Plan supporting actions, additional public involvement will be needed. Some additional public involvement to maintain awareness and interest in the plan, similar to that used for the Climate Action Plan, will be necessary. Additionally, the Comprehensive Plan Update will help to implement the Portland Plan.

## INTRODUCTION

The purpose of this report is to document and evaluate the outreach and public participation activities for Phase 4 of the Portland Plan public involvement process, from June 2011 through April 2012. This report, along with prior reports for other Portland Plan public involvement phases, will serve as documentation for the Community Involvement Committee when they update the Portland Planning and Sustainability Commission on the City of Portland's public engagement process as it relates to state-mandated periodic review.

## LOOKING BACK ON PHASES 1 THROUGH 3

Phase 1 of Portland Plan public involvement was focused on establishing a framework, determining goals, building a menu of public involvement approaches, and identifying measures of success. Additionally, Phase 1 focused on notifying and informing as many Portlanders as possible about the Portland Plan process. Key new relationships began to form during Phase 1, and staff recognized the importance of nurturing these relationships throughout Phase 2 and beyond. The Phase 1 progress report identified many areas of outreach and engagement that staff can improve on, namely less focus on broad notification and more focus on engaging new and under-represented communities.

Overall, Phase 2 of Portland Plan public involvement approaches and goals were successful. Specifically, Portland Plan staff maintained existing relationships with community members and organizations, created many new connections with individuals and groups, increased the number and diversity of people involved, and utilized creative and unique venues for various forms of participation. Despite the successes, the demographics of participants continue to reveal gaps in engagement. Staff is conducting outreach strategies with community partners to engage the diverse non-geographic groups of Portland in relevant and culturally appropriate ways. Lessons learned as reported in this document will directly inform and shape the Comprehensive Plan Update process and future planning efforts.

Specific to Phase 3, public involvement efforts focused on partnering with organizations, especially the Diversity and Civic Leadership Partners, to team up on outreach, improve communication of Portland Plan content and include more culturally appropriate engagement of diverse communities. The diversity of participants at the fairs and other Portland Plan presentations improved greatly, specifically among the Asian and Latino communities. Staff strived for a more targeted outreach to the business community and large employers as well as provided forums for community discussion and information sharing to a broader range of Portlanders. The low return rate for the eight surveys created for each strategy and the Equity Initiative is an area of improvement to address in subsequent planning efforts.

## EVALUATING PHASE 4

Phase 4 of Portland Plan public involvement was focused on the formal process of public hearings before both the Portland Planning and Sustainability Commission and City Council. During public hearings and work sessions, the Planning and Sustainability Commission reviewed the Proposed Draft, responded to public comment and directed staff to make revisions. The Planning and Sustainability Commission presented the Recommended Draft to City Council, which unanimously adopted the Portland Plan.

Overall, Phase 4 of Portland Plan public involvement approaches and goals have been positive. Despite the extended timeframe to Phase 4, the three Planning and Sustainability Commission public hearings were well attended and testimony was given either in person or through the 180 letters and emails received. A highlight was the testimony provided by the Youth Planners and the Multnomah County

Youth Commissioners, who gave the stories behind the strategies proposed to improve success and graduation rates. With an 'equity lens', youth chose to focus on the most vulnerable populations of youth who experience the greatest historic barriers to academic and life success. This public engagement shaped the Planning and Sustainability Commission's direction to staff in suggested changes that were incorporated in the Recommended Draft that went before City Council.

Portland Plan staff continued maintaining existing relationships with community members and organizations, for example the formal sponsorships between BPS and the Diversity and Civic Leadership Partners was renewed by City Council for Phase 4 and Portland Plan implementation that includes the beginning of the Comprehensive Plan Update process. Staff continued conducting outreach strategies with the Diversity and Civic Leadership Partners and other community partners to engage the diverse non-geographic groups of Portland in relevant and culturally appropriate ways. Lessons learned as reported in this document will directly inform and shape the Comprehensive Plan Update and other planning-related processes.

## Evaluation of Phase 4 Public Involvement Goals

### Public Participation Goals and Measures of Success

It is important to regularly evaluate and report back to the CIC, Planning and Sustainability Commission and others in the community to relate the effectiveness of the Portland Plan public participation and engagement efforts. Before the phases of the Portland Plan public involvement began, the CIC Outreach Subcommittee established goals and measures of success to gauge ongoing success of public participation and engagement methods. It is worth noting that during the evaluation of Phase 2 of Portland Plan public involvement, CIC members and staff reworded Goal 1 and Goal 5 for more clarity.

Portland Plan staff recognizes constraints related to budget and staff capacity and have been working to make the most of opportunities through engaging new and previously involved community members. Portland Plan staff aims to complete as much comprehensive an outreach and engagement program as possible, given these constraints.

Quantitative and qualitative data related to the measures of success for the goals can be found in Appendix A. Phase 4 evaluation comments from the CIC highlighted later in this report along with specific comments listed in Appendix B, that contribute to the following discussion of strengths and weaknesses of Phase 4 public participation efforts. The Public Participation Goals are as follows:

**Goal 1:** Build on new and existing relationships

**Goal 2:** Engage broader and more diverse groups with education and information, and provide all interested with enough education so they can meaningfully participate

**Goal 3:** Provide multiple venues and means for community involvement and engagement

**Goal 4:** Involve as many people as possible

**Goal 5:** Acknowledge that Portlanders are being heard, and show how their comments are being incorporated into the Portland Plan

## Goal 1: Build on new and existing relationships

A successful public outreach and engagement effort will expand upon these existing relationships to best leverage diverse individual and group perspectives in the Portland Plan process.

Areas of improvement identified in the **Phase 1** report include:

- *Need more bureau and partner agency assistance with outreach and engagement with their employees and constituents; and*
- *Need to build more relationships with new groups, especially under-served and non-geographic issue-oriented communities.*

Areas of improvement identified in the **Phase 2** report include:

- *Continue to seek bureau and partner agency assistance with outreach and engagement; and*
- *Continue to build new and ongoing relationships with under-served and non-geographic issue-oriented groups, including cultural groups, faith communities, homeless communities, renters and minority businesses.*

Areas of improvement identified in the **Phase 3** report include:

- *Continue to seek bureau and partner agency assistance with outreach and engagement; and*
- *Continue to build new and on-going relationships with under-served and non-geographic issue-oriented grounds including: cultural groups, faith communities, homeless communities, renters, and minority businesses.*

## SUCSESSES

Phase 4 of the Portland Plan included tabling at many of the summer fairs and events, such as the East Portland Exposition, several National Night Out locations, the Fix-It Fairs and the Gay Fair in the Square. This outreach approach continued to result in engaging over 700 Portlanders otherwise unlikely to participate in the Portland Plan process. Altogether, staff tabled at 21 fairs and events in Phase 4.

Portland Plan staff continued to maintain relationships developed prior to the Portland Plan process as well as new relationships developed during Phases 1, 2 and 3. Many interest-based organizations, neighborhood coalitions and individual neighborhood and business associations received ongoing updates at their meetings on the progress of the Portland Plan. New to this phase, was the focus on the World Health Organization (WHO) Age Friendly Cities Global Network concept with Portland Plan staff serving on the steering committee and Portland State University graduate students working on an age friendly cities project that informed the Healthy Connected City strategy. The coordination with Cradle to Career and health partners was notable. See results for Goal 2 for engagement with Diversity Civic Leadership Committee organizations.

Portland Plan staff had intended to publish the Proposed Draft of the Portland Plan in mid to late-summer 2011, and much of the outreach strategy was geared towards summer availability of the Proposed Draft rather than the actual public release of October 2011. As a result of this delay, much of the engagement at the summer fairs and events and Portland Plan presentations to community groups was limited to general information on the Portland Plan rather than opportunities to discuss content and how



to testify before the Planning and Sustainability Commission, which would have made for a much more dynamic experience for the public.

Once the draft Portland Plan was available in Phase 4, Portland Plan staff had an opportunity to expand and improve outreach to a greater number of the City of Portland's 44 boards and commissions. Besides the Planning and Sustainability Commission and the Public Involvement Advisory Council, Portland Plan staff presented to and heard from the Human Rights Commission, the Portland Parks Board, the Bicycle Advisory Committee, the Freight Commission, the Historic Landmarks Commission, the Design Commission and the Small Business Advisory Council.

#### AREAS FOR IMPROVEMENT

- Continue to seek bureau and partner agency assistance with outreach and engagement.
- Continue to build new and ongoing relationships with under-served and non-geographic issue-oriented groups, including cultural groups, faith communities, homeless communities, renters, and minority businesses.
- Continue — and in some cases broaden — involvement with City of Portland boards, committees and commissions.
- Ensure there is adequate time between the public release of a draft document and the corresponding public hearings and public comment period, while factoring in time for organizations to meet and coordinate an official response, as well as, avoiding the holidays for the public comment period.

#### APPLICATION TO THE COMPREHENSIVE PLAN UPDATE AND BEYOND

All the areas of improvement bulleted above have application to the Comprehensive Plan Update and subsequent public involvement efforts for the bureau.

## Goal 2: Engage broader and more diverse groups with education and information, and provide all interested with enough education so they can meaningfully participate

A well-designed public engagement program will provide widely understandable and meaningful materials and information describing the project in a manner that encourages participation of those who are traditionally underrepresented in public processes.

Areas of improvement identified in the **Phase 1** report include:

- *Continue to produce meaningful materials translated into other languages, large print and Braille; and*
- *Provide simplified easy-to-understand materials to newcomers, highlighting why they might want to participate, continue diverse media coverage, and expand outreach to renters.*

Areas of improvement identified in the **Phase 2** report include:

- *Increase the percentage of participants from under-represented communities. For example, while Latinos make up 9 percent of Portland's population, only 3 percent of survey respondents identified themselves as Latino (see Appendix C for demographics of both workshop participants and survey respondents).*
- *Improve marketing for services available at outreach events and workshops. Services that would allow greater participation from under-represented communities (interpretation, child care, Braille) were underutilized.*
- *Utilize the accessibility checklist provided by ONI when choosing future sites for Portland Plan events to improve the general accessibility to all participants.*
- *Implement frequent and regular analysis of survey and/or workshop demographics to better target communities under-represented and to refocus outreach efforts.*
- *Increase outreach to and support from non-English language media, such as radio, newspapers, etc.*
- *Continue to outreach and engage renters and the homeless population.*
- *Continue to outreach and engage the business community, specifically engaging management-levels of larger businesses and employees in the area.*
- *Develop fewer and simpler survey questions that will be easier to understand than Phase 2 survey questions.*

Areas of improvement identified in the **Phase 3** report include:

- *Targeted outreach to faith-based organizations, especially those with high concentrations of newcomers and groups typically underrepresented in public processes*
- *IRCO's ENGAGE workshop attendees provided feedback on the format of and ability to be informed by the Portland Plan Fair they attended:*

- *Exhibits should be more interactive with fewer words and posters.*
- *With limited translated materials, the fair was not friendly to English-learners.*
- *Conduct more outreach to ethnic community organizations.*
- *Improve coordination with IRCO to translate advertisements and materials.*

## SUCSESSES

### Translated Materials

Portland Plan staff coordinated the translation of the final brochure into four languages: Chinese, Russian, Spanish and Vietnamese. Translated brochures were used at the various community events and in coordination with the Diversity and Civic Leadership Program (DCL) Program.

Informational brochures and the draft versions of the Portland Plan and corresponding summaries were also provided in large print, but were not available for the Planning and Sustainability Commission hearings. Ability advocates voices their concern that large print or html-friendly materials were not available in a timely manner. Portland Plan staff addressed this concern by providing large print materials of the Proposed Draft of the Portland Plan within a week of when these concerns were raised and large print materials were made available right on the onset of when the Recommended Draft of the Portland Plan was available to the public for the City Council hearings.

### Youth

The Youth Planning Program (YPP) conducted the following activities in support of the final draft of the Portland Plan. During this period, four Youth Planners that worked as paid intern staff at the Bureau of Planning and Sustainability (BPS). These Youth Planners developed all the methodology and tools, opinion polling/surveying, content, and analysis to contribute “youth voice” into the Portland Plan.

1. **My Voice, Our City Survey (MVOC)** – The survey included six open ended questions and was conducted over summer 2011. The targeted demographic was youth ages 13-25 in and around Portland. In total, 178 surveys were collected through the following means: 1) canvassing at: Lloyd Center Mall, Portland State University Campus, David Douglas HS and 162<sup>nd</sup> Max Stop; 2) small focus groups were conducted with: Multnomah Youth Commission and Groundwork Portland Green Teams; and 3) an online version was created on surveymonkey.com.
2. **Portland Plan Youth Testimony** – The Youth Planning Program organized eight City and County youth program leaders and youth from the community to speak at the three Planning and Sustainability Commission Portland Plan hearings in November 2011. Youth testimony was provided by four Youth Commissioners from the St. Johns, Sellwood, and East Portland communities of Portland; three Youth Planners from Eliot, Lents, and Powellhurst neighborhoods; and one youth community member from the Mill Park Neighborhood.

Building on the findings of the MVOC survey, Youth Planners and Youth Commissioners wanted to give Portland Plan staff and commissioners the stories behind the strategies proposed to improve success and graduation rates. With an ‘equity lens’, youth chose to focus on the most vulnerable populations of youth who experience the greatest historic barriers to academic and life success. Youth of color, low income, queer, and immigrant or refugee youth represented their own experiences in the public testimony given. Additionally, youth from more privileged backgrounds spoke in support of recognizing the deep disparities between

our communities and neighborhoods, and to leverage our collective resources and power to include youth at the center to develop solutions to these issues.

3. Youth-led Portland Plan Work Session – Eighteen youth attended from different neighborhoods of the city to give their final input and perspective to planners writing the final draft of the Portland Plan. This four-hour session included dinner, raffle prizes, break out activities, and games to build a sense of trust in the space (for both youth and adults), in order for youth to share openly and honestly about what works and what does not for them in their city. Portland Plan staff, City staff from various offices and a Planning and Sustainability Commissioner attended to observe youth input. Youth Planners facilitated and led all discussions. Adults listened while the youth provided feedback through their participation in engaging activities.

#### Diversity & Civic Leadership Program (DCL)

Collaboration with the Diversity & Civic Leadership Program (DCL) and its five member organizations: the Center for Intercultural Organizing (CIO), Immigrant and Refugee Community Organization (IRCO), Latino Network, Native American Youth and Family Center (NAYA), and the Urban League of Portland.

Portland City Council renewed a sponsorship program in February 2012, in which the DCL member groups receive funds to conduct culturally meaningful and appropriate public engagement for future Portland Plan implementation efforts, including involvement in the Comprehensive Plan Update. A synopsis of each DCL partner's desired outcomes, overview of approaches and efforts for Portland Plan involvement follows.

#### The Center for Intercultural Organizing

The Center for Intercultural Organizing (CIO) seeks to increase immigrant and refugee community involvement in public policy decisions made at the city level by utilizing the Portland Plan to build community capacity and educate the community about key policy decisions that have a direct impact on their lives. CIO has an existing program, the Pan-Immigrant Leadership and Organizing Training (PILOT) program, and participants in this program will work with staff and board members to review, analyze and publicly present the contents of the Portland Plan.

In tandem with this work, CIO and its constituents will develop a multimedia campaign that offers explanations of the Portland Plan components to present to the immigrant and refugee community and the public-at-large.

#### *What's happened within Phase 4...*

- Advocated for stronger equity language in the final Portland Plan as it went to the Council for final approval.
- Educated and briefed key immigrant and refugee stakeholders about the Portland Council for final approval.
- Supported the development of the Office of Equity and Human Rights as it went to Council for approval.
- Supported the implementation of the Office of Equity and Human Rights after approval, including meeting with the newly-appointed Director.

## The Immigrant Refugee Community Organization

The Immigrant and Refugee Community Organization (IRCO) plans to educate and engage communities about the Portland Plan while learning ways to actively influence its design and content. The organization also plans to identify ways to advocate for important community issues in Portland that may be outside the scope of the Portland Plan. IRCO plans to train staff and community leaders about the Portland Plan, utilizing existing ENGAGE meetings. The October Community Needs Assessment Conference helped inform the discussion of community issues and the connection between those issues and the Portland Plan. Further community meetings with the Slavic, African and Asian communities and those who have been underrepresented throughout the process will be scheduled. IRCO also suggests holding a collective community event for the constituents of all DCL partners.

## Latino Network

The Latino Network seeks to increase the Latino community's voice and vision in public policymaking and utilize Portland Plan involvement to help achieve this objective. Latino Network uses the popular education and self-determination models for community engagement. Both take more time and resources but yield richer inputs and stronger community capacity building opportunities. In addition to the care this approach requires, the level of effort needed to engage the Latino community is significant given the community history of fear of government, language barriers, concentration of young people, and high concentrations of poverty.

Latino Network's participation in the DCL Portland Plan grant coincided with the roll out of their first formal civic engagement program called Líderes which sees Latino community members develop their leadership and civic engagement capacity. The capacity built through the first grant cycle was felt to be significant and the Latino Network Líderes program now feels well positioned to continue to grow their community's capacity for involvement and Latino Network's participation in future BPS work.

### *What's happened within Phase 4...*

Latino Network has been actively engaged in the Portland Plan process, the transition into the Comprehensive Plan Phase and vital Latino community issues that address Portland Plan objectives.

Latino Network staff members have met one on one with BPS staff in an effort to better understand the complexities of the process and transition into the Comprehensive Plan Phase. Additionally, staff have met with BPS staff in combination with fellow Diverse Civic Leaders partners to understand public participation opportunities. Latino Network staff continues to share updates with stakeholders, educate community members about the ongoing development of the Plan, and provide information about opportunities for engagement. Latino Network Program Director, Cynthia Gomez, attended the City Council Hearing and provided invited testimony about the collective experiences of Diversity & Civic Leadership partners involved in the public participation process.

Latino Network was actively engaged in recruiting Latino community members for the Comprehensive Plan Policy Expert Groups advisory committees. Challenges included daytime meetings, language barriers, a complex application process and time commitments. Additionally, the use of the word "expert" brought questions from perspective applicants as to the abilities and skills of community members to fulfill committee obligations. Since no community members stepped forward to apply, Cynthia Gomez and Jackeline Luna applied and were accepted to the Infrastructure Equity Policy Expert Group. In order

to be successful, Latino Network is currently working with BPS staff to ensure the environment, culture, time, space and language barriers are addressed.

Lastly, Latino Network is working on a variety of fronts on community issues and policy development related to the Portland Plan. One such example is our work to shape the outreach efforts and next steps outlined in the Urban Food Zoning Code Updates. Staff worked in partnership with Upstream Public Health to address concerns that low income and communities of color were not being informed of the updates or opportunities related to changes to food codes. Latino Network (including DCL partners) saw the changes as an opportunity to engage disenfranchised groups in market gardens, community gardens, farmers markets, food membership distribution sites, and raising animals and bees. Program Director, Cynthia Gomez submitted testimony to the Planning and Sustainability Commission and will also provide testimony in June to City Council addressing more specific concerns related to revisions of the document that took into account suggestions set forth by Latino Network, Upstream Public Health and DCL partners. The specific items we seek to be added to the language of the policy document are to engage community specific organization in outreach.

#### Native American Youth and Family Center

The Portland Youth and Elders Council (PYEC) wants to bring a clearer understanding to the Native American community of the benefits of contributing perspectives for how the City can best serve their needs. This effort is also intended for the Native American community to recognize how the City can have direct influence on the well-being of the community's families and children. The PYEC intends to develop leadership within their grassroots advocacy group to help individuals become better equipped to share information with the broader community. This leadership development will lead to more effective teaching, coalition building and exponentially shared knowledge. PYEC will host work sessions and also suggests a united DCL event for communities of color.

#### *What's happened within Phase 4...*

The Portland Youth and Elders Council have been actively engaged with PSU Age Friendly Advisory Group working on an aging initiative that was included in the Portland Plan. NAYA staff members have been continually educating and updating community through general council meetings and steering committee discussions. NAYA staff members have been working with the Office of Equity and Human Rights to advance human rights issues in the Portland Plan.

#### Urban League

The Urban League plans to engage African Americans, other people of color and low income community members in determining priorities for the Portland Plan. Their goal is to ensure that equity is reflected throughout the plan and through the development of an "equity tool" used to evaluate priorities and actions. The Urban League plans to utilize an African American community needs assessment survey and promote a comprehensive approach to reduce disparity by including measurable improvements to economic, social and health outcomes and conditions as part of the Portland Plan. Outreach and involvement will include the development of a survey(s), canvassing, various methods of advertising and notification and a hosted meeting(s) with Portland Plan staff.

### *What's happened within Phase 4...*

The Urban League continued to conduct outreach and encourage engagement by the African American community in the Portland Plan. They distributed informational flyers about the Portland Plan in all our tabling events over the year to raise awareness about the Plan. The League helped organize a presence at City Hall to testify in favor of the passage of the Portland Plan by City Council; about 20 members attended a packed hearing, and the Urban League provided testimony.

The Urban League continued to provide input in the development of the Office of Equity and Human Rights (OEHR), by participating in the Creation Committee, the Search and Orientation for the new Director. We have ensured that our community is aware of establishment and development of the OEHR, and how it is establishing goals and strategies, to implement the Portland Plan and ensure accountability to the community. We have worked to ensure that the Portland Plan and the Equity Initiative is at the heart of the work of the Office.

In March, the Urban League submitted three applications to the Comprehensive Plan Update's Policy Expert Groups (PEGs). Two applicants were from our Social Justice and Civic Leadership (SJCL) cohort. The Urban League has secured places on the Education and Youth Success, the Economic Development and the Infrastructure Equity PEGs. We are also working on the Health and Equity Network to coordinate participation of equity advocates in the PEGs.

The Urban League has worked during the last quarter on finalizing the draft of a Racial Equity Strategy Guide, that will help City leadership and bureaus develop and implement equity strategies designed to improve outcomes in service delivery, planning, programs and city operations for communities of color and other marginalized communities. The guide will help inform the work of directors, staff, and policy makers and build a consciousness to develop an equity framework and achieve more equitable outcomes. Through this process, we are hopeful that this process will be a 'norm' and that the operational standards of the institutions will reflect that in determining the on-going work of each bureau.

In addition, to beginning to implement a key strategy of the Portland Plan, Thriving Educated Youth, the Urban League is in partnership on the Cradle to Career initiative in which the City of Portland is a key participant.

#### AREAS FOR IMPROVEMENT

- Drafts released for public comment and other outreach material should be available in large print and html-friendly versions at the time of public release.
- Youth participation in Phase 4 was highly visible and had three distinct engagement approaches. Youth testimony that was built upon experience and data collected in the My Voice, Our City survey had a significant impact on both the tone of the Planning and Sustainability Commission hearings and the commissioners' direction to Portland Plan staff on the Recommended Draft that went before City Council. Future planning efforts should aim for the youth engagement that occurred within Phase 4 of the Portland Plan.

#### APPLICATION TO THE COMPREHENSIVE PLAN UPDATE AND BEYOND

All the areas of improvement bulleted above have application to the Comprehensive Plan Update and subsequent public involvement efforts for the bureau.

### Goal 3: Provide multiple venues and means for community involvement and engagement

To accommodate various needs as well as rapidly changing technology, a successful public involvement process will utilize many venues and output to advertise events, share information, and solicit feedback. Venues not traditionally used such as social media, the internet, local public television and radio, and large print materials allow us to reach a more representative sample of Portland's diverse communities.

Areas of improvement identified in the **Phase 1** report include:

- *Need to monitor and record the number of first-time participants;*
- *Continue to offer food, childcare, and translators; and*
- *Explore ideas and implement additional interactive tools for engagement.*

Areas of improvement identified in **Phase 2** report include:

- *Develop a new tool to determine the number of first time Portland Plan participants;*
- *Develop and implement a new tool to collect data on participants of Portland Plan events other than workshops and surveys;*
- *Improve marketing of services such as childcare and translation services so they may be better utilized; and*
- *Consider and implement new interactive outreach tools in Phase 3.*

Areas of improvement identified in **Phase 3** report include:

- *Coordinate more with venues to advertise events to those who use or visit the facility. For instance, flyers announcing the Portland Plan Fair at IRCO were created but not displayed at IRCO. Also consider translating flyers.*

### SUCSESSES

Portland Plan staff participated in 21 community events (see Appendix D for the list of all events), including multiple National Night Out events, street fairs, trade fairs, and the Fix-It Fairs. These community fair events allowed Portland Plan staff to reach approximately 700 Portlanders who might not have otherwise been involved. New to Phase 4, Portland Plan staff began tracking the number of contacts with use of a hand held counter while tabling. Tracking the number of contacts provided both additional quantitative information to the public participation data and to highlight at which events Portland Plan staff engaged more Portlanders.

During November 2011, more than 68 people provided testimony at the three hearings before the Planning and Sustainability Commission, while 180 letters and emails of testimony were sent in to the commission. Two of the three Planning and Sustainability Commission hearings were held in community locations; specifically the November 8, 2011 hearing was held at Jefferson High School in North Portland and the November 15, 2011 hearing was held at Parkrose High School in East Portland. The community locations were more accessible to specific community groups, such as, CIO, Urban League and the members of the East Portland Action Plan (EPAP). Unfortunately, the hearing at Jefferson was scheduled for the same evening as the Northeast Coalition of Neighborhoods Land Use Chairs meeting.



Each of the three hearings was structured with a presentation by Portland Plan staff, testimony and then discussion by the Planning and Sustainability Commissioners. The last hearing held at the 1900 Building had the largest attendance and a notable turn out by the Portland Commission on Disabilities (PCOD) emphasizing their frustration about feeling largely unheard despite working with Portland Plan staff, and that their feedback had not been reflected in the version of the draft before the Planning and Sustainability Commission. During and immediately following the hearings, several individuals and community groups were consulted on revisions to the draft before advancing it to City Council.

#### AREAS FOR IMPROVEMENT

- Continue to coordinate more with venues to advertise events to those who use or visit the facility. At both Planning and Sustainability Commission hearings at Jefferson High School and Parkrose High School, the public that attended were there due to announcements received from their neighborhood, business and/or community organization affiliations, but not from the public schools.
- Consider the date and time of hearings, workshops and verify that the scheduling does not conflict with the local organizations regularly scheduled meetings.

#### APPLICATION TO THE COMPREHENSIVE PLAN UPDATE AND BEYOND

All the areas of improvement bulleted above have application to the Comprehensive Plan Update and subsequent public involvement efforts for the bureau.

## Goal 4: Involve as many people as possible

With Portland's population nearing 576,000 people and growing in size and diversity, it's important for the Portland Plan to involve as many people as possible in hopes that a representative sample will participate and provide their unique perspectives and ideas.

Areas of improvement identified in the **Phase 1** report include:

- *Continue to engage more people, especially non-geographic communities and first-timers.*

Areas of improvement identified in the **Phase 2** report include:

- *Develop new tools to better measure and keep track of the number of Portlanders engaged at public events;*
- *Identify new groups and communities that have yet to be involved in the Portland Plan process; and*
- *Implement more focused outreach to the disabilities community, to the education community and to the business community.*

Areas of improvement identified in the **Phase 3** report include:

- *Continue to engage more people, especially non-geographic communities and first-timers; and*
- *Develop new tools to better measure and keep track of the number of Portlanders engaged at public events.*

## SUCSESSES

The Portland Plan hearings before Planning and Sustainability Commission resulted in 68 individuals providing testimony at the hearings, while 180 letters and emails of testimony were submitted to the Planning and Sustainability Commission. There were approximately 1,360 attendees to the 107 Portland Plan presentations before neighborhood and business associations, interest-based groups and other community groups. Portland Plan staff began tracking the numbers of contacts while tabling at the 21 community-sponsored fairs and events, which resulted in engaging over 700 Portlanders. As mentioned within the previous goal, new to Phase 4, Portland Plan staff began tracking the number of contacts with use of a hand held counter while tabling. Tracking the number of contacts provided both additional quantitative information to the public participation data and to highlight at which events Portland Plan staff engaged more Portlanders. Additionally, staff continued to engage more Portlanders through social media, increasing Facebook fans, Twitter followers, and the number of views on the Portland Plan Flickr account and pdxplan.com (see Appendix A for all figures).

## AREAS FOR IMPROVEMENT

As stated in previous progress reports, continuing to engage more people, especially non-geographic communities and first-timers is a constant area for improvement.

## APPLICATION TO THE COMPREHENSIVE PLAN UPDATE AND BEYOND

All the areas of improvement bulleted above have application to the Comprehensive Plan Update and subsequent public involvement efforts for the bureau.

## Goal 5 - Acknowledge that Portlanders are being heard, and show how their comments are being incorporated into the Portland Plan

Community members, groups and organizations are concerned about the transparency and meaningfulness of how public input is utilized in planning processes. A successful outreach effort will demonstrate transparency and how community voices and opinions were utilized in the development of the Portland Plan.

Areas of improvement identified in the **Phase 1** report include:

- *Continue to demonstrate to the public in documents and information provided in each phase, how their comments are being incorporated from previous input; and*
- *Report results and findings from previous phases on website and in future Portland Plan documents.*

Areas of improvement identified in the **Phase 2** report include:

- *Develop evaluation forms for specialized events (instead of only workshops); and*
- *Continue to report back and demonstrate to participants in workshops and events that previous input is being incorporated into current materials and proposals.*

Areas of improvement identified in the **Phase 3** report include:

- *Share analysis of public feedback in a timely manner. Simply posting the survey results and public comments from the Portland Plan Fairs on the website did not clearly demonstrate to the public how their feedback was being factored into drafting of the plan.*

## SUCSESSES

During November and December 2011, Portland Plan staff met with several groups to discuss the Proposed Draft of the Portland Plan. Specifically, a meeting was had with CIO to go over testimony received, which resulted in the addition of a gentrification and displacement section that called out Portland Plan actions focusing on this issue. The Equity TAG, which now included several community members, was involved with further review and refinement of the gentrification and displacement section. Portland Plan staff also met with Age-Friendly stakeholders including Portland State University's Institute on Aging, Elders in Action and AARP following testimony received to coordinate on revisions, which resulted in the addition of the section on Portland being a place for all generations. The East Portland section was another added to the draft that went before Council, due to coordination with various community stakeholders and neighborhood groups.

During the Planning and Sustainability Commission hearings, staff memoranda updated the commission on both the public testimony received and the staff analysis and response to the public testimony. It is worth noting that copies of the 180 letters and emails of public testimony were attached to each subsequent staff memorandum. In their entirety, these staff memoranda were posted on the website and provided at later hearings. Additionally, Portland Plan staff summarized the memoranda in presentations at the hearings to the Planning and Sustainability Commission. This process was replicated at the City Council hearings. The response time to the public feedback was greatly improved, partially due to the requirements of the formal hearing process and lessons learned from Phase 3.

## AREAS FOR IMPROVEMENT

Continue to report back and demonstrate to participants that previous input is being incorporated into current materials and proposals.

## APPLICATION TO THE COMPREHENSIVE PLAN UPDATE AND BEYOND

All the areas of improvement bulleted above have application to the Comprehensive Plan Update and subsequent public involvement efforts for the bureau.

## Evaluation of Phase 4 Public Involvement Approaches

To begin evaluating Phase 4 of Portland Plan public participation activities, Portland Plan staff asked the following questions:

- Are we meeting our goals for successful participation?
- Have the approaches used helped us to meet our goals?

### Approaches Used and Lessons Learned

A variety of outreach and engagement approaches has been used, and will continue to be used, throughout the Portland Plan public process. Table 1 below shows the opportunities and limitations of a new approach to Portland Plan public involvement, “Various community locations for public hearings”. Table 2 reviews the various approaches used in Phase 4 that were also used in Phases 1,2 and 3, in particular the lessons learned and how Portland Plan staff and CIC members have responded to prior and new lessons learned.

*Table 1. Evaluation of New Approaches Utilized in Phase 4 of Portland Plan Outreach*

Various community locations for public hearings		
Opportunities	Limitations	Lessons for Next Phases
<ul style="list-style-type: none"> <li>▪ Varying the public hearing locations, may provide options in closer proximity to people who wouldn't typically attend an evening public hearing located downtown Portland</li> <li>▪ Promoting a public hearing through the venue and local community groups could draw Portlanders that would not otherwise be aware of hearing and/or planning efforts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Can conflict with local events in the targeted geographic area, as well as, community and interest-based groups in the near proximity</li> <li>▪ The formal nature to a public hearing may not be of interest, may be intimidating and information presented may be overly technical for Portlanders to provide testimony</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve directional signage</li> <li>▪ Coordinate with venues and local community groups on scheduling, promotion and providing additional information where there is an interest</li> </ul>

**Table 2. Incorporating Lessons Learned from Phase 2**

<b>Workshops</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>▪ Advertise earlier and to diverse audiences for broader participation</li> <li>▪ Announcement distribution at numerous locations citywide did not result in increase in participation</li> <li>▪ Evaluate holding more workshops on Saturdays (and potentially on Sunday afternoons) to accommodate people who cannot attend evening sessions</li> </ul>	<p><b>Phases 1 &amp; 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Provide more targeted outreach when offering interpretation and childcare services so that people take advantage of these services</li> <li>▪ Have hosts who can invite and accompany newcomers</li> <li>▪ Phase 2 workshops were well-advertised in advance with a “Save the Date” flyer that provided dates, times, and locations of Phase 2 workshops (with the exception of the business-focused workshop)</li> <li>▪ Stronger relationships with partner agencies resulted in increased advertising to partner agencies’ constituents and thus more diverse participants</li> <li>▪ Holding more workshops on weekends and in the evenings did not result in increased attendance</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ The business-focused workshop was expanded to three events: the main event, one hosted by APNBA and the other hosted by NINA.</li> </ul>
<b>Overviews at Group Meetings</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phases 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>▪ Need to have up-to-date and meaningful materials to share with community groups and let people know how they can meaningfully plug in to the process</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ With limited resources, it has been difficult for Portland Plan staff to produce frequently updated meaningful materials for specific community groups</li> </ul> <p><b>Phases 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Improve communication around the Portland Plan and its relationship to the Comprehensive Plan and other planning efforts</li> <li>▪ Continue relationship with periodic check-ins and follow up to questions and feedback provided</li> </ul>
<b>Hosted Presentations and Town Halls</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>▪ Need to continue to build ongoing relationships such as with non-geographic groups to build trust and demonstrate that their voices are being heard</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>▪ Continue Town Hall events</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Two successful Town Hall events: one for the LGBTQ community and one for the arts community, both were covered generously by the media</li> <li>▪ Make sure format for “town halls” meet the expectations of the public i.e. attendees have the opportunity to provide input directly</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ One Town Hall event was held for the disabilities community.</li> </ul> <p><b>Phase 4 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Town Hall events are more appropriate in earlier phases of a project</li> <li>▪</li> </ul>

<b>Hard Copy and Online Surveys</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>▪ Consider translation of surveys into popular non-English languages and large print for the visually impaired.</li> <li>▪ Continue to provide materials at public libraries, colleges and neighborhood coalition offices</li> <li>▪ Next survey needs to be shorter and more easily comprehensible by the public</li> <li>▪ Focus survey outreach to renters and homeless</li> <li>▪ Monitor demographics of who's completing surveys so staff can respond with additional targeted outreach to those groups not completing the survey</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Surveys were translated into four non-English languages for Phase 2: Spanish, Vietnamese, Russian, and Chinese</li> <li>▪ Unfortunately the Phase 2 survey was longer and, by some accounts, harder to comprehend</li> <li>▪ Survey outreach to renters was improved by sending copies in the Curbsider newsletter to every household in Portland; the surveys were mailed to only single-family households in Phase 1</li> <li>▪ There were no improvements in Phase 2 to focus survey outreach to the homeless community. Staff lacks the relationships and tools to access the homeless community. This is an area for improvement for Phase 3.</li> <li>▪ Demographic questions were incorporated into all Phase 2 workshops and surveys unlike Phase 1 which failed to ask demographic questions for mail-in surveys</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Advised the Office of Management and Finance to translate their survey in the February's issue of the Curbsider into four languages (Chinese, Russian, Spanish and Vietnamese) paired with culturally appropriate outreach.</li> </ul> <p><b>Phase 4 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Conducted a youth specific survey through canvassing, focus groups and an online version</li> </ul>
<b>Special Outreach Activities with Non-geographic &amp; Community Groups</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>▪ Need to ensure Portland Plan messaging/information is accessible and easy to understand for non-geographic and special-interest groups</li> <li>▪ Need to show how previous non-geographic group input from visionPDX will be incorporated and followed through in Portland Plan</li> <li>▪ Need to continue to build relationships with community organizations and encourage their participation in the Portland Plan development</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>▪ Need to assist organizations with outreach efforts as requested</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Stronger relationships with organizations who advocate for non-geographic communities, the new DCL grant program, and the visible equity work produced by staff have helped gain trust in the communities and will hopefully encourage increased participation</li> <li>▪ Translating the Phase 2 brochure and survey into four non-English languages made the messaging and information more accessible to specific non-geographic communities</li> <li>▪ Newly created graphics that display visionPDX as part of the foundation to Portland Plan content have been incorporated into outreach materials and the website</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Translated the Curbsider into four non-English languages and made the messaging and information more accessible to specific non-geographic communities</li> </ul>

<b>Social Media</b>	
Lessons Learned	Incorporating Lessons Learned
<p><b>Phases 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>▪ Staff training needed</li> <li>▪ Promoting and documenting events</li> </ul>	<p><b>Phase 1 &amp; 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Unfortunately no staff training has taken place due to limited resources</li> <li>▪ Social media used to promote Phase 2 Workshops with a contest promotion on Twitter</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Promotion and documentation of the speaker series, the PSC hearings and work sessions, and the Portland Plan Fairs</li> <li>▪ Social media was employed to make connections to similar initiatives and efforts, our partner organizations and bureaus, CIC members and youth planners, as well as, essays and editorials that offered food for thought</li> </ul> <p><b>Phase 4 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Portland Plan staff has participated in social media training and incorporating social media in public involvement has greatly improved since Phase 1</li> </ul>
<b>Marketing and Communications</b>	
Lessons Learned	Incorporating Lessons Learned
<p><b>Phases 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>▪ Need to buy more ads in more foreign language papers, and Observer, Just Out, etc.</li> <li>▪ Utilize marketing and communications staff from agency partners to assist with outreach and engagement to their constituents</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Half-page ads were placed in the following cultural/minority papers: El Hispanic News, Asian Reporter, Portland Observer, Just Out, and Portland Family</li> <li>▪ Informally, agency partners have increased outreach efforts to both their staff and their constituents; however no formal relationships were established with the marketing and communications staff at our partner agencies</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Continuation of ads placed in the following cultural/minority papers: El Hispanic News, Asian Reporter, Portland Observer, Just Out, and Portland Family</li> <li>▪ Partner agencies (PPS, HAP, PDC) helped get the word out with their e-newsletters, websites and social media channels</li> </ul>



Website	
Lessons Learned	Incorporating Lessons Learned
<p><b>Phases 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>Adapt for visually impaired and have buttons for information in languages other than English</li> </ul> <p><b>Phase 3</b></p> <ul style="list-style-type: none"> <li>Use of the website to communicate increasingly complex and technical information to an audience that was losing “buzz”</li> </ul>	<ul style="list-style-type: none"> <li>Due to both budget constraints and portland online’s inability to host non-English characters, information in languages other than English was not made available on the Portland Plan website</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>A series of blog posts were created to publicize and recap each of the speaker series events, which were streamed live on the web</li> <li>The fairs were promoted in a similar fashion with video and slide shows posted after each of the four events</li> </ul> <p><b>Phase 4 Adaptations</b></p> <ul style="list-style-type: none"> <li>A Portland Plan video was created to promote and summarize the plan</li> <li>The website has been transitioning to incorporate more html-friendly material to better accommodate the visually impaired</li> </ul>
Local Media (televised and audio)	
Lessons Learned	Incorporating Lessons Learned
<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>Need to produce large print materials and send to various media partners in a timely manner</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>Successfully reach television and radio stations that represent non-geographic communities</li> <li>Continue a television and establish an online video presence</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>Large print materials were created and were made available at the same time as other Portland Plan materials</li> <li>Initial contacts with non-English speaking radio stations were developed, however staff had a difficult time receiving follow up communications</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>Experimented with radio, placing :15 and :30 spots on OPB and KRYP respectively. With the Spanish-language radio station appearance, extra investment into value-added spots and on-air promos with Spanish-speaking staff and Colored Pencils organizers were leveraged.</li> <li>The Inspiring Communities series played 245 times for a total of 439 hours</li> <li>The Community Fair Spanish PSA played 39 times</li> <li>Contracted with Portland Community Media to videotape the fairs, but this time instead of broadcasting live and showing each fair in its entirety, PCM created a fun and breezy video that acted as a kind of visual montage of the events, with an into and closing call to action by the Mayor. The video was featured on the BPS YouTube channel.</li> </ul>

## Community Involvement Committee Members' Evaluation of Phase 4

To add an additional dimension to the Phase 4 outreach and engagement evaluation, Portland Plan staff posed the following three questions to CIC members in April for their input:

1. *Please provide us with your comments on Portland Plan outreach and engagement efforts for Phase 3 (September 2010 to May 2011). Please tell us what you liked about these efforts and make suggestions for improvement for us to consider in Phase 3 work.*
2. *To help us complete the Phase 3 progress report we need you to describe how you as a CIC member and Portland Plan Ambassador have assisted us in our engagement efforts including capitalizing on your existing relationships in the community.*
3. *Please provide us with any another comments or suggestions.*

Of the sixteen (16) CIC members who were emailed the above questions, 6 CIC members replied. Additionally, an hour of the May 16, 2012 CIC meeting was devoted to a Portland Plan debrief with a particular emphasis on the public involvement within Phase 4. The same evaluation questions were used to structure the debrief discussion at this meeting, so that more CIC members' perspectives could be incorporated. All member responses can be found in Appendix C. Below is a summary of key themes that emerged from CIC member responses.

### OVERVIEW OF CIC MEMBER RESPONSES

The CIC members who completed the Phase 4 evaluation offered valuable comments about the Portland Plan process. Several CIC members shared their disappointment in Phase 4 compared to earlier phases, partially due to that the outreach was less focused on events (workshops, fairs, forums, etc.) that created a lot of anticipation. Another CIC member emphasized the frustration with the Proposed Draft of the Portland Plan not being available until October 2012, when it was intended to be published in summer 2011.

Many CIC members stated the timing of Phase 4 felt out of line compared with the previous phases and that the comment period did not give neighborhood or other organizations enough time to come together and discuss the plan and still have time to prepare testimony. Another CIC member added that there should have been more effort to either continue community interest and involvement or at least clearly state and explain the gap between the high-level of involvement with previous phases and how it differs when entering a formal phase that includes public hearings.

One CIC member voiced concern about the continued confusion around the many initiatives taking place and the many different advisory groups (CIC, PPAG, Central City Plan, Quadrant Plan, etc.).

Another CIC member stated that the key strengths of the effort was the staff continued to learn throughout the process, improving outreach strategies and creating new relationships and building on them across the phases. There is still room to grow and it will be important to find ways to maintain those new relationships via liaison planners or other joint efforts with the Office of Neighborhood Involvement (ONI) and other bureaus in the future.

## Next Steps & Moving Forward

There were four phases to the development of the Portland Plan. At the completion of each previous phase, staff evaluated the public involvement process and identified successes and areas for improvement. Each phase of public outreach was modified based on those findings. An all-volunteer Community Involvement Committee (CIC) was convened in July 2009 to help guide the Portland Plan process. This CIC will continue to advise staff on the public involvement process for the Comprehensive Plan Update, a long-range 20-year plan that sets the framework for the physical development of the city to help implement the Portland Plan. The CIC will provide both continuity and a shared experience and commitment to a responsive public involvement process.

In Comprehensive Plan Update, staff will continue to:

### Lessons within Goal 1

- Continue to seek bureau and partner agency assistance with outreach and engagement.
- Continue to build new and ongoing relationships with under-served and non-geographic issue-oriented groups, including cultural groups, faith communities, homeless communities, renters, and minority businesses.
- Continue — and in some cases broaden — involvement with City of Portland boards, committees and commissions.
- Ensure there is adequate time between the public release of a draft document and the corresponding public hearings and public comment period, while factoring in time for organizations to meet and coordinate an official response, as well as, avoiding the holidays for the public comment period.

### Lessons within Goal 2

- Drafts released for public comment and other outreach material should be available in large print and html-friendly versions at the time of public release.
- Youth participation in Phase 4 was highly visible and had three distinct engagement approaches. Youth testimony that was built upon experience and data collected in the My Voice, Our City survey had a significant impact on both the tone of the Planning and Sustainability Commission hearings and the commissioners' direction to Portland Plan staff on the Recommended Draft that went before City Council. Future planning efforts should aim for the youth engagement that occurred within Phase 4 of the Portland Plan.

### Lessons within Goal 3

- Continue to coordinate more with venues to advertise events to those who use or visit the facility. At both Planning and Sustainability Commission hearings at Jefferson High School and Parkrose High School, the public that attended were there due to announcements received from their neighborhood, business and/or community organization affiliations, but not from the public schools.
- Consider the date and time of hearings, workshops and verify that the scheduling does not conflict with the local organizations regularly scheduled meetings.

Lessons within Goal 4

- Continue to engage more people, especially non-geographic communities and first-timers.

Lessons within Goal 5

- Continue to report back and demonstrate to participants that previous input is being incorporated into current materials and proposals.

## APPENDIX A - Measures of Success Data

### Goal 1. Build on new and existing relationships

Quantitative Measures and Descriptions		Data
<b>1.1</b>	# of visionPDX organization/group participants	<p>8 out of 55 visionPDX organizations were involved with Portland Plan during Phase 4</p> <p>6 out of 55 organizations that participated in visionPDX went on to host a Portland workshop, presentation/discussion during Phase 3</p> <p>10 out of 55 organizations that participated in visionPDX stakeholder interviews, engagement interviews, and Vision into Action grants went on to host a Portland Plan workshop, presentation and/or discussion during Phase 2</p>
<b>1.2</b>	Percent of individual participants who answered positively to a workshop evaluation question that asks whether or not they had a high level of knowledge and involvement on Portland issues.	<p>Phase 3 – Inspiring Communities Series, Question #2: 187 responses, 21 strongly agree, 96 agree = <b>63% positive</b></p> <p>Phase 3 Portland Plan Fairs, Question #2 and #3: Question 2: 27 responses, 10 strongly agree, 15 agree = 93% positive. Question 3: 27 responses, 9 strongly agree, 13 agree = 81% positive. Total = <b>87% positive</b></p> <p>Phase 2 – 68% (24% “strongly agreed”, 44% “agreed”)</p> <p>Phase 1 - 71% (19% "strongly agreed"; 52% "agreed")</p>
<b>1.3</b>	Number of staff from other City bureaus and agencies who participated in the Portland Plan outreach effort; and number of City bureaus/agencies that devoted staff time informing and engaging their contacts and relationships in the Portland Plan	<p>Phase 3 fair facilitators: PBOT (2); BES (3); PPR (1); Human Relations (1); ONI (1); PDC (1); Portland State University (1); Oregon Department of Human Services (1); <i>six bureaus and two agencies; 11 staff members</i></p> <p>Phase 2 workshop facilitators: PBOT (2); BES (3); PPR (1); and BDS (1); Human Relations (1); Cable (2); ONI (2); OMF (1); Housing Bureau (3); <i>10 bureaus and agencies; 15 staff members</i></p> <p>Additionally in Phase 2, 8 community member volunteers were trained by partner agency ONI and used as facilitators for the workshops.</p>
<b>1.4</b>	Describe the new and existing relationships built upon during the Portland Plan outreach process thus far.	<p>With the Portland Plan brochure translated into Spanish, Russian, Chinese and Vietnamese, new connections were made to non-English speakers through outreach efforts at community-sponsored events and through coordination with the Diversity &amp; Civic Leadership Partners.</p> <p>New relationships were formed with the World Health Organization (WHO) Age Friendly Cities Global Network concept with Portland Plan staff serving on the steering committee and Portland State University graduate students working on an age friendly cities project that informed the Healthy Connected City strategy. The coordination with Cradle to Career and health partners was notable.</p> <p>Relationships continued with the Citywide Land Use Group, American Institute of Architects, the Portland Business Alliance, City Club and neighborhoods and business associations.</p>

Quantitative Measures and Descriptions		Data
<b>1.5.1</b>	Describe the CIC member's and Staff's involvement in maintaining existing relationships within the community.	CIC members used their existing connections to arts, education, businesses organizations, communities with disabilities, housing/residents, etc to plan and target outreach, engagement materials, activities and events with Portland Plan staff.  See Measure 1.4 above for staff's existing relationships which are generally based on traditional work on planning and sustainability projects.
<b>1.6</b>	Ask CIC member's to report engagement efforts and relationships maintained throughout the community through Portland Plan outreach.	In general, CIC members effectively served as liaisons between the Portland Plan and their respective constituencies. Members have spearheaded numerous creative outreach strategies to assist Portland Plan staff maintain current relationships and build new relationships within the community.

Goal 2. Engage broader and more diverse groups with education and information, and provide all interested Portlanders with enough education so that they can meaningfully participate

Quantitative Measures and Descriptions		Data
<b>2.1</b>	Percent of positive responses on evaluation forms that reflect adequate education received at presentations and events	Phase 4 – did not include evaluation forms at the hearings Phase 3 – Inspiring Communities – 91% (39% “strongly agreed”, 52% “agreed”); Portland Plan Fairs – 84% (42% “strongly agreed”, 42% “agreed”) Phase 2 – 92% (32% “strongly agreed”; 60% “agreed”) Phase 1 - 93% (39% "strongly agreed"; 54% "agreed")
<b>2.2</b>	Number of targeted outreach groups successfully participated in an outreach event.	Number of Phase 4 events for targeted outreach to the following groups not targeted in Phase 1: Sexual and gender minorities- 3 events Senior/aging community- 3 events Faith-based community- 2 events Education communities & institutions- 10 events With the listed groups above, some level or communication and/or coordination occurred. The emphasis in Phase 4 has been to encourage people to attend Phase 4 events, of which there was representation from these diverse communities.
<b>2.3</b>	Number of outlets where Portland Plan materials were made continually available, other than internet. (I.e. Public libraries, universities, neighborhood coalition offices, DCL office, etc	All County libraries (16); Neighborhood District Coalition Offices (7); Senior Centers (11); DCL Partners (4); Universities (1): <i>Total of 39</i>
<b>2.4</b>	Number of outreach documents translated into a non-English language (e.g., Spanish)	4 total (Brochures translated into 4 languages: Spanish, Russian, Chinese, and Vietnamese). Materials also produced in large-print.
<b>2.5</b>	Number of events where an interpreter and/or non-English-speaking staff participated in outreach events	1 total (compared with 5 in Phase 1, none in Phase 2 and 1 in Phase 3).

<b>Quantitative Measures and Descriptions</b>		<b>Data</b>
<b>2.6</b>	Number of hours Portland Plan hearings at Planning and Sustainability Commission and City Council were televised on Portland Community Media	3 Planning and Sustainability Commission hearings and 2 work sessions were aired a combined 37 times 2 City Council hearings were aired a combined 9 times
<b>2.7</b>	Number of My Voice, Our City surveys collected	178 youth-surveys were collected in Phase 4
<b>2.8</b>	Number of attendees at the Portland Plan Youth Work Session	18 youth participated in the Portland Plan Youth Work Session
<b>2.9.1</b>	Elaborate on the targeted outreach efforts to reach broader and more diverse groups with education and information.	Tabling at a variety of community events citywide was the primary outreach effort to reach broader and more diverse groups in Phase 4. Events included the East Portland Exposition, street fairs, National Night Out events, a trade fair and the Fix-It Fairs.
<b>2.9.2</b>	Describe the targeted efforts to reach the business community	Providence was given a presentation on the Economic Opportunities Analysis (EOA). Hosted presentations were held with Gunderson, the Portland Business Alliance, Central Eastside Industrial Council, and the Small Business Advisory Council. Portland Plan staff met with several business associations, including the Woodstock and Broadway Business Associations. Portland Plan staff tabling at the RMLS Technology and Trade Fair.
<b>2.9.3</b>	Describe the targeted efforts to reach the aging and people with disabilities community	New relationships were formed with the World Health Organization (WHO) Age Friendly Cities Global Network concept with Portland Plan staff serving on the steering committee and Portland State University graduate students working on an age friendly cities project that informed the Healthy Connected City strategy. The coordination with Cradle to Career and health partners was notable. Staff regularly attends the Portland Commission on Disability (PCoD) quarterly meetings and provides Portland Plan announcements and updates. Staff continues to work with the Connecting Communities Coalition and the PCoD to encourage involvement in the Portland Plan through activities and technical support and feedback on Portland Plan products.
<b>2.9.4</b>	Describe outreach strategies such as Portland Community Media that help reach more diverse groups	Portland Plan Phase 4 hearings were played live for 3 Planning and Sustainability Commission hearings and work sessions, as well as, the City Council hearing and decision and replayed for all hearings and work sessions approximately x times on local cable access TV.
<b>2.9.5</b>	Describe the targeted outreach to the homeless community	Portland Plan staff worked with agencies and organizations that address issues in the homeless community and housing. A couple homeless advocates testified at the Portland Plan hearings.
<b>2.9.6</b>	Describe the targeted outreach to renters	The Bureau's community newsletter, The Curbsider, is sent to every Portland household which includes multi-dwellings and apartment buildings included information about the Portland Plan. Portland Plan staff tabled at several events where both home owners and renters were present.

Quantitative Measures and Descriptions		Data
<b>2.9.7</b>	Elaborate on the partnerships and programs established with DCL for culturally-appropriate outreach (DCL partners include: the Native American Youth and Family Center, the Latino Network, the Urban League of Portland, the Immigrant and Refugee Community Organization, and the Center for Intercultural Organizing)	In February 2012, Portland City Council approved the renewed sponsorship agreements with the 5 DCL organizations for culturally-specific Portland Plan outreach activities through Portland Plan implementation, which includes the Comprehensive Plan Update. See Goal 2 for more information on the qualitative measures and descriptions.
<b>2.10</b>	Describe the staff training completed to better reach and work with marginalized communities	Staff attended a number of useful trainings including City Public Involvement Network sessions on “Leading an Inclusive Public Involvement Process” and the East Portland Action Plan.
<b>2.11</b>	Describe the staff involvement of other city bureaus and offices who reached out to their constituents	Other City bureau and office staff reached out to the constituents to attend the Planning and Sustainability Commission hearings held in November 2011 and City Council hearing held in April 2012, such as the Bureau of Environmental Services and Portland Bureau of Transportation by emailing their networks, the Office of Neighborhood Involvement (events calendar), the portland online web site announcements and the Mayor’s home page.

### Goal 3. Provide multiple venues and means for community involvement and engagement

Quantitative Measures and Descriptions		Data
<b>3.1</b>	Percent of sources taken from data from “how heard about project” from completed surveys and meeting evaluation forms	Phase 4 did not track this data at the hearings Phases 1, 2 and 3 – Email (24%); Curbsider Newsletter (18%); Community Group (13%); Family, Friends, Neighbor (12%); Other (12%); City Website (10%); Face book/Twitter (6%); Newspaper (4%)
<b>3.2</b>	Number of new Portland Plan participants (participants who have previously never heard of Portland Plan before choosing to participate in this round)	Phase 4 did not track this data at the hearings Phase 3 – Portland Plan Fairs, Question #2 and #3: Question 2: 27 responses, 10 strongly agree, 15 agree = 93% positive. Question 3: 27 responses, 9 strongly agree, 13 agree = 81% positive. Total = 87% positive Phase 2 - 31% answered the workshop evaluation that they did not have a high level of knowledge and involvement on Portland issues. Phase 1 - 29% answered workshop evaluation in Phase 1 as already having a high level of knowledge and involvement on Portland issues)
<b>3.3</b>	Number of organizations Portland Plan staff met with for the first time, and # of organizations Portland Plan staff met with multiple times within the process	56 organizations in total participated in group meetings or hosted presentations with Portland Plan staff. Of these, 36 organizations had hosted presentations in Phases 1, 2 and/or 3. 14 organizations held two or more group meetings or hosted presentations in Phase 4.



Quantitative Measures and Descriptions		Data
<b>3.4.1</b>	Describe the different venues and approaches used for community involvement and engagement	<p><u>Venues</u> For hearings, venues were chosen where people are, where it is accessible by transit and within, and safe, familiar and comfortable. Outreach events were held at many different locations throughout the city. Tabling events were also selected based on the diversity of population to be reached and varying locations throughout the city.</p> <p><u>Approaches</u> Staff worked with organizations and groups to design hosted presentations that were formatted to be best understood and applicable in terms of interests to the particular group. Materials were prepared in large print and different languages, and provided ASL and language interpreters, generally upon request. Tabling at community events was continued in Phase 4.</p>
<b>3.4.2</b>	Describe the various venues and approaches utilized to distribute the survey	<p>Canvassing at: Lloyd Center Mall, Portland State University Campus, David Douglas HS and 162<sup>nd</sup> Max Stop</p> <p>Small focus groups with: Multnomah Youth Commission and Groundwork Portland Green Teams</p> <p>As well as online on surveymonkey.com</p>
<b>3.4.3</b>	Describe the various social media networks utilized in the outreach effort and describe how utilizing social media has engaged community members and allowed for the community to provide feedback	<p>Portland Plan events were advertised using Face book, Twitter, and the Portland Plan website; Photos of Portland Plan events are posted on Flickr which allows comments and cross-linking on social network sites; Social media networks allowed staff to post comments and tidbits of interesting feedback and polling responses from various Portland Plan events; Social media such as Facebook and Twitter also allowed staff to cross-advertise events with partner agencies that solicited public comments and was generally well-received; Portland Plan website was updated to allow open comments which was utilized by several Portlanders.</p>
<b>3.5</b>	Describe the other interactive tools used in the outreach effort	<p>The Portland Plan website also included a new open comments component that many members of the public have utilized; and Portland Plan staff greatly expanded on the number of community fairs and events that were tabled at which provided ample opportunity to engage hundreds of Portlanders who may not otherwise have participated in Portland Plan.</p>

### Goal 4. Involve as many people as possible

Quantitative Measures and Descriptions		Data
<b>4.1</b>	Number of total people reached through the Portland Plan engagement process	Approximately 68 individuals testified at the Planning and Sustainability Commission hearings and 180 letters and emails were submitted Approximately 1,360 attendees to Portland Plan presentations; and 700 Portlanders contacted at community events
<b>4.2</b>	# of Phase 4 workshop/fair participants	None
<b>4.3.1</b>	# of surveys completed online	See 4.3.2 below
<b>4.3.2</b>	# of surveys completed, mailed in	178 youth surveys, some of these included online submission
<b>4.4</b>	# of “fans” on Face book	Phase 4 – 2,005 (166 more than Phase 3) Phase 3 – 1,839 Phase 2 – 1,737 Phase 1 – 1,536
<b>4.5</b>	# of followers on Twitter	Phase 4 – 2,941 (1,008 more than Phase 4) Phase 3 – 1,933 Phase 2 – 1,176 Phase 1 - 825
<b>4.6</b>	# of views on Flickr account	Phase 4 – 64,562 Phase 3 – 48,000 accumulative Phase 2 – 10,657 Phase 1 - 24,354
<b>4.7</b>	# of views on www.pdxplan.com	Phase 4 - 521,202 over the last 12 months (7/11-7/12) Phase 3 – 444,000 page views, with spikes in May (47,000) and June (57,000) Phase 2 – 118,222 Phase 1 - 248,982 (when website was created through 1 <sup>st</sup> phase)

### Goal 5. Acknowledge that Portlanders are being heard, and show how their comments are being incorporated into the Portland Plan

Quantitative Measures and Descriptions		Data
<b>5.1</b>	Percent of people who complete evaluation forms at each stage of process who feel positive that their feedback at events, polling, etc is being heard	All public testimony received was responded to in staff memoranda to the Planning and Sustainability Commission and City Council

Quantitative Measures and Descriptions		Data
<b>5.2</b>	Describe how community participants might find their comments and opinions reflected in the Portland Plan products and processes	City staff technical working groups along with CIC volunteers to compile, analyze, and form future phases of Portland Plan materials and documents; A master database exists where all written comments and event evaluations are entered and stored. Portland Plan staff, including technical working groups, utilize the cataloged comments for future direction settings; Portland Plan staff used neighborhood groups and coalitions to test run workshop materials, and gathered direct feedback to inform future Phase I workshops
<b>5.3</b>	Describe efforts made by City staff to report results and findings of previous Portland Plan outreach phases through out the Portland Plan process.	In depth research on equity within Portland Plan and previous Portland planning efforts was completed and then woven into Phase II materials and processes in response to equity concerns by various communities; Portland Plan website and social media advertise polling results and key themes heard within days of events; Based on feedback from community of people with disabilities, materials were created with larger font for improved readability. Information on CDs and Braille were provided on request (there were no requests).
<b>5.4</b>	Describe follow-up activities conducted by staff for specialized outreach to ensure the opinions and needs of various communities are heard	Portland Plan staff met with the Portland Commission on Disability and the Aging Friendly Cities Global Network to address gaps in the Proposed Draft. Staff also responded feedback from CIO to address gentrification and displacement within the Portland Plan, which draft language was later reviewed by the Equity, Civic Engagement and Quality of Life Technical Action Group.

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## APPENDIX B - Comments from Community Involvement Committee (CIC) Members

CIC members were provided with a brief set of questions in April to assist the Portland Plan staff to evaluate Phase 2 outreach and engagement. Below are their direct responses.

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- 1. Please provide us with your comments on Portland Plan outreach and engagement efforts for Phase 4 (June 2011 to April 2012). Please tell us what you liked about these efforts and make suggestions for improvement for us to consider in Phase 4 work.**
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“Phase 4 was very different from the other three phases as it was less focused on outreach via public workshops, fairs, forums etc. that created a lot of anticipation and excitement. The outreach seemed to be more on a one to one basis, which is fine and effective, but also felt like it was somewhat under the radar. With much of the Phase 4 focus being on refining and parsing the plan, the process dragged and lost some of its momentum. By the time we got to the nitty gritty of Phase 4, I felt a sense of fatigues setting in within our group, the public and staff.

While this process is an enormous undertaking, nearly three years on top of several years of Vision PDX is a long time to maintain interest. I don’t know what the alternative is as so much data has to be obtained and digested, but in the future there should be more conversation about how to streamline such a process without diminishing the quality of the final product.”

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“The outreach and engagement efforts that were conducted were positive, and I was pleased with the efforts by Portland city staff to address comments and suggestions from the CIC and other involved committees.”

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“Quite honestly, this was my weakest phase for involvement. I was gone for a three month pilgrimage July-September, 2011. I do recall that the feedback process with the planning commission went very well. I liked the level of participation by the community, the way the meetings were held, the way comments were affirmed as well as commented on and followed up on, as necessary, and the final summary by the commission at the end of the forums. I did miss a number of meetings in this period, but I did get a sense that the CIC and the city staff had developed a good rapport. More than any other time it felt like the city really was relying on our comments and feedback and making sure that we were given enough lead time in order to make comments that could be addressed by city staff. This wasn’t always the case, as the work has been monumental, but, in general, the CIC seemed to have a critical role in providing feedback.”

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“Phase 4 ended up being a bit of a disappointment to me. The Draft Concept Plan was not ready until the fall (Oct?) and the public was originally given a month to respond to the Plan and attend one of the three public hearings scheduled during November. The timing seemed seriously out of line – the public’s chance to comment on the final draft was very short. In a number of cases the comment period didn’t give neighborhoods or other organizations enough time to come together to discuss the plan and still have time to prepare testimony. After protests from the community the comment period was extended until

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Dec 28<sup>th</sup>, but that time of the year is often filled with other distractions and family obligations which make it hard to capture public attention.”

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- Efforts consisted of extensive tabling at events, multiple hearings, opportunities for written feedback, and a youth survey
  - Good faith attempt to reach a diverse audience – a variety of methods at different times/dates, etc.
  - Multiple opportunities for interaction
- 

”There was a sense that Phase 4 was rushed. Although this is understandable given the amount of time associated with the other 3 phases, there was a surge of comments at the end when everyone thinks “this is the final draft”. That being said I think planning made reasonable efforts to extend the period to allow for additional comments. In the future we should anticipate an extended comment period as part of the final draft – even if it’s necessary to shorten the other phases to do so.”

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**2. To help us complete the Phase 4 progress report we need you to describe how you as a CIC member and Portland Plan Ambassador have assisted us in our engagement efforts including capitalizing on your existing relationships in the community.**

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“I continually engaged with the arts community and brought it into the process. I initiated a successful Arts Town Hall Workshop at the Gerding Theater at which there was an enthusiastic, standing room crowd upwards of 140 people with much valuable input gathered.

I am always talking up the Portland Plan with people in my particular community and with many friends and acquaintances beyond that. I facilitated the Portland Plan game with a small group and brought awareness to some people who otherwise would not have been engaged. I also posted or handed out flyers where I could and, during Phase 1, participated in a Fix it Fair where I gained firsthand experience by speaking to people with a diverse perspective. This experience gave me a greater understanding of some specific issues and helped me become a better ambassador for the Portland Plan.

I participated in some earlier TAG group discussions and was a regular member of the Arts TAG group. For the Phase 3 Fairs, I worked with staff in developing the fair concept. I reached out to a number of groups and garnered the participation of the Creative Advocacy Network (CAN), RACC and the National College of Naturopathy Medicine, as well as helping to engage “Colored Pencils” involvement in providing music. I attended the Zoo fair as a Portland Plan “Ambassador” and engaged with attendees at the event.”

I actively attended CIC meetings and worked on several subcommittees as well as helping to develop an evaluation process for new members joining the CIC which was also subsequently used for the PEG selection process.”

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”When information was sent out by the city during Phase 4 about the Portland Plan and related engagement efforts I continued to talk with Portland community members about the plan. I commented

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at CIC meetings, and provided written and spoken testimony at Planning and Sustainability Commission meetings about issues with engagement and ways to improve engagement. I also attended and invited others to promotional events for the Portland Plan in support of the plan and its public involvement process overall.”

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“I have kept some relationship with the EPAP, but it has been limited this past year.”

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”I provided regular updates on the Plan process at my monthly neighborhood meetings as well as at the two business association meetings I attend each month. I urged people to comment at the appropriate time. I worked with our liaison planner and my coalition land use staff person to hold a discussion on the draft plan at my neighborhood meeting and later worked with other members to organize testimony on the Plan.”

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- I personally attended some of the events where tabling occurred, and also one of the hearings
  - Communicated about the PDX Plan to my constituents including the OHSU, LGBT, and Sellwood neighborhood communities
- 

“Similar to the other phases I used my relationships with various business and neighborhood boards I sit on. Given that there appears to be strong neighborhood representation on the CIC, my primary focus has been on the business side and specifically small business and the central eastside. Part of my role within these organizations is to provide a progress report – which I have diligently provided every month.”

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**3. Please provide us with any another comments or suggestions.**

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“I have said since early in the process that there has been a good deal of confusion around the many simultaneous initiatives taking place and the many different groups involved (CIC, PPAG, Central City Plan, Quadrant Plan etc.). Even as we conclude our work on the Portland Plan, some of that confusion still exists for CIC members, and most certainly for most of the public. The complexity of this is far beyond the understanding of a large majority of our population, including even many of those who take an interest.

How we continue to communicate the transition from PP to the Comp Plan and what the Comp Plan means is imperative to the public buy in and our ultimate success. There is no magic answer, but we must be cognizant of that.”

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”With it being the last phase of a relatively long public involvement process, Phase 4 was much too long, at least with the way it was conducted. It was the longest running phase, but it had the least public outreach and engagement of the phases. While this might have been because the focus of Phase 4 was on compiling the previous information for the Portland Plan document and its release, there should have

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been more effort to either continue community interest and involvement or at least more clearly state and explain the gap between the high-level of involvement with previous phases and the ending of Phase 4. For instance, bulletins or teasers could have been sent out more often giving updates and factoids regarding the data gathered, involvement efforts, and positive directives and steps made from everyone's efforts."

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"The work of the Youth Planners was outstanding based on their testimony at the November hearings. I wish the Plan had been available for review for a longer period of time so more and better discussions could have taken place among groups. I think we wasted a fair amount of time reassuring people that the Proposed Actions for the various cluster areas in the back of the Plan were only samples and not to be seen as firm recommendations that they needed to challenge or wonder about. I think those confused the public more than they helped. I found the response of the Planning and Sustainability Commission very heartening – both their responses to individual testifiers and their recommendations for changes that went back to staff. Despite my previous complaints I felt the public did have a real impact on the Plan during that set of hearings. That was also due to the careful follow up by staff.

I wish we could have sent a stronger signal in the Plan and during Phase 4 that the community needed to be ready to partner in implementing many of the actions and aspirations contained in the Plan. I do think setting the stage for ownership and implementation of the Plan is part of public involvement.

BPS staff did an outstanding job overall and I think BPS did its best job ever at involving a broad range of stakeholders and community groups in a citywide planning effort. When I think back on all the special meetings, tabling, etc. that went on, I continue to be amazed. One of the key strengths of the effort was that staff continued to learn throughout the process, improving outreach strategies and creating new relationships and building on them across the phases. That said, there is still room to grow and it will be important to find ways to maintain those new relationships via liaison planners or other joint efforts with ONI and other bureaus in the future. I think there was a disappointing dichotomy among Portlanders – either they ended up feeling worn out by the time the Plan was finished (in some cases too tired to comment on the final product) or remained oblivious to the entire process. (Oh to have the Timbers' advertising budget.) Because we met monthly and deadlines were constantly being adjusted from above I felt we were often consulted when it was too late to really make a difference on a given communications piece, etc. or learned of things after the fact – despite staff's best intentions to do otherwise.

Overall the process was too long, especially given the Comp Plan process which must follow. I wish the Plan development could have been phased differently, perhaps with only 3 phases instead of 4. Perhaps the final strategic directions could have been unveiled as part of the Concept Plan instead of being handled in a separate phase. I don't have time to look back over my materials at this point, but I would like to think more about how the community involvement might have been better structured and the process shortened. I think some people started feeling as though they'd seen the material before and wondered why they were looking at it again. Phase 1 which established some common understanding of where we were as a City before we tried to decide where to go was very important.

I remember the workshops for Phase 2 as being less than ideal -- some of the settings were too noisy and crowded, and the quality of the facilitation varied considerably from table to table. The community oriented, drop in sessions that were central to Phase 3 were well done, but I'm wondering if we could have used them to roll out the Concept Plan itself with opportunities to focus in detail on sections of it

according to our areas of special interest. I still think we are left with a number of unresolved issues that I hoped might have been more deeply explored during the PDX Plan process.”

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- More time for public comment between draft and final publications
  - Engaging minority communities continues to be a challenge
  - The BPS staff is amazing – competent, and professional!
  - The CIC consists of a group of diverse and dedicated individuals
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“There remains a fine line between providing examples of how the Portland Plan will be used vs. the appearance of endorsement for one project or another. I was concerned early on that the final drafts inclusion of specific examples led to response comments of “what about my project?” This was not the intent of the examples. I would have suggested a more generic maybe only visual example of how the Portland Plan will be used. This avoids the overly detailed comments that would be more beneficial during the comprehensive planning phase.



## APPENDIX C - Youth in the Portland Plan Summary

### SUMMER 2011-SPRING 2012 - YOUTH PLANNING PROGRAM

The Youth Planning Program (YPP) conducted the following activities in support of the final draft of the Portland Plan. During this period, four Youth Planners (YP) that worked as paid intern staff at the Bureau of Planning and Sustainability (BPS). These Youth Planners developing all the methodology and tools, opinion polling/surveying, content, and analysis to contribute “youth voice” into the Portland Plan.

#### 1. My Voice, Our City Survey

- 6 open ended questions, conducted over Summer 2011
- Targeted Youth ages 13-25 in and around Portland
- Collected 178 surveys via:
  - 1) canvassing at: Lloyd Center Mall, Portland State University Campus, David Douglas HS and 162<sup>nd</sup> Max Stop
  - 2) small focus groups with: Multnomah Youth Commission and Groundwork Portland Green Teams
  - 3) online on surveymonkey.com

#### YPP Recommendations and Survey Results

Life Learning in practice – Our schools, City, and County government should support youth towards

1. **Great Careers** – how to get there, includes good schools to get us there with college and vocational programs in mind;
2. **Family** – how to create and maintain a healthy family as I define it (parents, brothers, sisters, kids, aunts, uncles, other relatives, also my future children and partner);
3. **Paying the Bills** – learn about how to pay rent, utilities, banking, cell phones, internet, and other resources to make it through life;
4. **Fun** – opportunities to explore the world around the city as well as outside of Portland, exercise, healthy activities, culture, events, music, shopping - which also make up a full life.

#### 2. Portland Plan Youth Testimony

- Organized 8 City and County youth program leaders and youth from the community to speak at Planning and Sustainability Commission PP hearings (11/8, 11/15, 11/29)
- 4 Youth Commissioners from St. Johns, Sellwood, and East Portland Neighborhoods.
- 3 Youth Planners from Eliot, Lents, and Powellhurst Neighborhoods
- 1 youth from community from Mill Park Neighborhood

Building on the findings of the MVOC survey, Youth Planners and Youth Commissioners wanted to give PP authors and decision makers the stories behind the strategies proposed to improve success and graduation rates. With an ‘equity lens’, youth chose to focus on the most vulnerable populations of youth who experience the greatest historic barriers to academic and life success. Youth of color, low income, queer, and immigrant or refugee youth represented their own experiences in public testimony. Additionally, youth from more privileged backgrounds spoke in support of recognizing the deep disparities between our communities and neighborhoods, and to leverage our collective resources and power to include youth at the center to develop solutions to these issues.

“I felt that **Portland Plan is our plan**. I testified as a YP, and I was able to speak from my experience. I **suggested jobs for young people in city bureaus**. I mentioned that if Police Bureau could create a similar Youth Planning Program, then youth violence that is happening in our community could be reduced. More **youth could give input about how to solve the violence issues in our community**. It will be easier to collect information from youth, because youth understand better to work with other youth.” - Sumitra Chhetri

“We were able to talk about the **Thriving Educated Youth strategy** and gave our ideas on **factors** that would be considered while talking about **increasing graduation rate**. We suggested that it would be important to consider each group of students depending on their **specific situations**. There is no “one size fits all in this case.” Graduation rate for immigrant students should be looked in different way from student who started their education in the US.” - Marius Ibuye

“One day, we need to have good youth/adult partnerships and make sure that youth are really part of this city, so that in 25 years we can be what you are now, so that we can make these decisions that you are making, so we can be really caring about the city we have lived in, that we live in and that we will be living in. Youth/adult partnerships are necessary so that youth can learn from adults and adults can teach youth. [As a result] youth will be like *Wow! I am part of this city, I have a purpose that I am not going to drop out school and I am going to go to college. And I am going to be part of this city.*” – Ray Kennedy

### 3. Designed and facilitated Youth in the Portland Plan Session

- 18 youth attended from different neighborhoods of the city to give their final input and perspective to planners writing the final draft of the Portland Plan.
- 4 hour session included dinner, raffle prizes, break out activities, and games to build a sense of trust in the space (for both youth and adults), in order for youth to share openly and honestly about what works and what does not for them in their city.
- Planners (Stein, Bump, Cunningham, and Williams), City Staff from various offices (Catalani and Raad), and PSC Member Chris Smith attended to observe youth input.
- Youth Planners facilitated and led all discussion. Adults did not talk at all. They just listened. We got ideas from youth through engaging activities, not just endless talking.

Planners were able to make real-world connections with youth who experience the life success barriers we discuss. It was no longer a theoretical exercise of “what-if’s” – rather authors of the PP engaged directly with the residents for whom the TEY, EPA, and HCC strategies were developed to mitigate historic disparity. The session provided honest and concrete experiences which surveys, polls, or open public input would not have been able to illicit. YP’s reflected on the difference between the Portland Plan

meetings that adults have, and the engagement youth have designed. We found adult crafted meetings can be difficult for people to understand, because they are often not accessible to youth and those from under-represented communities. We avoid using jargon, prioritizing ice breakers, art and drawing, and activities to aid small group discussion in order to help make it more understandable, and as a result we increase the quality of the input given. We have also found that this type of listening with youth and the community has helped us develop lasting relationships with youth, youth groups/community organizations, and their families; making it easier to approach folks in the future to participate civically.

### **Next steps towards youth involvement in the Comp Plan Update**

#### **Youth Atlas in the David Douglas School District**

- We designed and implemented a planning education curriculum for youth that includes:
  - Housing - apartments, single family, and what is around them;
  - Streets - how we use them to get around;
  - Sidewalks - not enough, sometimes we don't feel safe;
  - Transportation - car traffic and transit;
  - Bikes – safety and infrastructure through bike tours led by SRTS
  - Places for youth to go - community centers, fun places, shopping etc
- Conducted 1 hour session, once per week from October 2011 to May 2012.
- Hiring youth from this class to work as Youth Planners Summer 2012 to gather experiences, perspectives, and stories to contribute to the Comp Plan Update regarding what works and what's missing in DDSD neighborhoods for youth academic and life success. Expect a report (to be released in September) with findings.

## APPENDIX D - Presentations List for Phase 4

Portland Plan staff has been tracking outreach and engagement events with the following document:

### Phase 4

Portland Plan Presentations	Date
Sunnyside Neighborhood Association	6/13/2011, 9/08/2011
Woodstock Neighborhood Association	6/16/2011, 12/15/2011, 2/16/2012, 2/29/2012
SE Uplift – Land Use + Sustainability Chairs	6/20/2011, 9/18/2011, 10/17/2011, 1/17/2012, 2/20/2012, 4/16/2012
Citywide Land Use Group	6/27/2011, 11/28/2011, 1/11/2012, 3/26/2012, 4/23/2012
East Portland Neighborhood Office (EPNO)	6/29/2011, 4/04/2012
Sun Schools Coordinating Council	7/01/2011
Human Rights Commission	7/06/2011, 11/02/2011
Asian Family Center	7/08/2011
Summer Youth Connect	7/08/2011
Northeast Coalition of Neighborhoods – Land Use and Transportation Chairs	7/28/2011
South Portland Neighborhood Association	8/03/2011
Reed Neighborhood Association	8/18/2011
Superintendents Council	8/19/2011
World Health Organization – Age Friendly Cities Global Network	9/11/2011, 10/24/2011, 3/19/2012
Eastmoreland Neighborhood Association	9/15/2011, 11/14/2011, 1/09/2012, 2/07/2012, 3/12/2012
Hosford-Abernethy Neighborhood Development (HAND)	9/20/2011, 11/15/2011
Transition PDX	9/21/2011
Portland Providence	9/27/2011
Portland Parks Board	10/05/2011
Diversity & Civic Leadership Partners	10/11/2011
Bicycle Advisory Committee	10/11/2011
Swan Island Business Association	10/12/2011
Portland State University (Judy BlueHorse Skelton, instructor)	10/19/2011
Oaks Bottom Lions	10/25/2011
Healthy Kids, Healthy Communities Steering Committee	10/25/2011

<b>Portland Plan Presentations</b>	<b>Date</b>
East County School District Superintendents	10/26/2011
North Portland Land Use Group	10/27/2011
Freight Commission	11/03/2011
Brentwood-Darlington Neighborhood Association	11/03/2011
Northwest Industrial Neighborhood Association (NINA)	11/08/2011
Southwest Neighbors, Inc (SWNI)	11/09/2011, 3.20/2012
Buckman Community Association	11/10/2011, 12/08/2011
Historic Landmarks Commission	11/14/2011
Central Northeast Neighbors – Land Use and Transportation Committee	11/14/2011
Immigrant Refugee Community Organization (IRCO)	11/15/2011
St. Johns Boosters	11/15/2011
American Institute for Architects (AIA) Historic Resources Committee	11/16/2011
Portland Business Alliance – Small Business Council	11/16/2011
Sellwood-Moreland Improvement League (SMILE)	11/16/2011
Design Commission	11/17/2011
Rose City Park Neighborhood Association	11/17/2011
Portland Business Alliance	12/06/2011
Central Eastside Industrial Council (CEIC)	12/06/2011
Gunderson	12/15/2011
Neighborhood Coalitions Directors and Chairs	1/12/2012, 2/09/2012
Portland State University, USP 311 – Intro to Urban Planning (Greg Schrock, instructor)	2/02/2012
Public Involvement Advisory Council	2/07/2012, 3/06/2012, 4/03/2012
Portland State University, PA 519 – Civic Engagement (Dan Vizzini, instructor)	2/14/2012
Small Business Advisory Council (SBAC)	3/14/2012
Mt. Scott-Arleta Neighborhood Association	4/04/2012
Hillsdale Neighborhood Association	4/04/2012
PDX Community Advisory Committee	4/05/2012
Richmond Neighborhood Association	4/09/2012
Portland State University, USP 311 – Intro to Urban Planning (Elizabeth Morehead, instructor)	4/17/2012
Sullivan’s Gulch Neighborhood Association	4/19/2012
Rebooting Democracy Conference	4/22/2012

Portland Plan Outreach - Tabling Events	Date
East Portland Exposition	7/23/2011, 7/24/2011
Sunday Parkways – NW/Downtown	7/24/2011
Ecotrust Sundown Concert	7/28/2011
Sellwood Concert in the Park	8/01/2011
National Night Out – Unthank Park	8/02/2011
National Night Out – Knott Park and Earl Boyles Park	8/02/2011
National Night Out – Peninsular Park and McCoy Park	8/02/2011
National Night Out – Porthaven Health Care, Ortiz Center	8/02/2011
National Night Out – South Burlingame	8/02/2011
Multnomah Days	8/20/2011
42 <sup>nd</sup> Avenue Street Fair	8/28/2011
Gay Fair on the Square	9/18/2011
Sunday Parkways – NE	9/25/2011
Cascade Collaborative: Joint Oregon and Washington American Planning Association (APA) Conference	10/20/2011
The Ecodistrict Summit 2011	10/26/2011, 10/27/2011
Fix-It Fair – Ron Russell Middle School	11/19/2011
Barbur Concept Plan Open House	12/06/2011
Fix-It Fair – Rosa Parks Elementary School	1/21/2012
Fix-It Fair – Jefferson High School	2/25/2012
RMLS Technology and Trade Fair	3/01/2012

## APPENDIX E - Marketing Communications Recap Memo

# M E M O

Date: July 3, 2012

To: Portland Plan Community Involvement Committee

From: Eden Dabbs

RE: Phase IV Marketing Communications Recap

Phase One (Fall-Winter 2009-10) of the Portland Plan grounded us in the facts about Portland and presented nine action areas around which to organize our efforts. Phase Two (Spring 2010) presented a set of directions and objectives for each of the nine action areas. In Phase III (Summer-Winter 2010-11) we shared three draft strategies and an equity framework to achieve our goal of a thriving and sustainable city.

During Phase IV (June 2011 to April 2012), we actually wrote the draft plan and presented it to the Planning and Sustainability Commission (PSC), which spent several months listening to public and partner testimony and deliberating about the plan, before they submitted their recommendation to City Council in March of 2012.

In contrast to previous phases of the plan, our public involvement efforts were confined to the formal process of PSC review and recommendation, and City Council consideration and vote. Marketing communications efforts focused on publicizing the release of the draft and recommended versions of the Portland Plan, the PSC public hearings and City Council presentation and adoption.

### Communications Objectives/Messages

In Phase IV our communications objectives shifted from supporting broad outreach efforts to educate Portlanders about the plan and solicit their feedback to building excitement and confidence about the draft plan, making the plan as readable and accessible as possible, and ensuring Portlanders understood the formal process of testifying to the PSC and City Council.

Our messages focused on the amount of public input that went into the creation of the plan, its goals for a prosperous, educated, healthy and equitable Portland, the structure for aligning budgets and projects across public agencies, and the 12 measures of success to track our progress.

### Tactics

In addition to some tried and true communications tactics, we employed new methods to convey the content of the plan and encourage people to read and comment on it.

### Plan Documents

In October 2011, we posted the [Proposed Draft of the Portland Plan](#) on [www.pdxplan.com](http://www.pdxplan.com) in advance of the November public hearings with the PSC. This document was praised for its distinctive graphic design, including full color with generous servings of pictures, maps, charts and graphs. This version of plan was translated into four different languages (Spanish, Russian, Vietnamese and Chinese), and track changes in an annotated Word version were used to show the revisions we made to the document based on public input.

The proposed draft was further refined with community and partner feedback, and in March 2012 the Recommended Draft of the Portland Plan was released in advance of the City Council hearing. This near-final version of the plan incorporated powerful infographics created by local artist Ryan Sullivan in collaboration with staff. These colorful visual renderings of complex ideas and information added tremendous value to the plan. We have been using the images elsewhere on the website, Facebook and Twitter as well as in presentations, and we will likely continue to include them in other materials moving forward, particularly for the Comprehensive Plan Update.

#### How To Videos

To help Portlanders navigate through the plan and feel more comfortable testifying, we developed two [“How To” videos](#) with the help of t. scott media. The first one, “How to Read the Portland Plan,” featured Project Coordinator Alex Howard, who explained the different sections and elements of the plan as the camera scrolled over images of each type of page (e.g., policies, 5-year actions). The second video, “How to Comment on the Portland Plan,” had PSC Chair Andre Baugh encouraging Portlanders to share with commissioners what they thought of the plan and telling them how to comment in person or in writing.

#### Collateral

We developed a small brochure about the plan to summarize in simple language its purpose, goals, contents and how we created it with the community. We translated it into the four languages and then posted them on our blog using Slideshare.

Portland Plan Brochure – Spanish

<http://www.portlandonline.com/portlandplan/index.cfm?a=383495&c=50730>

Portland Plan Brochure – Russian

<http://www.portlandonline.com/portlandplan/index.cfm?a=383516&c=50730>

Portland Plan Brochure – Vietnamese

<http://www.portlandonline.com/portlandplan/index.cfm?a=383496&c=50730>

Portland Plan Brochure – Chinese

<http://www.portlandonline.com/portlandplan/index.cfm?a=383529&c=50730>

#### Portland Plan Video

To build excitement in the community prior to the City Council hearing, we hired Actual Industries to create a short [promotional video](#) about the Portland Plan. The live action and animated video includes an intro about how past plans created a Portland that became a world renowned city and today’s challenges that require a new kind of plan. The second part focuses on the transformative effects of the plan and how investing in one child’s education, health and home can ultimately lead to a thriving economy where all Portlanders can enjoy a prosperous, educated, healthy and equitable future. The video ends with half a dozen partner pledges.

The video was posted on the website and the BPS YouTube channel and linked to from our Facebook and Twitter channels. It was featured at the City Council hearing and shared with the public by staff as they attended neighborhood meetings. It was referenced in several new outlets, including the [Oregonian](#). It was designed to have a long shelf life as we anticipate requests for copies of the plan from all over the country, if not the world. The video will be burned onto DVDs to share.



**Advertising**

Half-page ads featuring several versions of a marketing concept conceived by Coates Kokes were placed in the following community newspapers (circulation included):

- SE Examiner (26,000)
- St. Johns Review (15,000)
- Hollywood Star (23,000)
- Mid-County Memo (16,000)
- SW Portland Post (7,000)
- NW Examiner (36,000)



We also placed ads in cultural/minority papers:

- El Hispanic News (20,000)
- Asian Reporter (26,000)
- Portland Observer (20,000)
- PQ Monthly (20,000)
- Portland Family (40,000)

Total circulation = 249,000

In addition to print ads, we placed radio spots on OPB and KMHD with the following impressions:

OPB Radio (Wait Wait...Don't Tell Me + Rotators)

21 spots Wed 10/26 – Tue 11/29

*Script: Support for OPB comes from our listeners and from: The City of Portland, working with ITS PARTNERS to PRESENT THE DRAFT Portland Plan, towards a prosperous, healthy, equitable city. How to comment at p-d-x plan dot com.*

321,300 estimated impressions

KMHD Jazz Radio

50 spots Wed 10/26 – Tue 11/29

*Script: Support for KMHD comes from our listeners, and from the City of Portland, working with ITS PARTNERS to PRESENT THE DRAFT Portland Plan, how to comment online at p-d-x plan dot com.*

135,500 estimated impressions

And finally, we placed online banner ads on OPB.org to promote the proposed draft in November 2011 and the video in April, trying to encourage clickthroughs to the video:

**OPB.org**

10/30 – Tue 11/29  
120 x 120 ad  
211,000 impressions

4/3 – 4/30  
300 x 250  
Impressions: 192,156  
Clicks: 194



Total OPB/KMHD audience Impressions = 667,800

Website

The Portland Plan website ([www.pdxplan.com](http://www.pdxplan.com)) was updated periodically to reflect our movement into and through Phase IV. Blog posts featured the videos and focused on making sure Portlanders knew where, when and how to testify. As we moved into the final stretch, we refreshed the website to highlight the proposed and recommended plans, the videos and the infographics.

From June 1, 2011 – April 30, 2012, [www.pdxplan.com](http://www.pdxplan.com) received 444,000 page views, with spikes in May (47,000) and June (57,000).

Social Media

Social media was used to push the release of the draft plan, the PSC hearings, the video and the City Council vote. Including graphics (i.e., the infographics), other videos (e.g., the City Council hearing recap, Mayor Adam's Tedx talk) and links to stories about the plan helped to make the content more engaging and clickable.

Social media stats for the Portland Plan Phase IV are:

- Facebook (2,005 fans; 166 more than Phase 3)
- Twitter (2,941 followers; 1,008 more than Phase 3)
- Flickr (XX,000 views cumulative)

Portland Community Media

Portland Community Media taped the PSC hearings on location at Jefferson and Parkrose High Schools, as well as their usual location in the 1900 Building. While not aired live, the hearings were shown multiple times after each meeting. The City Council meetings are broadcast live so both the Council hearing and the unanimous vote for adoption were aired in realtime.

Airings of the Planning & Sustainability Commission hearings:

11/8/11: 5 airings  
11/15/11: 3 airings  
11/29/11: 7 airings  
12/13/11: 15 airings  
1/10/12: 10 airings

Airings of the City Council hearing and vote for adoption:  
4/18/12: 6 airings  
4/25/12: 3 airings

Portland Community Media reaches include:

- Channel 11, Metro region – 400,000 households
- Channel 22, East and West Multnomah County – 241,000 households
- Channel 23 and 30, East and West Portland – 179,000 households

#### Media Relations

Highlights of earned media for Phase IV included a series of stories prompted by the release of IBM's Smart Cities software package, which the City had been beta testing. The Portland Plan was mentioned several times in local papers in the context of other stories, indicating that the messages about it being our roadmap to a more prosperous, educated, healthy and equitable future are starting to sink in. Several organizations used their blogs or submitted op-eds to comment on the draft plan.

The Oregonian endorsed the plan:

#### **Oregonian: Build the Portland dream acre by remaining acre**

by the editorial board | May 6, 2012 | re: Portland Plan; West Hayden Island mentioned  
<http://www.oregonlive.com/opinion/index.ssf/2012/0...>

Following an op-ed authored by three PSC commissioners, which we placed in April shortly after the commissioners unanimously recommended the plan to City Council:

#### **Oregonian: Portland Plan maps out the long-term future for a growing, diverse community**

by Andre Baugh, Gary Oxman and Howard Shapiro | April 18, 2012 | PSC commissioners' op-ed  
<http://www.oregonlive.com/opinion/index.ssf/2012/0...>

The Tribune followed with its own endorsement:

#### **Tribune: Focus '12 mayor's race on crucial issues**

by Editorial Board | June 9, 2011 | Portland Plan mentioned as "guiding light"

And, finally, an editorial by Mayor Adams that we placed with the help of Seth Walker (StoryWorks), made the Huffington Post, which triggered a run of other national placements.

#### **HuffingtonPost: Saving Our Communities and the Nation Starts from the Ground Up**

by Sam Adams | April 30, 2012 | Mayor's op-ed re: Portland Plan  
<http://www.huffingtonpost.com/sam-adams/portland-p...>

#### **Mayors & Cities blog: A fresh take on building prosperous cities**

by Sam Adams | May 3, 2012 | Mayor's op-ed  
<http://www.mayorsandcities.com/usa-canada/a-fresh-...>

#### **Planetizen: Is Portland Well Planned? Its Mayor Doesn't Think So**

by Sam Adams | May 3, 2012 | re: Mayor's op-ed  
<http://www.planetizen.com/node/56536>**Stanford Social Innovation Review: A Fresh Take on Building Prosperous Cities**

by Sam Adams | May 9, 2012 | Mayor's op-ed  
[http://www.ssireview.org/blog/entry/a\\_fresh\\_take\\_o...](http://www.ssireview.org/blog/entry/a_fresh_take_o...)

#### **Grist: Thinking of a master plan: Portland's mayor on building prosperous cities**

by Sam Adams | May 2012 | Mayor's op-ed  
<http://grist.org/cities/thinking-of-a-master-plan-...>

For the complete list of media coverage, please see:  
<http://www.portlandonline.com/portlandplan/index.cfm?c=49215>

#### E-mail Outreach

Boilerplate copy was created to announce the release of the proposed draft and the PSC hearings, the video and the City Council presentation staff to send to their constituencies, including the:

- Mayor's lists (~10,000)
- Portland Plan list (~1,400)
- District liaisons' lists (dozens)
- ONI/neighborhood coalitions (dozens)

We leveraged the relationships inherent in the latter two lists by requesting that recipients pass along the message to their networks, which some of them did within minutes.



# PORTLAND PLAN PUBLIC PARTICIPATION PHASE 3 PROGRESS REPORT



THE PORTLAND PLAN

September 2011



Bureau of Planning and Sustainability  
Innovation, Collaboration, Practical Solutions.

City of Portland, Oregon  
Sam Adams, Mayor • Susan Anderson, Director



Ord. 187831, Vol 3.1, page 11131

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## **Bureau of Planning and Sustainability**

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Susan Anderson, *Director*  
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The Portland Plan Team is committed to providing equal access to information and hearings. If you need special accommodation, please call 503-823-7700, the City's TTY at 503-823-6868, or the Oregon Relay Service at 1-800-735-2900.

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# Executive Summary

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**P**hase 3 of Portland Plan public involvement (Sept. 1, 2010–May 31, 2011) focused on partnering with organizations, especially the Diversity and Civic Leadership Partners, to team up on outreach; strived for a more targeted outreach to the business community and large employers; and provided forums for community discussion and information sharing to a broader range of Portlanders.

## SUCSESSES

- Collaborated with the Diversity & Civic Leadership Program (DCL) and its five member organizations: the Center for Intercultural Organizing (CIO), Immigrant and Refugee Community Organization (IRCO), Latino Network, Native American Family Center (NAYA), and the Urban League of Portland
- Developed new community fair approach as an alternative to the large district workshops
- Hosted the Portland Plan Inspiring Communities series, where experts in the fields of economic development, environmental justice, education, community health and sustainable systems shared fresh perspectives on what strategies have worked elsewhere
- Connected with approximately 375 fair participants, 400 Portland Plan Inspiring Communities series participants, and 1,740 attendees to Portland Plan presentations
- Improved demographics of Portland Plan participants (fair participants and attendees to Portland Plan presentations) more closely reflected City-wide demographics in Phase 3 compared to Phases 1 and 2, with an increase among Asian and Latino participants
- Conducted five large-employer brown bag lunch presentations to share information about the plan and gather feedback at Mercy Corps, OHSU, Olympic Mills Commerce Center, Daimler Trucks North America and Evraz Oregon Steel
- Continued the outreach approach of tabling at 19 community-sponsored fairs and events
- Strengthened existing relationships with both partner organizations and community groups and cultivated new relationships

## AREAS FOR IMPROVEMENT AND ADJUSTMENTS IN PHASE 4

Standalone surveys were created for each strategy and the Equity Initiative, which were distributed at the fairs, hosted presentations, community tabling events and replicated on Survey Monkey for the web. The eight surveys were long and dense, and it's likely that people were overwhelmed by the amount of time and effort required to fill them out. Consequently, the return rate for the Phase 3 surveys was not nearly as high as for the past two phases; only 217 surveys were filled out in print and online combined. Demographic questions were not included.

Another reason for low survey responses could be fatigue about the Portland Plan. Staff and CIC members note that many people feel as though their voice has been heard, each phase of the Portland Plan offered less and less new information as it was refined, and Portlanders are ready to move on to implementation and the Comprehensive Plan. It is important to thank the public for their contribution to date, while making a clear connection to the work that has already been done and the upcoming Comprehensive Plan Project.



Phase 3 feedback is informing subsequent outreach and engagement strategies, including:

- Simplify the message to reach the largest number of Portlanders as possible. Many Portlanders do not know there is a Portland Plan under development. As an attempt to inform more Portlanders, several suggestions for creative communications have been offered for Phase 4.
- Standard practice for planning efforts should include youth focused involvement.
- Target outreach to faith-based organizations, especially those with high concentrations of newcomers and groups typically underrepresented in public processes.
- IRCO's ENGAGE workshop attendees provided the following feedback on the format of and ability to be informed by the Portland Plan Fair they attended:
  - Exhibits should be more interactive with fewer words and posters.
  - With limited translated materials, the fair was not friendly to English-learners.
  - Conduct more outreach to ethnic community organizations.
  - Improve coordination with IRCO to translate advertisements and materials.
- Coordinate more with venues to advertise events to those who use or visit the facility. For instance, flyers announcing the Portland Plan Fair at IRCO were created but not displayed at IRCO. Also consider translating flyers.
- Share analysis of public feedback in a timely manner. Simply posting the survey results and public comments from the Portland Plan Fairs on the website did not clearly demonstrate to the public how their feedback was being factored into drafting of the plan.

# Introduction

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The purpose of this report is to document and evaluate the outreach and public participation activities for Phase 3 of the Portland Plan public involvement process, from September 2010 through May 2011. This report, along with subsequent reports for other Portland Plan public involvement phases, will serve as documentation for the Community Involvement Committee (CIC) when committee members update the Portland Planning and Sustainability Commission on the City of Portland's public engagement process as it relates to state-mandated periodic review.

## LOOKING BACK ON PHASES 1 AND 2

Phase 1 of Portland Plan public involvement was focused on establishing a framework, determining goals, building a menu of public involvement approaches, and identifying measures of success. Additionally, Phase 1 focused on notifying and informing as many Portlanders as possible about the Portland Plan process. Key new relationships began to form during Phase 1, and staff recognized the importance of nurturing these relationships throughout Phase 2 and beyond. The Phase 1 progress report identified many areas of outreach and engagement that staff can improve on, namely less focus on broad notification and more focus on engaging new and under-represented communities.

Overall, Phase 2 of Portland Plan public involvement approaches and goals were successful. Specifically, Portland Plan staff maintained existing relationships with community members and organizations, created many new connections with individuals and groups, increased the number and diversity of people involved, and utilized creative and unique venues for various forms of participation. Despite the successes, the demographics of participants continue to reveal gaps in engagement. Staff is conducting outreach strategies with community partners to engage the diverse non-geographic groups of Portland in relevant and culturally appropriate ways. Lessons learned as reported in this document will directly inform and shape the remaining Portland Plan process phases.

## EVALUATING PHASE 3

Generally Phase 3 of Portland Plan public involvement approaches and goals have been successful. Specifically, public involvement efforts focused on partnering with organizations, especially the Diversity and Civic Leadership Partners, to team up on outreach, improve communication of Portland Plan content and include more culturally appropriate engagement of diverse communities. The diversity of participants at the fairs and other Portland Plan presentations improved greatly, specifically among the Asian and Latino communities. Staff strived for a more targeted outreach to the business community and large employers as well as provided forums for community discussion and information sharing to a broader range of Portlanders. The low return rate for the eight surveys created for each strategy and the Equity Initiative is an area of improvement to address in subsequent planning efforts.

## PREVIEW OF PHASE 4

As Phase 3 is evaluated, there may or may not be public involvement approaches or outreach tools that apply to the more formal public involvement planned for Phase 4. This formal public involvement process will consist of the public providing written and verbal testimony to both the Planning and Sustainability Commission and City Council. Much of our experience with public involvement in Phase 3 can be carried forward into the Comprehensive Plan and other planning efforts. This report shares many of those lessons learned.



# Evaluation of Phase 3 Public Involvement Goals

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## PUBLIC INVOLVEMENT GOALS AND MEASURES OF SUCCESS

It is important to regularly evaluate and report back to the CIC, Planning and Sustainability Commission and others in the community to relate the effectiveness of the Portland Plan public participation and engagement efforts.

Portland Plan staff recognize constraints related to budget and staffing capacity and have been working to make the most of opportunities through the engagement of new and previously involved community members. Portland Plan staff aim to complete as comprehensive an outreach and engagement program as possible, given these constraints.

Quantitative and qualitative data related to the measures of success for the public participation goals can be found in Appendix A. Phase 3 evaluation comments from the CIC highlighted later in this report, along with specific comments listed in Appendix B, contribute to the following discussion of strengths and weaknesses of Phase 3 public participation efforts. The Public Participation Goals are as follows:

- **Goal 1:** Build on new and existing relationships
- **Goal 2:** Engage broader and more diverse groups with education and information, and provide all interested with enough education so they can meaningfully participate
- **Goal 3:** Provide multiple venues and means for community involvement and engagement
- **Goal 4:** Involve as many people as possible
- **Goal 5:** Acknowledge that Portlanders are being heard, and show how their comments are being incorporated into the Portland Plan<sup>1</sup>



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<sup>1</sup> This goal was reworded by the CIC for clarity.

## Goal 1: Build on new and existing relationships

A successful public outreach and engagement effort will expand upon these existing relationships to best leverage diverse individual and group perspectives in the Portland Plan process.

Areas of improvement identified in the **Phase I** report include:

- *Need more bureau and partner agency assistance with outreach and engagement with their employees and constituents; and*
- *Need to build more relationships with new groups, especially under-served and non-geographic issue-oriented communities.*

Areas of improvement identified in the **Phase II** report include:

- *Continue to seek bureau and partner agency assistance with outreach and engagement; and*
- *Continue to build new and ongoing relationships with under-served and non-geographic issue-oriented grounds, including cultural groups, faith communities, homeless communities, renters and minority businesses.*

## SUCSESSES

Phase 3 of the Portland Plan included broader outreach to Portland's business community, reaching over 200 people. In autumn 2010, Portland Plan staff conducted five large-employer brown bag lunch presentations to share information about the plan and gather feedback. These were held at Mercy Corps, OHSU, Olympic Mills Commerce Center, Daimler Trucks North America and Evraz Oregon Steel. In addition, the team made presentations to the Portland Business Alliance, Columbia Corridor Association Board, and the Alliance of Portland Neighborhood Business Associations (APNBA). Business outreach in Phase 3 wrapped up with business forums to gather feedback on elements of the strategies. A Citywide Business Forum was held on April 28, 2011, an APNBA-hosted Business Forum was held on May 9, and a presentation to the Northwest Industrial Neighborhood Association (NINA) followed on May 18, 2011.

Portland Plan staff continued to maintain relationships developed prior to the Portland Plan process as well as new relationships developed during Phases 1 and 2. Many interest-based organizations, neighborhood coalitions and individual neighborhood associations received ongoing updates at their meetings on the progress of the Portland Plan. For example, the Connecting Communities Coalition held a second Portland Plan workshop as a follow up to one held in Phase 1. Portland Plan staff continued working with Portland State University faculty on presentations to Freshman Inquiry classes. See results for Goal 2 for engagement with Diversity Civic Leadership Committee organizations.

Coordination with other City bureaus and partner agencies also continues. For example, the Bureau of Environmental Services, Bureau of Transportation, Office of Human Relations, Office of Neighborhood Involvement (ONI) staff helped to develop content for Phase 3 fairs and provided staffing at the fairs. Furthermore, Office of Management and Finance (OMF) staff tabled at the Phase 3 fairs, while Portland Plan staff tabled at Community Budget Forums. Both the Portland Development Commission (PDC) and the Port of Portland continued internal communications and coverage on Portland Plan-related announcements.

With the exception of the Planning and Sustainability Commission, the Public Involvement Advisory Council, the Portland Streetcar Citizen Advisory Committee and coordination with the Portland Commission on Disability, we did not connect with a majority of the City of Portland's 44 boards and commissions during Phase 3. In Phases 1 and 2, BPS staff met with or presented to many of the planning and development-related decision bodies on the developing draft strategies and the planning process. Once the draft Portland Plan is available in Phase 4, BPS staff will have an opportunity to expand and improve outreach to these boards, committees and commissions.

#### AREAS FOR IMPROVEMENT

- Continue to seek bureau and partner agency assistance with outreach and engagement.
- Continue to build new and ongoing relationships with under-served and non-geographic issue-oriented groups, including cultural groups, faith communities, homeless communities, renters, and minority businesses.
- Continue — and in some cases broaden — involvement with City of Portland boards, committees and commissions.

#### APPLICATION TO PHASE 4 AND BEYOND

All the areas of improvement bulleted above have application to Phase 4 and subsequent public involvement efforts for the bureau.



#### **Goal 2: Engage broader and more diverse groups with education and information, and provide all interested with enough education so they can meaningfully participate**

A well-designed public engagement program will provide widely understandable and meaningful materials and information describing the project in a manner that encourages participation of those who are traditionally underrepresented in public processes.

Areas of improvement identified in the **Phase I** report include:

- *Continue to produce meaningful materials translated into other languages, large print and Braille; and*
- *Provide simplified easy-to-understand materials to newcomers, highlighting why they might want to participate, continue diverse media coverage, and expand outreach to renters.*

Areas of improvement identified in the **Phase II** report include:

- *Increase the percentage of participants from under-represented communities. For example, while Latinos make up 9 percent of Portland’s population, only 3 percent of survey respondents identified themselves as Latino (see Appendix C for demographics of both workshop participants and survey respondents).*
- *Improve marketing for services available at outreach events and workshops. Services that would allow greater participation from under-represented communities (interpretation, child care, Braille) were underutilized.*
- *Utilize the accessibility checklist provided by ONI when choosing future sites for Portland Plan events to improve the general accessibility to all participants.*
- *Implement frequent and regular analysis of survey and/or workshop demographics to better target communities under-represented and to refocus outreach efforts.*
- *Increase outreach to and support from non-English language media, such as radio, newspapers, etc.*
- *Continue to outreach and engage renters and the homeless population.*
- *Continue to outreach and engage the business community, specifically engaging management-levels of larger businesses and employees in the area.*
- *Develop fewer and simpler survey questions that will be easier to understand than Phase 2 survey questions.*

## SUCSESSES

*Collaboration with the Diversity & Civic Leadership Program (DCL) and its five member organizations: the Center for Intercultural Organizing (CIO), Immigrant and Refugee Community Organization (IRCO), Latino Network, Native American Family Center (NAYA), and the Urban League of Portland.*

Portland City Council approved a grant program in June in which the DCL member groups receive funds to conduct culturally meaningful and appropriate public engagement for future Portland Plan phases. A synopsis of each DCL partner’s desired outcomes, overview of approaches and efforts for Portland Plan involvement follows.

### **The Center for Intercultural Organizing**

The Center for Intercultural Organizing (CIO) seeks to increase immigrant and refugee community involvement in public policy decisions made at the city level by utilizing the Portland Plan to build community capacity and educate the community about key policy decisions that have a direct impact on their lives. CIO has an existing program, the Pan-Immigrant Leadership and



Organizing Training (PILOT) program, and participants in this program will work with staff and board members to review, analyze and publicly present the contents of the Portland Plan.



In tandem with this work, CIO and its constituents will develop a multimedia campaign that offers explanations of the Portland Plan components to present to the immigrant and refugee community and the public-at-large.

*What's happened so far ...*

CIO has:

- Participated in brainstorming around the communications of and provided videotaping services for three Portland Plan discussion groups.
- Tabled at two Portland Plan Fairs at the Oregon Zoo and at IRCO.
- Co-tabled with BPS staff at Harrison Park SUN Program's Use Your Voice night.
- The Portland Plan and CIO's response to it were discussed in depth at six staff meetings, including a full afternoon work session when BPS staff joined.
- CIO utilized the Portland Plan as one of the core issues in the 2011 PILOT Program. This included two sessions — an overview and at the final PILOT meeting to get input from PILOT members on CIO's final report. The PILOT workshops involved 30 people, including PILOT members and volunteers and staff who were invited to participate in the sessions.

### **The Immigrant and Refugee Community Organization**

The Immigrant and Refugee Community Organization (IRCO) plans to educate and engage communities about the Portland Plan while learning ways to actively influence its design and content. The organization also plans to identify ways to advocate for important community issues in Portland that may be outside the scope of the Portland Plan. IRCO plans to train staff and community leaders about the Portland Plan, utilizing existing ENGAGE meetings. The October Community Needs Assessment Conference helped inform the discussion of community issues and the connection between those issues and the Portland Plan. Further community meetings with the Slavic, African and Asian communities and those who have been underrepresented throughout the process will be scheduled. IRCO also suggests holding a collective community event for the constituents of all DCL partners.

*What's happened so far ...*

IRCO has:

- Held a Community Needs Assessment Conference attended by over 300 people.
- Participated in the development of a Portland Plan PowerPoint presentation for individuals with limited English skills and conducted training with a small group of IRCO community leaders.
- Selected appropriate survey questions and provided Portland Plan information at Winter Giving 2010 event.
- IRCO staff tabled at the Portland Plan Fair at IRCO.
- Coordinated the IRCO ENGAGE workshop with the Portland Plan Fair held at IRCO and provided valuable input about the format of the fair and suitability for Portland's newcomers.
- Brainstormed ideas for future involvement of IRCO staff interested in specific components of the plan.



### **Latino Network**

The Latino Network seeks to increase the Latino community's voice and vision in public policymaking and utilize Portland Plan involvement to help achieve this objective. Latino Network uses the popular education and self-determination models for community engagement. Both take more time and resources but yield richer inputs and stronger community capacity building opportunities. In addition to the care this approach requires, the level of effort needed to engage the Latino community is significant given the community history of fear of government, language barriers, concentration of young people, and high concentrations of poverty.



Latino Network's participation in the DCL Portland Plan grant coincided with the roll out of their first formal civic engagement

program called *Líderes* which sees Latino community members develop their leadership and civic engagement capacity. The capacity built through the first grant cycle was felt to be significant and the Latino Network *Líderes* program now feels well positioned to continue to grow their community's capacity for involvement and Latino Network's participation in future BPS work.

*What's happened so far ...*

The Latino Network has:

- Provided Portland Plan information and collected participant survey responses at various venues and summer events, including Portland Parks & Recreation free summer lunch program, Latino-centric flea markets, faith-based organizations and the Bite of Oregon.
- Introduced Portland Plan concepts and facilitated the Portland Plan game and discussion at small community gatherings; with the 2011 *Líderes* Academy in partnership with Verde's Green Leaders group; and with other emerging community leaders. Information was also collected in a culturally appropriate manner that may not have been captured otherwise.

### **NAYA**

The Portland Youth and Elders Council (PYEC) wants to bring a clearer understanding to the Native American community of the benefits of contributing perspectives for how the City can best serve their needs. This effort is also intended for the Native American community to recognize how the City can have direct influence on the well-being of the community's families and children. The PYEC intends to develop leadership within their grassroots advocacy group to help individuals become better equipped to share information with the broader community. This leadership development will lead to more effective teaching, coalition building and exponentially shared knowledge. PYEC will host work sessions and also suggests a united DCL event for communities of color.

*What's happened so far ...*

NAYA has:

- Recruited community participation in reviewing draft materials for the next round of workshops, and participated in Technical Advisory Group work, including providing feedback on language used in materials to ensure greater inclusivity.
- Introduced Portland Indian Leaders Roundtable partners to the Portland Plan by sharing the handbook. Discussion of 28 attendees included upcoming opportunities to educate within member organizations.
- Participated in planning efforts for Multnomah County Youth Commission to ensure NAYA youth inclusion in an overall youth involvement effort.
- Participated as part of PYEC in discussion and information sharing with partner DCL organizations at workshops and community events.

**Urban League**

The Urban League plans to engage African Americans, other people of color and low income community members in determining priorities for the Portland Plan. Their goal is to ensure that equity is reflected throughout the plan and through the development of an “equity tool” used to evaluate priorities and actions. The Urban League plans to utilize an African American community needs assessment survey and promote a comprehensive approach to reduce disparity by including measurable improvements to economic, social and health outcomes and conditions as part of the Portland Plan. Outreach and involvement will include the development of a survey(s), canvassing, various methods of advertising and notification and a hosted meeting(s) with Portland Plan staff.

*What's happened so far ...*

Urban League has:

- Collected 175 issue-oriented surveys from African Americans and conducted door-to-door canvassing, knocking on 1,000 doors throughout the Portland-Metro Area.
- Provided Portland Plan information at a candidates forum attended by 200 people.
- Partnered with City staff to provide a Portland Plan overview at an Urban League civic engagement event at Leander Court attended by 20 people and participated in a discussion at a Social Justice and Civic Leadership training attended by 50 people.
- Held a V.O.I.C.E. project meeting that was attended by 15 community members at Planned Parenthood.
- Tabled at Fir Ridge High School community night attended by 75 community members, students and staff.
- Hosted a groundbreaking project day for Urban League’s Urban Harvest Garden project in February attended by 100-plus community members.
- Tabled at the Portland Plan Fair at De La Salle North Catholic High School attended by 50 to 75 community members.
- Tabled at a Diversity Summit at the Oregon Convention Center attended by 500 plus attendees.
- Attended and tabled at PSU — Youth Summit attended by 75 youth.
- Tabled at Good in the Neighborhood and Juneteenth events, distributing Portland Plan information to participants.

## Translated Materials



The Portland Plan staff advised the Office of Management and Finance to translate their survey in the February issue of the Curbsider into four languages (Chinese, Russian, Spanish and Vietnamese) paired with culturally appropriate outreach. For Phase 3, the centerfold of the Curbsider was used to display the three strategies and Equity Initiative in a simple and graphic way. This text was also translated into the four languages referred to above and

was used at the Portland Plan Fairs and with the Diversity and Civic Leadership Program (DCL) Program. Informational brochures, surveys and fair materials were also provided in large print.

## Portland Plan Fairs

During March 2011, more than 400 people attended four Portland Plan Fairs, which offered a fun way to learn about and comment on strategies for education, economic prosperity and affordability, and healthy connected neighborhoods, as well as an Equity Initiative. Breakout sessions were available for those who wanted to have in-depth discussions about the strategies and Equity Initiative. Local food, music and dance from Colored Pencils, and community booths made each of the fairs unique. Childcare was provided, free for the participants. Targeted outreach to the Latino community was done for the event at De La Salle North Catholic High School, which featured bilingual staff, volunteers, materials in Spanish, and food from Micro Mercantes. For this event, Spanish language ads were produced by and place on radio station KRYP, which also did a station appearance at De La Salle.



## Youth

Youth Planners and other staff led Portland Plan discussions with classes at Portland State University (PSU). Youth Planners also provided analysis of the draft Equity and Thriving Educated Youth components of the plan. Yet, there was no youth-specific survey or events in Phase 3. Although the Portland Plan Fairs were designed to attract families with children and the fair at De La Salle North Catholic High School had high school volunteers to assist with providing Spanish interpretation, etc., youth input was limited in this phase.

## AREAS FOR IMPROVEMENT

- Targeted outreach to faith-based organizations, especially those with high concentrations of newcomers and groups typically underrepresented in public processes
- IRCO's ENGAGE workshop attendees provided feedback on the format of and ability to be informed by the Portland Plan Fair they attended:
  - Exhibits should be more interactive with fewer words and posters.
  - With limited translated materials, the fair was not friendly to English-learners.
  - Conduct more outreach to ethnic community organizations.
  - Improve coordination with IRCO to translate advertisements and materials.

## APPLICATION TO PHASE 4 AND BEYOND

Continuing to build and expand relationships with Portland’s faith-based organizations is an ongoing area of improvement for the Portland Plan effort and beyond.

Because Phase 4 will not have the workshops, fairs or other large community events, the feedback provided by IRCO’s ENGAGE workshop attendees will be forwarded onto subsequent public involvement efforts by the bureau.

### **Goal 3: Provide multiple venues and means for community involvement and engagement**

To accommodate various needs as well as rapidly changing technology, a successful public involvement process will utilize many venues and output to advertise events, share information, and solicit feedback. Venues not traditionally used such as social media, the internet, local public television and radio, and large print materials allow us to reach a more representative sample of Portland’s diverse communities.

Areas of improvement identified in the **Phase 1** report include:

- *Need to monitor and record the number of first-time participants;*
- *Continue to offer food, childcare, and translators; and*
- *Explore ideas and implement additional interactive tools for engagement.*

Areas of improvement identified in **Phase 2** report include:

- *Develop a new tool to determine the number of first time Portland Plan participants;*
- *Develop and implement a new tool to collect data on participants of Portland Plan events other than workshops and surveys;*
- *Improve marketing of services such as childcare and translation services so they may be better utilized; and*
- *Consider and implement new interactive outreach tools in Phase 3.*

## SUCCESSSES

From December 2010 to January 2011, hundreds of Portlanders attended the Portland Plan Inspiring Communities series, where experts in the fields of economic development, environmental justice, education, community health and sustainable systems shared fresh perspectives



on what strategies have worked elsewhere. The five events occurred all over the city to reach a broader range of Portlanders. One of the events, held at the Hollywood Theatre, did not offer accessible bathroom facilities in the historic building, so accommodations were made in an adjacent business. These events provided a new approach to community involvement and engagement in a lecture series type format.

During the March 2011 Portland Plan fairs, a door prize entry form was used to gather demographic information from the fair goers. This immediately entered participants into a raffle where five tickets were pulled on the hour. At least 70 percent of participants filled out

this form, which included questions on the following: zip code, age, how did they travel to get to the fair, income, ethnic background and languages spoken at home other than English. At both the Portland Plan Inspiring Communities series and the Portland Plan fairs, as in the prior workshops, evaluation cards were offered to participants to gain feedback. Evaluation questions included how familiar the participant was with the Portland Plan, which gave BPS staff the ability to track first time Portland Plan participants at these large events. Of the 79 Portland Plan presentations that were given during Phase 3, over half were with organizations that had yet to receive a presentation by BPS and other City staff.

Portland Plan staff participated in 19 community events, including culturally targeted SUN School Family Nights, job fairs, neighborhood street fairs, Fix-It Fairs, and Community Budget events. These community fair events allowed Portland Plan staff to reach hundreds of Portlanders who might not have otherwise been involved. Assistance from partners such as Oregon Association of Minority Entrepreneurs (OAME) and CIO helped to connect Portland Plan staff to such community fairs. The continuation of tabling at the large number of community fairs and events (see Appendix D for list of all events) during the autumn, winter and spring enabled Portland Plan staff to reach hundreds of Portlanders who might not have been reached otherwise.

### AREAS FOR IMPROVEMENT

Coordinate more with venues to advertise events to those who use or visit the facility. For instance, flyers announcing the Portland Plan Fair at IRCO were created but not displayed at IRCO. Also consider translating flyers.

### APPLICATION TO PHASE 4 AND BEYOND

Two of the Portland Plan public hearings with the Planning and Sustainability Commission will be at Portland-area public schools. Coordination with these venues will be one approach of outreach for these events.



#### **Goal 4: Involve as many people as possible**

With Portland's population nearing 576,000 people and growing in size and diversity, it's important for the Portland Plan to involve as many people as possible in hopes that a representative sample will participate and provide their unique perspectives and ideas.



Areas of improvement identified in the **Phase I** report include:

- Continue to engage more people, especially non-geographic communities and first-timers.

Areas of improvement identified in the **Phase II** report include:

- *Develop new tools to better measure and keep track of the number of Portlanders engaged at public events;*
- *Identify new groups and communities that have yet to be involved in the Portland Plan process; and*
- *Implement more focused outreach to the disabilities community, to the education community and to the business community.*

#### **SUCCESSSES**

While the overall number of Portlanders participating in the Phase 3 fairs was down slightly, compared to the workshops in Phase 2, the diversity of attendees and first time Portland Plan participants increased. Among the Asian and Latino communities the greatest increase in participation was measured. For those who self-identified with the Asian or Pacific Islander race, attendance increased from 4 to 10 percent; the participants who self-identified with the Latino ethnic group increased from 4 to 9 percent.

Two months prior to the fairs, the Portland Plan Inspiring Communities series saw approximately 400 participants. An estimated 1,740 people attended Portland Plan presentations. Portlanders were engaged in 79 Portland Plan presentations to host organizations, and hundreds more participated in 19 community events where staff tabled during Phase 3.

Additionally, staff continued to engage more Portlanders through social media, increasing Facebook fans, Twitter followers, and the number of views on the Portland Plan Flickr account and pdxplan.com (see Appendix A for all figures).

#### **AREAS FOR IMPROVEMENT**

- Continue to engage more people, especially non-geographic communities and first-timers.
- Develop new tools to better measure and keep track of the number of Portlanders engaged at public events.

#### **APPLICATION TO PHASE 4 AND BEYOND**

All the areas of improvement bulleted above have application to Phase 4 and subsequent public involvement efforts for the bureau.

**Goal 5: Acknowledge that Portlanders are being heard, and show how their comments are being incorporated into the Portland Plan<sup>2</sup>**

Community members, groups and organizations are concerned about the transparency and meaningfulness of how public input is utilized in planning processes. A successful outreach effort will demonstrate transparency and how community voices and opinions were utilized in the development of the Portland Plan.

Areas of improvement identified in the **Phase I** report include:

- *Continue to demonstrate to the public in documents and information provided in each phase, how their comments are being incorporated from previous input; and*
- *Report results and findings from previous phases on website and in future Portland Plan documents.*

Areas of improvement identified in the **Phase II** report include:

- *Develop evaluation forms for specialized events (instead of only workshop); and*
- *Continue to report back and demonstrate to participants in workshops and events that previous input is being incorporated into current materials and proposals.*

**SUCSESSES**

During November 2010, staff convened discussion groups to share the preliminary language of the emerging strategies to ensure that communication was clear, concise, culturally sensitive, age appropriate and inclusive. Staff met first with the DCL partners, then with the Portland Plan Community Involvement Committee (CIC), the Multnomah Youth Commission, and finally the business community. The discussion groups were facilitated by Kathy Fong Stephens from Barney Worth and filmed by CIO. Feedback from the discussion groups was valuable to the process of writing copy for the Curbsider, rolling out the strategies and promoting the Phase 3 fairs.

Following the Portland Plan fairs, the survey results and public comments were posted on the website, yet the analysis of the public feedback was slow to be provided. Staff continued to utilize a master database of all written comments and event evaluations, which was also accessed by staff through the intranet when revising the draft strategies and the Equity Initiative following the fairs. The draft strategies and Equity Initiative were also sent to each City bureau, neighborhood coalition and DCL partner requesting formal comment. Upon receipt and the weeks following, staff reported back to those bureaus and organizations that provided feedback.

**AREAS FOR IMPROVEMENT**

- Share analysis of public feedback in a timely manner. Simply posting the survey results and public comments from the Portland Plan Fairs on the website did not clearly demonstrate to the public how their feedback was being factored into drafting of the plan.

**APPLICATION TO PHASE 4 AND BEYOND**

The above area of improvement has application to Phase 4 and subsequent public involvement efforts for the bureau. During the public hearing process with the Planning and Sustainability Commission and City Council, staff will have to organize and report on public testimony and provide staff responses to this testimony.

<sup>2</sup> This goal was reworded by the CIC for clarity.



# Evaluation of Phase 3 Public Involvement Approaches

To begin evaluating Phase 3 of Portland Plan public participation activities, staff asked the following questions:

- Are we meeting our goals for successful participation?
- Have the approaches used helped us to meet our goals?

## Approaches Used and Lessons Learned

A variety of outreach and engagement approaches has been used, and will continue to be used, throughout the Portland Plan public process. Table 1 below shows the opportunities and limitations of two new approaches to Portland Plan public involvement, “Portland Plan Fairs” and “Large Employer Brownbags.” Table 2 reviews the various approaches used in Phase 3 that were also used in Phases 1 and 2, in particular the lessons learned and how Portland Plan staff and CIC members have responded to prior and new lessons learned.

**Table 1. Evaluation of New Approaches Utilized in Phase 3 of Portland Plan Outreach**

Opportunities	Limitations	Lessons for Next Phases
<b>Fairs</b>		
<ul style="list-style-type: none"> <li>▪ Fair format was open and flexible</li> <li>▪ Provided varying levels of participation, attendees were able to browse and comment in writing or choose to engage with other participants and staff.</li> <li>▪ Very interested community members had the opportunity to have in-depth conversations</li> <li>▪ Fairs were scheduled on a variety of days and time so that a wide array of Portlanders can participant</li> <li>▪ The CIC was involved in tailoring each event slightly to reflect the character of the location and target outreach</li> <li>▪ Community booths, music and food attracted people and added vitality</li> <li>▪ Format was fun, colorful and vibrant</li> </ul>	<ul style="list-style-type: none"> <li>▪ Can be staff intensive to run both the fair and small group discussions</li> <li>▪ Too many opportunities to provide feedback in the way of the eight surveys, mapping exercises, and staff facilitated group discussions</li> <li>▪ Some attendees were off-put by the level of music and other distractions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Focus the ways the public can provide feedback</li> <li>▪ Offer community booths participants an opportunity to evaluate the event</li> <li>▪ Provide more targeted outreach when offering interpretation and childcare services</li> <li>▪ Communicate timely analysis of feedback results</li> <li>▪ IRCO’s ENGAGE workshop attendees provided feedback on the format of and ability to be informed by the fair:               <ul style="list-style-type: none"> <li>– Exhibits should be more interactive with fewer words and posters.</li> <li>– Expand translated materials.</li> <li>– Conduct more outreach to ethnic community groups.</li> <li>– Improve coordination with IRCO, etc. to translate ads and materials.</li> </ul> </li> </ul>

**Table 1. Evaluation of New Approaches Utilized in Phase 3 of Portland Plan Outreach**

Opportunities	Limitations	Lessons for Next Phases
<p><b>Large Employer Brownbags</b></p>		
<ul style="list-style-type: none"> <li>▪ Opportunity to engage public in different context — provides a work “lens”</li> <li>▪ Improved ties with employers in Portland</li> <li>▪ Spread information through new channels/workplace</li> <li>▪ Reached non-Portland residents and broadened feedback/ perspectives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Difficult to generate interest depending on purpose/timing in project (info sharing vs. feedback)</li> <li>▪ Requires interest/effort on part of firm/employer to proceed</li> <li>▪ Difficult to schedule — when is there a critical mass of employees available for presentation?</li> <li>▪ Relies upon employer or work sites to accommodate meeting space and promote</li> </ul>	<ul style="list-style-type: none"> <li>▪ Define target audience: management or employees?</li> <li>▪ Clarify the criteria for types of firms/employers to contact.</li> <li>▪ Better define advertising and promotion for events.</li> <li>▪ Consider timing; what is the right time to engage employees in this setting?</li> </ul>

**Table 2. Incorporating Lessons Learned into Subsequent Phases**

Lessons Learned	Incorporating Lessons Learned
<p><b>Workshops</b></p>	
<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>▪ Advertise earlier and to diverse audiences for broader participation</li> <li>▪ Announcement distribution at numerous locations citywide did not result in increase in participation</li> <li>▪ Evaluate holding more workshops on Saturdays (and potentially on Sunday afternoons) to accommodate people who cannot attend evening sessions</li> </ul> <p><b>Phases 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>▪ Provide more targeted outreach when offering interpretation and childcare services so that people take advantage of these services</li> <li>▪ Have hosts who can invite and accompany newcomers</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Workshops were well-advertised in advance with a “Save the Date” flyer that provided dates, times, and locations of Phase 2 workshops (with the exception of the business-focused workshop)</li> <li>▪ Stronger relationships with partner agencies resulted in increased advertising to partner agencies’ constituents and thus more diverse participants</li> <li>▪ Holding more workshops on weekends and in the evenings did not result in increased attendance</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ The business-focused workshop was expanded to three events: the main event, one hosted by APNBA and the other hosted by NINA.</li> </ul>

Table 2. Incorporating Lessons Learned into Subsequent Phases

Lessons Learned	Incorporating Lessons Learned
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**Overviews at Group Meetings**

**Phases 1 & 2**

- Need to have up-to-date and meaningful materials to share with community groups and let people know how they can meaningfully plug in to the process

**Phases 3**

- Improve communication around the Portland Plan and its relationship to the Comprehensive Plan and other planning efforts
- Continue relationship with periodic check-ins and follow up to questions and feedback provided

**Phase 2 Adaptations**

- With limited resources, it has been difficult for Portland Plan staff to produce frequently updated meaningful materials for specific community groups.

**Hosted Presentations and Town Halls**

**Phase 1**

- Need to continue to build ongoing relationships such as with non-geographic groups to build trust and demonstrate that their voices are being heard

**Phase 2**

- Continue Town Hall events

**Phase 3**

- Continue Town Hall events, but strive to make the workshops, fairs, etc. open and accessible to the community at large

**Phase 2 Adaptations**

- Two successful Town Hall events were held: one for the LGBTQ community and one for the arts community. Both Town Halls were covered generously by the media.
- Make sure format for “town halls” meet the expectations of the public, i.e., attendees have the opportunity to provide input directly.

**Phase 3 Adaptations**

- One Town Hall event was held for the disabilities community.



Table 2. Incorporating Lessons Learned into Subsequent Phases

Lessons Learned	Incorporating Lessons Learned
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**Hard Copy and Online Surveys**

**Phases 1 & 2**

- Consider translation of surveys into popular non-English languages and large print for the visually impaired.
- Continue to provide materials at public libraries, colleges and neighborhood coalition offices
- Next survey needs to be shorter and more easily comprehensible by the public
- Focus survey outreach to renters and homeless
- Monitor demographics of who’s completing surveys so staff can respond with additional targeted outreach to those groups not completing the survey

**Phase 3**

- Continue to include demographic questions to know who is completing the survey and where to target outreach

**Phase 2 Adaptations**

- Surveys were translated into four non-English languages for Phase 2: Spanish, Vietnamese, Russian, and Chinese
- Unfortunately the Phase 2 survey was longer and, by some accounts, harder to comprehend
- Survey outreach to renters was improved by sending copies in the Curbsider newsletter to every household in Portland; the surveys were mailed to only single-family households in Phase 1
- There were no improvements in Phase 2 to focus survey outreach to the homeless community. Staff lacks the relationships and tools to access the homeless community. This is an area for improvement for Phase 3.
- Demographic questions were incorporated into all Phase 2 workshops and surveys unlike Phase 1 which failed to ask demographic questions for mail-in surveys

**Phase 3 Adaptations**

- Advised the Office of Management and Finance to translate their survey in the February’s issue of the Curbsider into four languages (Chinese, Russian, Spanish and Vietnamese) paired with culturally appropriate outreach.



Table 2. Incorporating Lessons Learned into Subsequent Phases

Lessons Learned	Incorporating Lessons Learned
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**Special Outreach Activities with Non-geographic & Community Groups**

**Phase 1**

- Need to ensure Portland Plan messaging/information is accessible and easy to understand for non-geographic and special-interest groups
- Need to show how previous non-geographic group input from visionPDX will be incorporated and followed through in Portland Plan
- Need to continue to build relationships with community organizations and encourage their participation in the Portland Plan development

**Phase 2**

- Need to assist organizations with outreach efforts as requested

**Phase 3**

- Targeted outreach to faith-based organizations especially those with high concentrations of newcomers and groups typically underrepresented in public processes.

**Phase 2 Adaptations**

- Stronger relationships with organizations who advocate for non-geographic communities, the new DCL grant program, and the visible equity work produced by staff have helped gain trust in the communities and will hopefully encourage increased participation
- Translating the Phase 2 brochure and survey into four non-English languages made the messaging and information more accessible to specific non-geographic communities
- Newly created graphics that display visionPDX as part of the foundation to Portland Plan content have been incorporated into outreach materials and the website

**Phase 3 Adaptations**

- Translating the Phase 3 Curbsider into four non-English languages made the messaging and information more accessible to specific non-geographic communities.

**Social Media**

**Phases 1 & 2**

- Staff training needed
- Promoting and documenting events

**Phases 1 & 2 Adaptations**

- Unfortunately no staff training has taken place due to limited resources. Portland Plan communications staff continue to incorporate social media in public involvement which has greatly improved since Phase 1
- Social media used to promote Phase 2 Workshops with a contest promotion on Twitter

**Phase 3 Adaptations**

- Promotion and documentation of the speaker series, the PSC hearings and work sessions, and the Portland Plan Fairs.
- Social media was employed to make connections to similar initiatives and efforts, our partner organizations and bureaus, CIC members and youth planners, as well as essays and editorials that offered food for thought.

Table 2. Incorporating Lessons Learned into Subsequent Phases

Lessons Learned	Incorporating Lessons Learned
<p><b>Marketing and Communications</b></p> <hr/>	
<p><b>Phases 1, 2 &amp; 3</b></p> <ul style="list-style-type: none"> <li>▪ Need to buy more ads in more non-English language papers, and Observer, Just Out, etc.</li> <li>▪ Utilize marketing and communications staff from agency partners to assist with outreach and engagement to their constituents</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ In Phase 2, half-page ads were placed in the following cultural/minority papers: El Hispanic News, Asian Reporter, Portland Observer, Just Out, and Portland Family</li> <li>▪ Informally, agency partners have increased outreach efforts to both their staff and their constituents; however no formal relationships were established with the marketing and communications staff at our partner agencies</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ The continuations of ads placed in the following cultural/minority papers: El Hispanic News, Asian Reporter, Portland Observer, Just Out, and Portland Family</li> <li>▪ Partner agencies (PPS, HAP, PDC) helped get the word out with their e-newsletters, websites and social media channels</li> </ul>
<p><b>Website</b></p> <hr/>	
<p><b>Phases 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>▪ Adapt for visually impaired and have buttons for information in languages other than English</li> </ul> <p><b>Phase 3</b></p> <ul style="list-style-type: none"> <li>▪ Use of the website to communicate increasingly complex and technical information to an audience that was losing “buzz”.</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Due to both budget constraints and Portland Online’s inability to host non-English characters, information in languages other than English was not made available on the Portland Plan website. For the same reasons, changes to the website to better accommodate the visually impaired did not happen</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ A series of blog posts were created to publicize and recap each of the speaker series events, which were streamed live on the web</li> <li>▪ The fairs were promoted in a similar fashion with video and slide shows posted after each of the four events.</li> </ul>

Table 2. Incorporating Lessons Learned into Subsequent Phases

Lessons Learned	Incorporating Lessons Learned
<b>Local Media (televised and audio)</b>	
<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>▪ Need to produce large print materials and send to various media partners in a timely manner</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Large print materials were created in Phase 2 and were made available at the same time as other Portland Plan materials.</li> <li>▪ In Phase 2, initial contacts with non-English speaking radio stations were developed, however staff had a difficult time receiving follow up communications.</li> </ul>
<p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>▪ Successfully reach television and radio stations that represent non-geographic communities</li> </ul>	<p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Experimented with radio, placing :15 and :30 spots on OPB and KRYP, respectively. With the Spanish-language radio station appearance, extra investment into value-added spots and on-air promos with Spanish-speaking staff and Colored Pencils organizers were leveraged.</li> <li>▪ The Inspiring Communities series played 245 times for a total 439 hours</li> <li>▪ The Community Fair Spanish PSA played 39 times.</li> <li>▪ Contracted with Portland Community Media to videotape the fairs, but this time instead of broadcasting live and showing each fair in its entirety, PCM created a fun and breezy video that acted as a kind of visual montage of the events, with an into and closing call to action by the Mayor. The video was featured on the BPS YouTube channel.</li> </ul>
<p><b>Phase 3</b></p> <ul style="list-style-type: none"> <li>▪ Continue a television and establish an online video presence</li> </ul>	







# Community Involvement Committee Members' Evaluation of Phase 3

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To add an additional dimension to the Phase 3 outreach and engagement evaluation, Portland Plan staff posed the following three questions to CIC members in May for their input:

1. *Please provide us with your comments on Portland Plan outreach and engagement efforts for Phase 3 (September 2010 to May 2011). Please tell us what you liked about these efforts and make suggestions for improvement for us to consider in Phase 3 work.*
2. *To help us complete the Phase 3 progress report we need you to describe how you as a CIC member and Portland Plan Ambassador have assisted us in our engagement efforts including capitalizing on your existing relationships in the community.*
3. *Please provide us with any another comments or suggestions.*

Of the sixteen (16) CIC members who were emailed the above questions, 7 CIC members replied. All member responses can be found in Appendix C. Below is a summary of key themes that emerged from CIC member responses.

## Overview of CIC Member Responses

The CIC members who completed the Phase 3 evaluation offered valuable comments about the Portland Plan process. One CIC member noted a noticeable shift in the relationship between BPS staff and the CIC since last fall; going on to describe that the first couple of phases was structured with the CIC being reported to about the development of the plan, but at a stage where CIC comments couldn't easily be integrated, shifting to where the CIC is being engaged at the onset of ideas and developments and that CIC feedback is critical for how the process is being shaped. In terms of the Phase 3 fairs, one respondent stated that there was different and more welcoming approach via the fair concept. There was good interaction between the CIC group and staff in developing the fair concept, resulting in well organized and beautifully executed events. Regarding the Inspiring Communities Series, one respondent stated that speaker series was an important interlude in the community workshop process in that they were focused on a broader view of the topics being discussed during the community meetings. Finally, staff was acknowledged for being responsive to input from the CIC regarding community involvement, elaborating that they solicit input and listen to unsolicited input with active response.

Their process suggestions included encouraging more CIC participation because there has not been a quorum at a number of meetings. One respondent stated appreciation of the ongoing updates regarding the work of the DCL partners each month; continuing that it would be nice to hear from some of them directly, but hesitant to add any more meetings to their lives. Another CIC member shared that there is a fair amount of confusion around the many simultaneous initiatives taking place and the many different groups involved (CIC, PPAG, Central City Plan etc.) and at some of the CIC meetings during Phase 2, there was interaction with other groups such as those working on the Central City Plan and the Equity TAG group. This CIC member recommended that more should be done to help foster a more cohesive effort amongst all groups around the Portland Plan. One CIC member shared that in addition to the current efforts, a simple – viral – message is needed that the city is in the process of asking Portlanders what they want the city to be in 25 years.

## Next Steps & Moving Forward

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In Phase 4, Portland Plan staff will continue to:

- Continue to seek bureau and partner agency assistance with outreach and engagement.
- Continue to build new and ongoing relationships with under-served and/or non-geographic groups including: cultural groups, faith communities, homeless communities, renters, and minority businesses.
- Continue and in some cases broaden involvement with City of Portland Boards, Committees and Commissions.
- Simplify the message to reach the largest number of Portlanders as possible. Many Portlanders do not know there is a Portland Plan under development. As an attempt to inform more Portlanders, several suggestions for creative communications have been offered during Phase 4.
- Standard practice for planning efforts should include youth-focused involvement.
- Target outreach to faith-based organizations, especially those with high concentrations of newcomers and groups typically underrepresented in public processes.
- Coordinate more with venues to advertise events to those who use or visit the facility. For instance, flyers announcing the Portland Plan Fair at IRCO were created but not displayed at IRCO. Also consider translating flyers.
- Continue to engage more people, especially non-geographic communities and first-timers.
- Develop new tools to better measure and keep track of the number of Portlanders engaged at public events.
- Share analysis of public feedback in a timely manner. Simply posting the survey results and public comments from the Portland Plan Fairs on the website did not clearly demonstrate to the public how their feedback was being factored into drafting of the plan.

As the City prepares to roll out the draft Portland Plan, we have an opportunity to tell the whole story about it. No longer collecting and vetting facts, determining directions and objectives or vetting integrated strategies, we are now reaching the end of a multi-year process to create a 25-year plan for the city and its residents.

As a long range plan to ensure that Portland is an equitable, thriving, healthy and sustainable city, the Portland Plan is vast in scope and complex in nature with many layers of detail. The challenge — and the opportunity — is to communicate to as many Portlanders as possible what it is, why it's important and how it was created in collaboration with the community.

Over the summer of 2011, staff were out in the community again in a limited way at street fairs and special events, as well as, meeting with various neighborhoods, businesses, interest-based organizations and cultural and faith-based groups with information about the draft Portland Plan. Summer outreach was about providing information on the process, as well as, educating the public on the plan, as the process transitions into a more formal phase where the public engages directly with City decision-makers. Outreach involved guiding the public to submit written testimony or attend and testify at one of the Planning and Sustainability Commission hearings during the autumn of 2011.



# APPENDIX A

## Measures of Success Data

### Goal 1. Build on new and existing relationships

Quantitative Measures and Descriptions	Data
<p><b>1.1</b> Number of visionPDX organization/group participants</p>	<p>6 out of 55 organizations that participated in vision PDX went on to host a Portland Plan workshop, presentation and/or discussion during Phase 3</p> <p>10 out of 55 organizations that participated in visionPDX stakeholder interviews, engagement interviews, and Vision into Action grants went on to host a Portland Plan workshop, presentation and/or discussion during Phase 2</p>
<p><b>1.2</b> Percent of individual participants who answered positively to a workshop evaluation question that asks whether or not they had a high level of knowledge and involvement on Portland issues.</p>	<p>Phase 3 – Inspiring Communities Series, Question #2: 187 responses, 21 strongly agree, 96 agree = <b>63% positive</b></p> <p>Phase 3 – Portland Plan Fairs, Question #2 and #3: Question 2: 27 responses, 10 strongly agree, 15 agree = 93% positive. Question 3: 27 responses, 9 strongly agree, 13 agree = 81% positive. Total = <b>87% positive</b></p> <p>Phase 2 – 68% (24% “strongly agreed”, 44% “agreed”)</p> <p>Phase 1 – 71% (19% “strongly agreed”; 52% “agreed”)</p>
<p><b>1.3</b> Number of staff from other City bureaus and agencies who participated in the Portland Plan outreach effort; and number of City bureaus/agencies that devoted staff time informing and engaging their contacts and relationships in the Portland Plan</p>	<p>Fair facilitators: PBOT (2); BES (3); PPR (1); Human Relations (1); ONI (1); PDC (1); Portland State University (1); Oregon Department of Human Services (1); <i>six bureaus and two agencies; 11 staff members</i></p> <p>Additionally, six bureaus and three agencies provided community booths at the fairs.</p>

Quantitative Measures and Descriptions	Data
<p><b>1.4</b> Describe the new and existing relationships built upon during the Portland Plan outreach process thus far.</p>	<p>Phase 3 of the Portland Plan included broader outreach to Portland’s business community reaching over 200 people. In autumn 2010, Portland Plan staff conducted five large-employer brown bag lunch presentations to share information about the plan and gather feedback. These were held at Mercy Corps, OHSU, Olympic Mills Commerce Center, Daimler Trucks North America and Evraz Oregon Steel. In addition, the team made presentations to the Portland Business Alliance, Columbia Corridor Association Board, and the Alliance of Portland Neighborhood Business Associations (APNBA). Business outreach in Phase 3 wrapped up with business forums to gather feedback on elements of the strategies. A Citywide Business Forum was held on April 28, 2011; an APNBA-hosted Business Forum was held on May 9, and a presentation to the Northwest Industrial Neighborhood Association (NINA) followed on May 18, 2011.</p> <p>Conversations that began in Phase 1 with the Diversity &amp; Civic Leadership Program (DCL), a partnership that includes the Center for Intercultural Organizing (CIO), Immigrant and Refugee Community Organization (IRCO), Latino Network, Native American Family Center (NAYA), Urban League of Portland; led to a Portland City Council approving public involvement grants in June (Phase 2) and with continued coordination with the five organizations for the remainder of the Portland Plan. In Phase 3 collaboration with the DCL Partners was underway. See results under Measure 2.9.7 below for engagement activities with the DCL organizations.</p> <p>Advised the Office of Management and Finance to translate their survey in the February’s issue of the Curbsider into four languages (Chinese, Russian, Spanish and Vietnamese) paired with culturally appropriate outreach. For Phase 3, the centerfold of the Curbsider was used to display the three strategies and Equity Initiative in a simple and graphic way. This text was also translated into the four non-English languages referred to above and was used at the Portland Plan Fairs and with the DCL. Informational brochures, surveys, and fair materials were also provided in large print.</p> <p>Relationships were continued with the LGBTQ groups through coordination of the Portland Plan booth at the Gay Fair in the Square.</p> <p>The Portland Plan Fairs were strengthened from new relationships with co-host Colored Pencils by providing a welcoming atmosphere, entertainment and bringing more people to the fairs that otherwise might not have known or interested in going to them.</p> <p>Relationships continued with the Citywide Land Use Group, American Institute of Architects, the Portland Business Alliance, City Club, Connecting Communities Coalition, Senior District Centers, Portland State University and neighborhoods and business associations.</p>

Quantitative Measures and Descriptions	Data
<p><b>1.5.1</b> Describe the CIC member’s and Staff’s involvement in maintaining existing relationships within the community.</p>	<p>CIC members used their existing connections to arts, education, businesses, organizations, communities with disabilities, housing/ residents, etc. to plan and target outreach, engagement materials, activities and events with Portland Plan staff.</p> <p>See Measure 1.4 above for staff’s existing relationships which are generally based on traditional work on planning and sustainability projects.</p>
<p><b>1.6</b> Ask CIC member’s to report engagement efforts and relationships maintained throughout the community through Portland Plan outreach.</p>	<p>In general, CIC members effectively served as liaisons between the Portland Plan and their respective constituencies. Members have spearheaded numerous creative outreach strategies to assist Portland Plan staff maintain current relationships and build new relationships within the community.</p>

**Goal 2. Engage broader and more diverse groups with education and information, and provide all interested Portlanders with enough education so that they can meaningfully participate**

Quantitative Measures and Descriptions	Data
<p><b>2.1</b> Percent of positive responses on evaluation forms that reflect adequate education received at presentations and events</p>	<p>Phase 3 – Inspiring Communities – 91% (39% “strongly agreed, 52% “agreed); Portland Plan Fairs – 84% (42% “strongly agreed”, 42% “agreed)</p> <p>Phase 2 – 92% (32% “strongly agreed”; 60% “agreed”)</p> <p>Phase 1 – 93% (39% “strongly agreed”; 54% “agreed”)</p>
<p><b>2.2</b> Number of targeted outreach groups successfully participated in an outreach event.</p>	<p>Number of Phase 3 events for targeted outreach to the following groups not targeted in Phase I:</p> <p>Sexual and gender minorities – 3 events</p> <p>Senior/aging community – 0 events</p> <p>Faith-based community – 0 events</p> <p>Education communities and institutions – 3 events</p> <p>With the listed groups above, some level of communication and/or coordination occurred. The emphasis in Phase 3 has been to encourage people to attend Phase 3 events, of which there was representation from these diverse communities.</p>
<p><b>2.3</b> Number of outlets where Portland Plan materials were made continually available, other than internet. (i.e. public libraries, universities, neighborhood coalition offices, DCL office, etc.</p>	<p>All County libraries (16); Neighborhood District Coalition Offices (7); Senior Centers (11); DCL Partners (5); Universities (1):Total of 40</p>

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Quantitative Measures and Descriptions	Data
<p><b>2.4</b> Number of outreach documents translated into a non-English language (e.g., Spanish)</p>	<p>4 total (Curbsider translated into four languages: Spanish, Russian, Chinese, and Vietnamese. Materials also produced in large-print.</p>
<p><b>2.5</b> Number of events where translator and/or non-English-speaking staff participated in outreach events</p>	<p>1 total (compared with 5 in Phase 1 and none in Phase 2).</p>
<p><b>2.6</b> Number of hours Phase 3 Portland Plan Inspiring Communities Series events and fairs were televised on Portland Community Media</p>	<p>The Inspiring Communities Series played 245 times for a total of roughly 439 hours. The Community Fair Spanish PSA played 39 times.</p> <p>Channel 11 reaches the Metro region to around 400,000 households.</p> <p>Channel 22 reaches East and West Multnomah County to around 241,000 households.</p> <p>Channel 23 and 30 reach East and West Portland to around 179,000 households.</p>
<p><b>2.7</b> Number of YouthBomb surveys collected</p>	<p>No YouthBomb survey in Phase 3</p>
<p><b>2.8</b> Number of attendees at YouthBomb workshop</p>	<p>No YouthBomb Workshop or youth specific event in Phase 3.</p>
<p><b>2.9.1</b> Elaborate on the targeted outreach efforts to reach broader and more diverse groups with education and information.</p>	<p>Continued the outreach approach of tabling at 19 community-sponsored fairs and events.</p>
<p><b>2.9.2</b> Describe the targeted efforts to reach the business community</p>	<p>Phase 3 included broader outreach to Portland’s business community reaching over 200 people. In autumn 2010, Portland Plan staff conducted five large-employer brown bag lunch presentations to share information about the plan and gather feedback. These were held at Mercy Corps, OHSU, Olympic Mills Commerce Center, Daimler Trucks North America and Evraz Oregon Steel. In addition, the team made presentations to the Portland Business Alliance, Columbia Corridor Association Board, and the Alliance of Portland Neighborhood Business Associations (APNBA). Business outreach in Phase 3 wrapped up with business forums to gather feedback on elements of the strategies. A Citywide Business Forum was held on April 28, 2011; an APNBA-hosted Business Forum was held on May 9, and a presentation to the Northwest Industrial Neighborhood Association (NINA) followed on May 18, 2011.</p>
<p><b>2.9.3</b> Describe the targeted efforts to reach the aging and people with disabilities community</p>	<p>Staff shared ongoing updates on the Portland Plan and the Inspiring Communities series and fairs with the Senior District Centers, Multnomah County Aging and Disabilities Services and Elders in Action.</p>



Quantitative Measures and Descriptions	Data
	A second forum with the Connecting Communities Coalition was held in April, 2011. The Equity Technical Action Group also coordinated directly with the Portland Commission on Disabilities.
	Portland Plan staff, a CIC member and professionals who work with disability communities are continuing to work together to design and implement outreach and engagement activities that are meaningful and that encourage more active engagement in the Portland Plan. This includes special publicity for events, providing materials in large print, Braille, and on a CD (for review using special computer programs that enhance readability) and making other accommodations as requested at events. The emphasis in Phase 3 has been to encourage people with disabilities to attend Phase 3 events, of which there was representation from this diverse community.
	Staff regularly attends the Portland Commission on Disability (PcoD) quarterly meetings and provides Portland Plan announcements and updates. Staff will continue to work with the Connecting Communities Coalition and the PcoD to encourage involvement in the Portland Plan through activities and technical support and feedback on Portland Plan products.
<p><b>2.9.4</b> Describe outreach strategies such as Portland Community Media that help reach more diverse groups</p>	<p>While filming at the Zoo fair, PCM shot footage of Spanish-speaking staff promoting the De La Salle Community Fair, which they made into a Spanish PSA that played 39 times.</p> <p>With the help of a media buyer, staff bought advertising on Spanish-language radio station KYRP, which made a station appearance at De La Salle in addition to creating :30 spots in Spanish to promote the fair.</p>
<p><b>2.9.5</b> Describe the targeted outreach to the homeless community</p>	<p>No targeted outreach to the homeless community occurred in Phase 3.</p>
<p><b>2.9.6</b> Describe the targeted outreach to renters</p>	<p>The Bureau’s community newsletter, The Curbsider, is sent to every Portland household which includes multifamily dwellings and apartment buildings information about the Portland Plan.</p>

Quantitative Measures and Descriptions	Data
<p><b>2.9.7</b> Elaborate on the partnerships and programs established with DCL for culturally-appropriate outreach (DCL partners include: the Native American Youth and Family Center, the Latino Network, the Urban League of Portland, the Immigrant and Refugee Community Organization, and the Center for Intercultural Organizing)</p>	<p>Phase 3 focuses on partnering with the DCL partners, to team up on outreach and gain feedback from the diverse communities DCL represents.</p> <p>CIO:</p> <ul style="list-style-type: none"> <li>▪ Participated in brainstorming around the communications of and provided videotaping services for three Portland Plan discussion groups.</li> <li>▪ Tabled at two Portland Plan Fairs, at the Oregon Zoo and at IRCO.</li> <li>▪ Co-tabled with BPS staff at Harrison Park SUN Program’s Use Your Voice night.</li> <li>▪ The Portland Plan and CIO’s response to it were discussed in depth at six staff meetings, including a full afternoon work session when BPS staff joined.</li> <li>▪ CIO utilized the Portland Plan as one of the core issues in the 2011 PILOT (Pan Immigrant Leadership and Organizing Training) Program. This included two sessions, an over view and at the final PILOT to get input from PILOT members on CIO’s final report.</li> </ul> <p>IRCO:</p> <ul style="list-style-type: none"> <li>▪ Held a Community Needs Assessment Conference attended by over 300 people.</li> <li>▪ Participated in the development of a Portland Plan PowerPoint presentation for individuals with limited English skills and conducted a training with a small group of IRCO community leaders.</li> <li>▪ Selected appropriate survey questions and provided Portland Plan information at Winter Giving 2010 event.</li> <li>▪ IRCO staff tabled at the Portland Plan Fair at IRCO.</li> <li>▪ Coordinated the IRCO Engage workshop with the Portland Plan Fair held at IRCO and provided valuable input about the format of the fair and suitability for Portland’s newcomers.</li> <li>▪ Brainstormed ideas for future involvement of IRCO staff interested in specific components of the plan.</li> </ul> <p>Latino Network:</p> <ul style="list-style-type: none"> <li>▪ Provided Portland Plan information and collected participant survey responses at various venues and summer events including Portland Parks &amp; Recreation free summer lunch program, Latino-centric flea markets, faith based organizations, and the Bite of Oregon.</li> <li>▪ Introduced Portland Plan concepts and facilitated the Portland Plan game and discussion at small community gatherings, the 2011 DCL Academy and Verde’s Green Leaders group.</li> </ul>

Quantitative Measures and Descriptions	Data
	<p>NAYA:</p> <ul style="list-style-type: none"><li>▪ Recruited community participation in reviewing draft materials for the next round of workshops, and participated in Technical Advisory Group work, including providing feedback on language used in materials to ensure greater inclusivity.</li><li>▪ Introduced Portland Indian Leaders Roundtable partners to the Portland Plan by sharing the handbook. Discussion of 28 attendees included upcoming opportunities to educate within member organizations.</li><li>▪ Participated in planning efforts for Multnomah County Youth Commission to ensure NAYA youth inclusion in an overall youth involvement effort.</li></ul> <p>Urban League:</p> <ul style="list-style-type: none"><li>▪ Collected 175 issue-oriented surveys from African Americans and conducted door-to-door canvassing knocking on 1,000 doors throughout the Portland-Metro Area.</li><li>▪ Provided Portland Plan information at a Candidates Forum attended by 200 people.</li><li>▪ Partnered with City staff to provide a Portland Plan overview at an Urban League civic engagement event at Leander Court attended by 20 people and participated in a discussion at a Social Justice and Civic Leadership training attended by 50 people.</li><li>▪ Held a V.O.I.C.E. project meeting that was attended by 15 community members at Planned Parenthood.</li><li>▪ Tabled at Fir Ridge High School community night attended by 75 community members, students and staff.</li><li>▪ Hosted a ground-breaking project day for Urban League’s Urban Harvest Garden project in February attended by 100 plus community members.</li><li>▪ Tabled at the Portland Plan Fair at De La Salle North Catholic High School attended by 50–75 community members.</li><li>▪ Tabled at a Diversity Summit at the Oregon Convention Center attended by 500 plus attendees.</li><li>▪ Attended and tabled at PSU — Youth Summit attended by 75 youth.</li><li>▪ Tabled at Good in the Neighborhood and Juneteenth events, distributing Portland Plan information to participants.</li></ul>

Quantitative Measures and Descriptions	Data
<p><b>2.10</b> Describe the staff training completed to better reach and work with marginalized communities</p>	<p>In Phase 3 staff attended a number of useful trainings including City Public Involvement Network sessions on leading consensus based processes. Staff also participated in Portland State University sessions on accessibility through design. Staff also regularly attends the Equity Council presentations and discussions, such as, Lisa Bates’ “What is Equity Anyway?” talk.</p>
<p><b>2.11</b> Describe the staff involvement of other city bureaus and offices who reached out to their constituents</p>	<p>Other City bureau and office staff reached out to the constituents to attend the Phase 3 fairs held in March such as the Bureau of Environmental Services, the Office of Neighborhood Involvement (events calendar), the Portland Online website announcements and Commissioner Fritz’s home page. Portland Development Commission used social media to promote the Phase 3 fairs and the business-oriented workshops.</p>

**Goal 3. Provide multiple venues and means for community involvement and engagement**

Quantitative Measures and Descriptions	Data
<p><b>3.1</b> Percent of sources taken from data from “how heard about project” from meeting evaluation forms</p>	<p>Email (24%); Curbsider Newsletter (18%); Community Group (13%); Family, Friends, Neighbor (12%); Other (12%); City Website (10%); Face book/Twitter (6%); Newspaper (4%)</p>
<p><b>3.2</b> Number of new Portland Plan participants who have previously never heard of Portland Plan before choosing to participate in this round)</p>	<p>Phase 3 — Portland Plan Fairs, Question #2 and 3: Question 2: 27 responses, 10 strongly agree, 15 agree = 93% positive. Question 3: 27 responses, 9 strongly agree, 13 agree = 81% positive. Total = <b>87% positive</b></p> <p>Phase 2 — 31% answered the workshop evaluation that they did not have a high level of knowledge and involvement on Portland issues.</p> <p>Phase 1 — 29% answered workshop evaluation in Phase 1 as already having a high level of knowledge and involvement on Portland issues)</p>
<p><b>3.3</b> Number of organizations Portland Plan staff met with for the first time, and number of organizations Portland Plan staff met with multiple times within the process</p>	<p>74 organizations in total participated in group meetings or hosted presentations with Portland Plan staff. Of these, 30 organizations had hosted presentations in Phases 1 and/or 2.</p> <p>6 organizations held two or more group meetings or hosted presentations in Phase 3.</p>

Quantitative Measures and Descriptions	Data
<p><b>3.4.1</b> Describe the different venues and approaches used for community involvement and engagement</p>	<p><b>Venues</b> — For the speaker series and fairs, venues were chosen where people are, where it is accessible by transit and within, and safe, familiar and comfortable. Outreach events were held at many different locations throughout the city. Tabling events were also selected based on the diversity of population to be reached and varying locations throughout the city.</p> <p><b>Approaches</b> — Staff worked with organizations and groups to design hosted presentations that were formatted to be best understood and applicable in terms of interests to the particular group. Materials in large print and different languages were prepared, and provided ASL and language interpreters, generally upon request. PowerPoint presentations were provided at some presentations. The Big Idea Game, an interactive game was continued in the early part of Phase 3.</p>
<p><b>3.4.2</b> Describe the various venues and approaches utilized to distribute the survey</p>	<p>Surveys were handed out at fairs, at neighborhood and neighborhood coalition meetings and offices, and at hosted presentations. They were distributed through district liaisons, and made available online on the Portland Plan website.</p>
<p><b>3.4.3</b> Describe the various social media networks utilized in the outreach effort and describe how utilizing social media has engaged community members and allowed for the community to provide feedback</p>	<p>In addition to promoting and documenting the speaker series, the PSC hearings and work sessions, and the Portland Plan Fairs, in Phase 3 social media was employed to make connections to similar initiatives and efforts, partner organizations and bureaus, CIC members and youth planners, as well as essays and editorials that offered food for thought.</p>
<p><b>3.5</b> Describe the other interactive tools used in the outreach effort</p>	<p>Interactive polling continued in the Phase 3 business-oriented workshops; With over 400 recorded responses, the Portland Plan Game titled “What’s your big idea?” was extremely successful at encouraging discussion and soliciting feedback about how Portlanders prioritize various concepts and strategies; Social media was expanded to allow more and encourage public comments; The Portland Plan website also continued inclusion of an open comments component that many members of the public have utilized; and Portland Plan staff continued tabling at community fairs and events which provided ample opportunity to engage hundreds of Portlanders who may not otherwise have participated in Portland Plan.</p>

### Goal 4. Involve as many people as possible

Quantitative Measures and Descriptions	Data
<b>4.1</b> Number of total people reached through the Portland Plan engagement process	Approximately 375 fair participants; Approximately 217 survey responses; Approximately 400 speaker series participants; Approximately 1,740 attendees to Portland Plan presentations; and Curbsider mailing containing the community survey was mailed to every household in Portland
<b>4.2</b> Number of Phase 3 fair participants	Approximately 375 (See Appendix D for demographic breakdown of workshop and survey participants)
<b>4.3</b> Number of surveys completed online, mailed in or in person	217 surveys
<b>4.4</b> Number of “fans” on Facebook	Phase 3 – 1,839 (100 more than Phase 2) Phase 2 – 1,737 Phase 1 – 1,536
<b>4.5</b> Number of followers on Twitter	Phase 3 – 1,933 (750 more than Phase 1) Phase 2 – 1,176 Phase 1 – 825
<b>4.6</b> Number of views on Flickr account	Phase 3 – 48,000 views cumulative Phase 2 – 10,657 Phase 1 – 24,354
<b>4.7</b> Number of views on www.pdxplan.com	Phase 3 – 444,000 page views, with spikes in May (47,000) and June (57,000) Phase 2 – 118,222 Phase 1 – 248,982 (when website was created through 1st phase)

**Goal 5. Acknowledge that Portlanders are being heard, and show how their comments are being incorporated into the Portland Plan**

Quantitative Measures and Descriptions	Data
<p><b>5.1</b> Percent of people who complete evaluation forms at each stage of process who feel positive that their feedback at events, polling, etc is being heard</p>	<p>Phase 3 events did not include questions that relate to this measure. In Phase 4, all public testimony received will be responded to in a staff report to the Planning and Sustainability Commission and then City Council.</p>
<p><b>5.2</b> Describe how community participants might find their comments and opinions reflected in the Portland Plan products and processes</p>	<p>City staff technical working groups compile, analyze, and form future phases of Portland Plan materials and documents; A master database exists where all written comments and event evaluations are entered and stored. Portland Plan staff, including the technical working groups, utilizes the cataloged comments for future direction settings; Portland Plan staff convened discussion groups to share the preliminary language of and about the emerging strategies with the DCL partners, CIC, the Multnomah Youth Commission and the business community.</p>
<p><b>5.3</b> Describe efforts made by City staff to report results and findings of previous Portland Plan outreach phases through out the Portland Plan process.</p>	<p>In depth research on equity within Portland Plan and previous Portland planning efforts was completed and then woven into Phase 3 materials and processes in response to equity concerns by various communities; Portland Plan website and social media advertise polling results and key themes heard within days of events; Based on feedback from community of people with disabilities, materials were created with larger font for improved readability. Information on CDs and Braille were provided on request (there were no requests).</p>
<p><b>5.4</b> Describe follow-up activities conducted by staff for specialized outreach to ensure the opinions and needs of various communities are heard</p>	<p>Staff also collaborated with the Equity Technical Working Group to create the draft Equity Preamble and Equity Initiative.</p>





## APPENDIX B

# Comments from Community Involvement Committee (CIC) Members

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CIC members were provided with a brief set of questions in May to assist the Portland Plan staff to evaluate Phase 3 outreach and engagement. Below are their direct responses.

- 1. Please provide us with your comments on Portland Plan outreach and engagement efforts for Phase 3 (September 2010 to May 2011). Please tell us what you liked about these efforts and make suggestions for improvement for us to consider in Phase 3 work.**

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“The Phase 1 and 2 workshop concepts were, in my opinion, becoming stale and needed a fresher approach. Phase 3 took a different and more welcoming approach via the fair concept. There was good interaction between the CIC group and staff in developing the fair concept, resulting in well organized and beautifully executed events (I am admittedly basing this on the Zoo event in which I participated). The interactive portions of the fair worked particularly well and seemed to attract much interest. I do, however, still have concern about the overwhelming amount of information being presented to the public, which causes many to glaze over. There is no easy answer to this dilemma, but we should continue to look for ways to more efficiently and simply present information, if that is even possible.

I continue to feel that there is a fair amount of confusion around the many simultaneous initiatives taking place and the many different groups involved (CIC, PPAG, Central City Plan etc.). At some of our meetings during Phase 2, we interacted with other groups such as those working on the Central City Plan and the Equity TAG group. We should be doing more of this to help foster a more cohesive effort amongst all groups around the Portland Plan. The work of PPAG, in particular, continues to be a mystery to me and I feel that interaction between that group and CIC has been lacking. The more recent involvement of youth interns at our meetings has added a fresh perspective and broadened our conversations. This should continue.”

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“There were two primary areas that I feel were highlights of this particular phase. The first is that I felt a noticeable shift in the relationship between city staff and the CIC since last fall. In the first couple of phases it felt as if we were being reported to about the development of the plan, but at a stage where our comments couldn't easily be integrated because of deadlines. Now it feels like we are being engaged at the onset of ideas and developments and that our feedback is critical for how the process is being shaped. It is a subtle shift, but one where it feels like we are operating more as one committee rather than as CIC and staff.

The second is that in this phase I feel like BPS/Portland Plan has done a really good job of communicating their competence and trustworthiness to the community. I think the broad scope of the Portland Plan is so overwhelming that it takes a staff person (if that) to really understand how it operates, how it all fits together, and how it interfaces with other plans and partners. The average person who doesn't have time to really digest it won't be able to see and understand the whole picture. However, The Curbsider and the last phase of community fairs did communicate something very important—“This process is in good hands. They are hearing us. These people know what they are doing. We trust them to be able to work with us and on behalf of us.” I realize this is not true for everyone and there are degrees to it. Overall, the lack of distrust I have heard is displaying a satisfactory sense of trust in the City to carry this forward.”

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“The Fairs format was particularly engaging and provided opportunities to get community organizations involved at these events. Feedback from PSU students who volunteered and participated said it was fun, but a little overwhelming with amount of info to take in, in just one evening. Keeping continuity/momentum of the Plan and developing clear and comprehensive language to communicate complexities of planning processes and outcomes are ongoing challenges; however, CIC conversations continue to evolve and deepen and I believe we will be able to find/create that language that will resonate with us all.”

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“I was pleased by the effort that was made to try and put together the information, materials, and events in more accessible and inviting ways.

Community involvement efforts like this process could be improved with more work on accessibility (physical, cultural, timing, etc.), and continuing and increasing efforts to establish connections to community members (better marketing, evidence of positive results, long-term relationships, accessibility, etc.)”

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- “Overall, great effort!
  - Events organized and well-attended
  - Held on various dates/times and at various locations”
- 

“The speaker series was an important interlude in the community workshop process. I liked that they were focused on a broader view of the topics being discussed during the community meetings. The Phase 3 fairs were a great opportunity to reconnect at a personal level with community members. Participants could engage (or drill down) at the level of their choosing. They were great community events, very inviting, festive and informative. The activities were interesting and fun and there were many opportunities for feedback.”

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“I thought the “fair” presentation was the best effort to date. Having separate tables for different elements of the plans allowed visitors to focus on the areas they have particular interest. I also enjoyed the map and makers that allowed you to mark specific interests or concerns. The additional entertainment and food was also greatly appreciated. Frankly the only disappointing aspect was the lack of attendance. I spent time at the front gate to the zoo trying to solicit interest and although a handful took brochures, most of the zoo patrons were from locations outside of the region. As such this event only attracted those that purposefully went to the zoo for the event — rather than those going to the zoo that wandered in out of interest.

I also attended the recent business outreach and again thought the staff pulled together a good presentation. Having Sam at the entire meeting was a good idea. Although there were comments that attendance was small — I thought it was well attended — especially by those that are involved in business organizations and outreach.”

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a. “Phase 3 was all about Community Fairs. Things I liked:

The strategy was a good one and staff and volunteers executed it well — based on my experience at Hosford. The format for the fairs evolved over time and it was nice to see plans change based on feedback from the CIC and others.

There was a sense of high energy at the event — food, music and colorful displays added to that.

Creating committees of staff and volunteers to help organize each event, engage others, etc. was a good idea that led to good outcomes and I hope saved a little wear and tear on staff.

b. Things to think about for the future

Wish we could find locations that were easier to navigate, especially after dark (this is a hard one).

Strategy displays still seemed too dense — so much to read sometimes makes a person not want to try.

Still not sure what we learned from people’s participation — need to see a breakdown someday of survey results and small group discussion notes. Too often knowing people feel neutral toward or don’t like something doesn’t tell us why.

Ongoing challenge is getting us info, text, etc. soon enough for us to respond — given our monthly schedule and the internal review process that things must also go through. Sometimes it seems we see things at the last minute when the decisions have already been made.”

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**2. To help us complete the Phase 2 progress report we need you to describe how you as a CIC member and Portland Plan Ambassador have assisted us in our engagement efforts including capitalizing on your existing relationships in the community.**

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“I have continued to engage with the arts community and bringing it into the process. I initiated a successful Arts Town Hall Workshop at the Gerding Theater at which there was an enthusiastic, standing room crowd upwards of 140 people with much valuable input gathered.

I am always talking up the Portland Plan with people in my particular community and with many friends and acquaintances beyond that. I facilitated the Portland Plan game with a small group and brought awareness to some people who otherwise would not have been engaged. I also posted or handed out flyers where I could and, during Phase 1, participated in a Fix it Fair where I gained firsthand experience by speaking to people with a diverse perspective. This experience gave me a greater understanding of some specific issues and helped me become a better ambassador for the Portland Plan.

I participated in some earlier TAG group discussions and am a regular member of the Arts TAG group. For the Phase 3 Fairs, I worked with staff in developing the fair concept. I reached out to a number of groups and garnered the participation of the Creative Advocacy Network (CAN), RACC and the National College of Naturopathy Medicine, as well as helping to engage Colored Pencils’ involvement in providing music. I attended the Zoo fair as a Portland Plan “Ambassador” and engaged with attendees at the event.”

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“The primary place where I have been most effective, I believe, is on the EPAP committee. I have been less involved than I was when I was co-chairing it, but I have continued to advocate for East Portland to attend the fairs, fill out the surveys, and continue to speak on behalf of East Portland issues. I have also had some contact with the urban Presbyterian churches and have encouraged them to stay active in this process.

In addition, because I am on the City’s Charter Commission, I have tried to keep my ears open to the relationship between the Portland Plan and the Charter process.”

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“I met with groups and individuals that I knew, and with ones that I didn’t know, and promoted involvement. I gave suggestions with other CIC members about groups to connect with and ways to try and reach them, and about new methods of outreach.”

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- “Attend and participate in regular CIC and subcommittee meetings
  - Attended the event at the Portland Zoo
  - Advertised event to various constituencies e.g. Sellwood, OHSU, LGBT community, PDX City Club”
- 

“I served on the Hosford Middle School Fair committee to organize the event, including arranging for Wisdom of the Elders, Inc. and Portland State University’s Learning Gardens Lab staff to table at the Fair and for PSU “Learning Gardens and Civic Affairs” senior capstone class to volunteer/participate at Fair and to create Welcome banner in multiple languages. PSU students were invited to attend the CIC monthly meetings, providing feedback on materials and process of outreach efforts. I also distributed Portland Plan 2035 flyers and docs at PSU events including Party in the Park and the powwow.”

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“I continue to invite members of my community through email, particularly related to my neighborhood school for the fairs. I met with the principal of the middle school where the local fair was held. I also represented the school garden program at the fair. I distributed posters throughout my neighborhood at businesses and homes.”

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“I was directly involved in both efforts noted above. I helped with many of the suggestions implemented in the zoo workshop and provided a number of suggestions for the business outreach. Plus I used my contacts to get the word out...”

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- a. “Helped to plan and staff the Hosford Community Fair. Helped organize HAND and SEUL tables and history display
  - b. Gave monthly Portland Plan updates or reminders at meetings of Division/Clinton and Hawthorne Business Associations
  - c. Arranged for or made monthly presentations on PDX Plan and Central City Plan at HAND meetings
  - d. Forwarded BPS announcements and reminders to HAND list serve and website.
  - e. Attended monthly SE Uplift Livability Committee meetings and contribute to PDX Plan discussions
  - f. Shared PDX Plan strategies with my husband to inform his public health work at PSU
  - g. Participated in all but one PPAG session on the strategies
  - h. Attempted to plan community sessions on PDX Plan with City Club — decided there was not much value to add to this phase of the plan
  - i. Presented experiences with PDX Plan public involvement to PSU class.
  - j. Recruited one student to participate in Community Workshops.”
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**3. Please provide us with any another comments or suggestions.**

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“The seasonal weather, temperature, and shortness of day seemed to have a negative impact on participation. Postponing the fair even one month could have had notably positive results.”

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- Survey instruments need to be shortened and simplified
  - ADA accessibility?
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“I am very satisfied that the City staff is responsive to input from the committee regarding community involvement. They solicit input and listen to unsolicited input with active response.”

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“When I ask a stranger, I still find a majority of Portlanders aren’t aware of the “Portland Plan”. In addition to the current efforts I think we need a simple — viral — message that the city is in the process of asking its citizens what they want the city to be in 25 years.”

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“As already stated in our CIC meetings, developing and strengthening community partnerships as the Plan moves forward will help to ensure its understanding, implementation, ongoing renewal in responsive to a dynamic and changing future and ultimately its endurance.”

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- “I’ve appreciated the ongoing updates re: the work of the DCL partners each month. It would be nice to hear from some of them directly, but I’d be hesitant to add any more meetings to their lives.
- It might have been nice to hear more about the work of the Equity Tag earlier in the process — i.e., if it might have influenced our outreach planning in any way.
- I appreciate the ongoing “calendar” of upcoming events that Marty sends us.
- The work of building meaningful relationships is so important and greatly enhances our collective effort to create a more equitable city.
- I share Judy Bluehorse’s feeling that the spirit of equity is present in the CIC group — a genuine sense of mutual respect and concern for others’ ideas, questions, and experiences — a readiness to recognize and appreciate each other’s gifts (as Liz might say).”



## APPENDIX C

# Diversity and Civic Leadership Collective Comments (January 2012)

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### 1. What was your experience with the Portland Plan public involvement process? Was it positive?

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**IRCO:** “IRCO received a grant to coordinate organized focus groups around the Portland Plan. The goals were to inform the community of the Portland Plan and to gather feedback from diverse communities on the plan. We had sessions on specific parts of the plan (i.e. economic development), presenting the specific part of the plan and what it means. City of Portland Bureau of Planning and Sustainability staff attended and we were able to answer questions and collect feedback from participants. We also held a Portland Plan fair at IRCO which was attended by community members involved in civic engagement activities (ENGAGE graduates) who gave feedback to the Bureau of Planning and Sustainability on the Portland Plan and the effectiveness of outreach strategies. The positive part of this project was that the Bureau of Planning and Sustainability was able to collect input from the communities we serve which is always crucial. The negative pieces were the timing of the project and the ambiguity of how feedback will be utilized and how the plan will be implemented. At the current stage of the Portland Plan it seems that many decisions have already been made before this point and the public input process often seems more like a formality or requirement rather than something that will really affect changes in the plan and in the community. Many years have passed between the Vision PDX project and the Portland Plan development and there doesn't seem to be much action based on input that was already received. The community feels that their feedback wasn't utilized in the transition between Vision PDX and the Portland Plan. There is also uncertainty about how feedback is specifically used in adapting the plan and how they will prioritize objectives when they implement the plan based on the feedback they have received.”

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**IRCO:** “There were many pieces of engagement for the Portland Plan PI process. Many of the pieces involved working through Community Based Organizations rather than at the grassroots level. Due to this there was a limit to how much of the community they were able to reach. The approach seemed to be one size fits all- holding an event for example expecting everyone to attend isn't effective at reaching underserved communities. In order to reach these communities they need to work more at the grassroots level. Many people still have no idea what the Portland Plan is and don't have the opportunity to give input or learn more about it. This is very concerning given that the Plan is such a foundation to Portland City planning. They want to receive input from all community members however the community forums did not reach many participants. For example, forums were held in each general area at one time however for many people they would not be able to attend that particular forum.”

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**Latino Network:** “Our experience with the public participation process has been a positive. Most helpful was the opportunity to work with a skilled and dedicated Bureau Liaison (Joan) whose ability to communicate in English and Spanish greatly facilitated our success. Lead organizers at Latino Network who do the bulk of our public participation work are Spanish speaking. Directors of programs are then often given the difficult task of having to articulate project objectives to staff. This often leads to disconnect. For the most part, working with a bilingual liaison eliminated this issue.”

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**NAYA:** “NAYA was a recipient of Bureau of Planning and Sustainability (BPS) funding to engage the Native American community in the Portland Plan public involvement process. NAYA staff, along with staff from BPS, disseminated information related to this phase of the PDX Plan to community members through work with the Portland Youth and Elders Council (PYEC), the Portland Indian Leaders Roundtable (PILR), and the Communities of Color Coalition. We conducted many meetings and conversations that helped our community see that the work of the Portland Plan is expanding on the efforts we put forth in the VisionPDX project and that the contributions that we made in that process could be more meaningful as we participated in this next phase of development. It was challenging at first to absorb the breadth of information that had been incorporated into a draft for community review and to identify and understand the implied outcomes that would result from the strategic path associated with this plan.”

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**Urban League of Portland:** “The Urban League has worked with the Bureau of Planning and Sustainability as they reviewed and developed approaches to increase the public involvement of communities in the development of the Portland Plan that have often been disengaged from public processes that have a profound impact on their lives, such as the 25 year plan for the city of Portland. BPS embarked on an extremely positive good-faith effort to involve communities of color in culturally appropriate models of engagement, using relationship with representative organizations to guide the process within their own communities. The result was innovative and creative efforts that were community and culturally driven, with each partner organization engaging their communities in a way that was most effective for them. The Urban League’s goals was to involve the African American community, primarily, in the discussion on Portland Plan priorities.”

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**Urban League of Portland:** “We developed the V.O.I.C.E (Voice Our Involvement Through Community Engagement) project, a series of community forums and conversations about the Portland Plan process and key concerns. The issues identified, that included jobs and economic development, education, health and community safety, were channeled into the Urban League’s input into the Portland Plan. During the grant cycle we coordinated engagement opportunities among African Americans, low-income, and communities of color into the goals of the Portland Plan. UL staff engagement in both the Education and Equity Technical Action Groups (TAGs) helped to draft portions of the plan and contributed to the development of the Office of Equity by participating in the Creation Committee with City of Portland staff and community members.”

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**Urban League of Portland:** “It also helped inform the Equity Strategy Guide, a guide for the development of equity strategies and tools for use by bureaus, which is near completion. The community engagement outcomes included participation from students at Jefferson High School and included developing new partnerships with community-based organizations, ROSE CDC and Planned Parenthood to help facilitate our outreach to community members about the Portland Plan.”

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**Urban League of Portland:** “Through V.O.I.C.E., our organization developed a Race Equity Survey that helped us assess the communities’ needs in many under-served areas of our community including outer East and Southeast Portland. We collected over 150 surveys in the summer of 2010 with assistance from the Bus Project fellows.”

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**Urban League of Portland:** “Although all of our recommendations were not included in the PP report, the information we gathered was helpful in informing the work that our organization can focus on in the coming months. We were particularly concerned that, although there was a great concern expressed about gentrification, there was no clear indication in the Plan that the message was heard. The issue has not been adequately addressed in the Healthy Connected Communities strategy, nor has there been an analysis of the causes or strategies to mitigate against future gentrification in the 25 year plan. This is especially important in light of the need (that was identified in the public involvement process) of infrastructure investment in East Portland (sidewalks and transit access), and how to provide these improvements without creating conditions to destabilize poor communities and reduce affordable housing. We also participated in a Parent Engagement Fair at Fir Ridge High School and spoke with staff and parents about the work on the Portland Plan.”

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**CIO:** “The goal for the Center for Intercultural Organizing (CIO) was to increase immigrant and refugee community involvement in public policy decisions made at the city level. The Portland Plan, as the guiding policy framework for the next quarter-century, offered a unique opportunity to build community capacity and educate the immigrant and refugee community about key policy decisions which have a direct impact on their lives. At the same time, we wanted to increase community collaboration with the Bureau of Planning and Sustainability, and city government as a whole.”

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**CIO:** “During this process, CIO’s hosted focus group from diverse immigrant and refugee community in order to get their input for the Portland Plan. Having said that, we spent a lot of time first explaining and educating our immigrant and refugee population about the Portland Plan and the process itself. We also engaged our Pan-Immigrant Leadership and Organizing participants where we first provided a basic training about the Portland Plan then asked them to provide a feedback. Finally, our board and staff analyzed information from the community and drafted a response letter.” *(See next page.)*

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**CIO’S LETTER:**

**EQUITY IN THE PORTLAND PLAN: CHALLENGES AND OPPORTUNITIES**

**Introduction**

As the Portland Plan process has taken shape over the last few years, the city has emphasized the inclusion of equity in every area of Portland’s development. The most recent drafts of the Portland Plan’s strategic goals — in education, economic development, and healthy neighborhoods — take steps toward that emphasis on equity, but fall frustratingly short.

As a comprehensive guide to city policy over the next 25 years, the Portland Plan can — and should — provide a “roadmap” for equity, and a set of benchmarks to measure our progress toward that goal. Although admirable in its ambition, the Portland Plan in its current form will not ultimately achieve the goal of making Portland an equitable city.

It’s not perfect — but it is perfectible.

It’s worth taking a moment to talk about what we mean by “equity.” At a very basic level equity is about eliminating disparities suffered by communities of color, immigrants, refugees, and other historically marginalized groups. These disparities occur in many different arenas. In housing, for instance, a recent audit test by the Fair Housing Council of Oregon and Portland Housing Bureau showed discriminatory or disparate treatment of renters in 64% of tests. In education, graduation rates for students of color are well below those of their white peers. The Bureau of Planning and Sustainability itself sets out a definition of equity in the Equity Initiative guiding the full Portland Plan process, although sadly no mention of this document appears in strategy area reports.

The key to making Portland an equitable place to live is realizing that these disparities are avoidable, that they’re unjust, and that the city can and must take action to rectify this legacy of discrimination and marginalization. This is where the Portland Plan comes in.

This response is intended to be a constructive critique of the draft strategy areas, as well as a roadmap for making Portland a more equitable city. It will review, in turn, each of the three strategy areas of the Portland Plan and make concrete recommendations to enhance the city’s equity analysis.

**Education**

One of the Education strategy’s main goals is to “address the disproportionately negative outcomes experienced by youth of color and youth in poverty” in Portland’s schools. Although intentionally vague (giving the city room to develop policy approaches over time), actually achieving this goal requires a specific focus on policies to make Portland’s school system more diverse, more inclusive, and more culturally aware.

We propose the following:

- School curricula need to reflect the experiences, histories, and cultures of Oregon’s communities of color, immigrants, and refugees. From social studies to art education, creating a school system to which all of Portland’s students can relate will boost student investment and performance.
- Vocational training opportunities — apprenticeships and internships, among others — need to be offered to prepare students of color, immigrants, and refugees for the job market. The city is in a unique position to leverage its relationships with the business community to support its students.

- Our education workforce needs to reflect Oregon’s increasing diversity. The city should work with school districts to ensure that more teachers, counselors, and administrators are hired from communities of color, and the immigrant & refugee community. Relatedly, school districts should partner with community organizations to develop cultural competency training for employees, to ensure that our educators are well prepared for Oregon’s increasingly diverse population.
- Any partnership that addresses the achievement gap must include organizations representing communities of color, immigrants, and refugees. Without community partnerships, we cannot eliminate disparities.
- Affordable housing and gentrification need to be explicitly addressed. School demographics in Portland are shifting as communities of color, immigrants, and refugees are pushed farther east; without explicit attention to how this impacts our students, we cannot achieve an equitable school system.

### **Economic Prosperity and Affordability**

As this strategy area rightly notes, key to developing prosperity in Portland is ensuring that all households have access to basic needs and that all Portlanders have access to jobs. Economic development, growth, and developing a sustainable economy are the macro-level metrics for our human capital. At the same time, the Plan misses the mark when it comes to small business development — particularly when it comes to communities of color, immigrants, and refugees — which will ultimately be the key to Portland’s economic future. Economics and equity can go hand-in-hand.

To ensure that Portland’s economy is prosperous for all, we propose:

- The city should provide support and resources for people of color, immigrants, and refugees to open and continue to operate small businesses as a way of eliminating economic disparities. Relatedly, The city needs to establish a clear mandate for hiring contractors and businesses owned by people of color, immigrants, and refugees.
- Partnering with community organizations, the city should develop an Economic Development Corporation representing people of color, immigrants, and refugees in order to provide local and regional development strategies and support.
- Develop a community partner advisory team including representatives from communities of color, and the immigrant, and refugee community.
- Following the education strategy, the city should partner with businesses owned by people of color, immigrants, and refugees to develop vocational programs for students and adults in order to build job skills.
- In addition to supporting small business development, the city’s economic interests are served when companies take advantage of our urban renewal areas and enterprise zones, and move within the city limits (e.g. the recent arrival of SoloPower). Much of this new business development — in the green sector and otherwise high-tech — is dependent on specialized education and training. The city should commit to providing high-quality “new” jobs training for communities of color, immigrants, and refugees, to be competitive in emerging enterprise.
- The city’s transit system, while often lauded as national exemplar, is wholly inadequate for many workers. Inconvenient schedules, areas outside of transit corridors, and expensive fares are a handicap for workers without control over their work schedules or locations. The city should partner with local transit entities to ensure that Portland’s public transit is truly first-class.

## Healthy, Connected Neighborhoods

Healthy, connected neighborhoods are the basic unit of community development. By ensuring that all Portlanders have access to transit, to businesses, to green spaces, and to basic infrastructure services, we can ensure that all residents have their basic needs met. But it's not just about living close to a grocery store: any truly healthy neighborhood has and retains a cultural and historic character, gives the community a space for self-representation, and is truly multicultural.

Here's how:

- This section is one of the only places in the Portland Plan draft reports that features a specific plank on equity. Unfortunately, occupying just one line on the page, the inclusion of equity here seems vague and hollow. The city's commitment to equity needs to be more than just the deployment of buzzwords.
- The discussion around "displacement" glosses over the key term and issue at stake: gentrification. The gradual movement of communities of color, immigrants, and refugees to the east stems in part from increased home values in traditionally-minority areas (e.g. Alberta-Killingsworth, Albina). The city should commit to ensuring affordable housing in all of Portland's neighborhoods so that historically rooted communities are not pushed out in waves of gentrification.
- Along the same lines, any real "inventory" of "historic resources" surely includes the preservation and celebration of communities' unique characters. This means offering spaces for communities of color, immigrants, and refugees to participate in "cultural institutions;" the city's commitment to this kind of community spirit should be more than a farmer's market and Last Thursday on every street.
- The city's emphasis on healthy, local food is admirable, and ultimately beneficial for public health. At the same time, it's not just about eating well in a strict sense: the city should specifically work to include culturally identified foods available, by working with communities of color, immigrants, and refugees.

## Conclusion

We applaud the work of the Bureau of Planning and Sustainability both in coordinating the Portland Plan process and the commitment that BPS has shown to engaging community stakeholders. It's time for that commitment to turn into action.

The city has a long way to go to achieve equity for all Portlanders; the Portland Plan process is key to this effort. Although the current draft has severe oversights and omissions in terms of concrete policy recommendations, there's room for improvement.

Respectfully submitted,

The Center for Intercultural Organizing

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**2. Did the public involvement process meet its stated goals? Was it enough?**

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“Yes they met the goals of the Portland Plan staff but did not seem to meet the community’s goal of providing feedback that is actually acted upon because it seems decisions have already been made regarding the plan.”

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“It seems to meet its goals in reaching more mainstream populations; however these goals are not enough for reaching everyone because there hasn’t been enough effort put into the process.”

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**Latino Network:** “Yes, we were able to meet our goals. I do believe, however, that more could have been done to develop internal relationships between bureau staff and community partners. This relational work gives marginalized community members the confidence in knowing that those who they interact with the most (community agency staff) are well informed, have direct links to decision makers, and can relay information and feedback back to the government agency in an effective manner.”

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**NAYA:** “If the goal was to inform and involve a broader group of Native Americans than the BPS Community Forums would reach — yes, we were able to reach a broader group of Native Americans than without this specific PI process. Native American community members engaged through NAYA’s partnership efforts believed that valuable contributions were gathered during the visionPDX process and community contributions from that process should be enough to inform this work. The priorities of the Native American community were not addressed in a way that highlights the history of unsuccessful and worsening outcomes for Native American people (all people of color), or that we intend to do things differently. The plan does not address reversing the current inequities to “level the playing field” for Native American individuals and families — we missed an opportunity to inform mainstream society about the need to increase specific outcomes to create a more equitable city. Perhaps the decisions regarding what constitutes a prosperous, healthy, equitable city were incorporated into the plan without adequate review and feedback from a broad enough/inclusive representation of grassroots community members. (*Out of the 20,000 comments from residents and businesses received in building the plan, how many of those were from underserved communities?*)”

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**Urban League of Portland:** “The process helped us to engage community. But there seemed to be a disconnect between the information and feedback offered by community members throughout the process that seemed to not be properly integrated into the on-going work on the PI process. By the end of the process we had built relationships but the challenges are how these processes work to improve on-going representation from other communities of color.”

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**3 Did the Bureau of Planning and Sustainability provide enough support?**

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“Yes for the most part. However linguistically appropriate materials are lacking for the community. Also technical language that City staff use with external entities (documents, communication, etc.) could be simplified. “

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“Internally with IRCO there was support however there is limited capacity within IRCO to involve people in the process and there was no capacity building efforts as a part of these processes.”

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**Latino Network:** “Our experience showed us that the emphasis of the bureau to provide printed material could have been better directed toward meeting community members face to face. While we did receive a great deal of printed materials in Spanish (often upon our request), these materials failed to capture the depth and breadth of the Portland Plan. Latino Network did find the ‘Flower’ activity very helpful in assisting community to understand all the facets of the Plan and also provided an opportunity to learn about planning options and be better informed advocates.”

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**NAYA:** “This is a very complicated process to understand, and required a lot of explanation to community members before we could begin to provide analysis and recommendations. The printed materials alone were not enough to adequately inform our average public. It is only through our partnership with BPS that the Native Community was encouraged to take on the challenge of informing and commenting on this process. The relational process with BPS has been rewarding, because of these relationships it is possible to reach out to BPS staff for support when needed.”

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**Urban League of Portland:** “The Urban League coordinated events were attended by BPS staff and were very helpful in providing the community dialogue around the relationship of this work to visionPDX and what the City of Portland has planned for implementation. The materials especially those related specifically to the fact sheets about the Black community were helpful. They helped initiate conversation and provided context to the kind of work that the city has already done to help determine. The more information the better, especially because our organization knocked on over 2,000 doors having easy materials to inform people is critical. We would also encourage more materials that are youth-friendly, and more youth participation throughout the process We would continue to encourage the staff to communicate messaging specific to young people and gather support of a board, diversity youth cohort in the process because their involvement will reflect the future of our community.”

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**CIO:** “CIO’s perspective, Bureau of Planning and Sustainability staff were extremely helpful and willing to provide what ever support was asked; having said that, at times, we felt some decisions has been already made and it was difficult to provide really meaningful input.”

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#### **4 What could have been done differently?**

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“There could have been more projects such as this at an earlier stage. They could also be more specific about how the feedback will be utilized and how the plan’s objectives will be prioritized and acted upon. Communications with the community could be improved to be more linguistically and technically appropriate.”

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“Provide more resources and more of a public effort for community engagement at the grassroots level with particular emphasis on reaching underserved communities.”

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**Latino Network:** “Staff at the bureau could possibly take more time to learn where communities were already congregating and capitalize on the opportunity to talk to community about the importance of the Plan.”

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**NAYA:** “Early and authentic engagement is essential to creating truly equitable processes and outcomes. Understanding how the plan translates or becomes relevant to the lived experiences of our specific communities takes time, dedicated resources and inside perspective. It is not so much about what could have been done differently, but more about what will be learned and incorporated into strengthening the public involvement process for future city planning efforts. The community needs to hear their contributions reflected in the responses associated with their involvement and participation. The perception from the community is that ultimately, the decisions incorporated into this plan were formulated at a level removed from general public opinion. This is followed by the sentiment that if the community voice has been included then it is buried by language that is ambiguous. There is a story that could be told throughout this report that respects the interconnectedness of every aspect of the plan and therefore, its importance.”

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**Urban League of Portland:** “We could have worked on messaging before the process began that might have ensured more involvement from community members. The Portland Plan is still not reaching the communities that need to be involved, I would encourage hiring a dedicated outreach worker. Because of our limited staff capacity we can only do so much but having someone who is able to engage schools, churches, and other community-based organizations who serve communities of color, would help ensure better participation in the process.”

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## 5 What was our collective DCL experience?

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“Staff was happy that some effort is being made to reach out to diverse communities and get input on the Portland Plan. However, the general sentiment is that there isn’t being enough done to truly include the communities that they serve, especially in a way which would be timely and impact the planning process. True involvement must be more of a grassroots effort with a true commitment to reach underserved communities from the beginning and utilize their suggestions and feedback which involves more work and capacity building. In addition, there is a lot of ambiguity regarding specifics of how community feedback has been and will be incorporated into the plan and how the plan will affect change and influence action in the future.”

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**Latino Network:** “We thoroughly enjoyed working with DCL partners on this project. The ability to celebrate our success and talk through our challenges on a regular basis was valuable. Other governmental agencies look to this model for future collaborations.”

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**Urban League of Portland:** “We had a good experience working with staff. At times however, I felt that we were not able to keep up to date with the changes and progress within the PP that was taking place within the mainstream process. There could have been improved communication between the DCL organizations and the official PI process. An example of a good attempt to integrate the two was the Portland Plan Fairs and the engagement in the messaging strategy. I think that overall, we felt good about our involvement in this process and moving into the comprehensive plan would encourage staff to determine how they will provide more opportunities for meaningful engage of underserved communities.”

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**CIO:** “We truly enjoyed as well working closely with our DCL partners and Bureau of Planning and Sustainability staff member, we hope this will lead ongoing partnership between DCL and Portland Planning Bureau.”

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**6 How did we influence the outcomes of the process?**

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“From the standpoint of meeting the grantee objectives everything was carried out as planned. Community input was provided to the Portland Plan in small ways.”

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“We asked the Bureau of Planning and Sustainability to come and present to IRCO and the other DCL partners and had meetings to discuss how the process could be changed. There was more of a change to have more inclusion in the 3rd stage of planning; however, it still was not significant.”

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“We failed to see how exactly we influenced outcomes. I did see changes in overall language but we still find it difficult to measure how our feedback was incorporated.”

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“We participated in the TAGs and staff worked independently with us to ensure that we were able to incorporate feedback into the Portland Plan . However, I think that it was because of our DCL partnerships probably helped to improve the representation from our communities that may not have been addressed if we were not at the table.”

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**7 What feedback or reactions do you have to the report itself?**

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“In the forth stage, to have the stories or recommendations from first phases of planning in the report itself so that people see that there was some inclusion and that feedback was utilized.”

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**Latino Network:** “It would have been interesting and helpful to have seen how the internal relationships developed between bureau staff and community partner staff influenced and shaped the public involvement process. Perhaps this feedback can be incorporated into a report or white paper that helps similar efforts grapple with the lack of diverse perspectives incorporated into public policy.”

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**NAYA:** “There was a lot of behind the scenes work that BPS and community partners have done to engage community members that may have not given the PDX Plan a second thought, who now understand how it is connected to efforts that are moving forward to make Portland a more equitable city. I feel that a ton of work and resources have gone into a plan and documents that may or may not be relevant to newly elected public servants or bureau directors, but that the relationships being established because of the work behind this report are meaningful and sustainable.”

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**Urban League of Portland:** “Use the recommendation from the survey report we provided. We think that the information will point out some areas where more work can be done by bureaus to increase engagement especially if they know what community members have issues with. Additionally the report could be more friendly in its language to tell our story, most people won’t read a 50 page document but will look for easy, useful information and most will want to know what we’ve done to be involved in the process so any way to write it in a way that encourages more participation and involvement would be good.”

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**8 What are the “takeaways” from the experience?**

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“There is no conclusion section in the report.”

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“Communities often don’t know specifics regarding how goals will be prioritized when it comes to city processes. Specifics of the Portland Plan related to timelines and actions seem to be lacking. Language needs to be simplified in public engagement processes. Developing the Portland Plan is a very slow process which is a concern for the communities we serve because they often have immediate challenges and need more immediate solutions.”

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“There is still a lot of work that needs to be done on the part of the City to involve underserved communities. Just holding a meeting is not enough, there needs to be more grassroots efforts to reach out to communities.”

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**NAYA:** “Large-scale long-range planning has many complicated layers to consider, especially when we integrate an equity framework as a measure of success. Authentic public engagement and civic participation requires transparency and accountability and these components may be interpreted differently by populations, institutions or individuals making it very difficult to satisfy across the board — figuring out how to be inclusive and establishing process to build the best systems to serve our people are imperative to helping our community thrive. When our community members can identify and see their story told as part of the process, it acknowledges their contributions and validates their experience.”

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“We believe that governmental agencies that seek the public’s input on a project could spend more time in the field in places where community is already congregating as opposed to holding meetings where communities have to go to the agency to provide feedback.”

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**Urban League of Portland :** “Our experience has led us to believe that the commitment made by BPS should be duplicated throughout the City of Portland. The BPS/DCL partnership worked because we were able to set our objectives that worked for our organization. Other bureaus should be encouraged to do similar projects as they initiate the action items in the Portland Plan. They will need the resources and knowledge to be able to the work and should be encouraged to build similar relationships with other organizations.”

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**9 What are the conclusions for PI practice moving forward? What lessons have been learned that might be used in the PI process for the Comprehensive Portland Plan?**

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**Latino Network:** “We look forward to partnering with the Bureau of Planning and Sustainability, especially now that we put in the effort and are better collaborators due to our work. Building civic engagement up in communities takes time and the Portland Plan has given us a place to focus. Now, moving forward, we realize that we must continue to focus on building our relationships so that we can join in making the Portland Plan a just and fair plan. With continued funding, this work can go far.”

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**NAYA:** “The Portland Youth and Elders Council believe this is an ongoing process and that continued conversation will help us flush out the solutions or create the best practices. Dedicated funding to ensure engagement from our community is essential.”

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“I think the principles of this process is fundamentally sound; that there needs to be targeted and specific culturally appropriated strategies and resources to engage under-represented groups, that are rooted in the community organizations and institutions which serve those communities.”

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“To ensure that public involvement by communities of color in the Comprehensive Plan are equitable, there needs to be capacity building within communities and information sharing in an accessible format so that people who are not planners or “experts” can make a contribution from a point of knowledge and confidence; and develop the ability to translate their experience and life-knowledge into policy.”

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**Urban League of Portland:** “The Equity principles devised by Public Involvement Advisory Council should be integrated into on-going best practice for the next phase of the Comp Plan.”

# APPENDIX D

## Demographic data from Phase 3 Fairs and Surveys

Data provided by Portland Plan staff

### What is your household income?

Phase I Workshop	Phase 2 Workshop	Phase 3 Fairs	Phase 1 Survey <sup>1</sup>	Phase 2 Survey	2008 Citywide <sup>2</sup>	Household Income
13%	22%	21%	9%	14%	16%	Under \$20,000
21%	24%	26%	24%	33%	30%	\$20,000–\$50,000
33%	31%	28%	36%	35%	38%	\$50,000–\$100,000
21%	21%	13%	21%	18%	16%	Over \$100,000
12%	6%	12%	10%	10%	n/a	No response

<sup>1</sup> Phase 1 survey data available only for online survey responses; Phase 2 survey data includes both online and mail-in survey responses; Phase 3 survey data not available

<sup>2</sup> Data from the American Community Survey, Census Bureau

### What is your racial or ethnic group?

Phase 1 Workshop	Phase 2 Workshop	Phase 3 Fairs	Phase 1 Survey <sup>1</sup>	Phase 2 Survey	2008 Citywide <sup>2</sup>	Race or Ethnic Group
4%	4%	10%	2%	3%	8%	Asian or Pacific Islander
2%	5%	5%	1%	3%	7%	Black/African American
<1%	3%	3%	1%	2%	4%	Native American
6%	4%	9%	1%	3%	9%	Latino/Hispanic
75%	79%	66%	83%	85%	74%	White/Caucasian
4%	4%	2%	5%	5%	2%	Mixed/Other
10%	2%	5%	7%	n/a	n/a	No response

<sup>1</sup> Phase 1 survey data available only for online survey responses; Phase 2 survey data includes both online and mail-in survey responses; Phase 3 survey data not available

<sup>2</sup> Data from the American Community Survey, Census Bureau



# APPENDIX E

## Presentations List for Phase 3

Portland Plan staff has been tracking outreach and engagement events with the following document:

### Phase 3

Portland Plan Presentations	Date
Mercy Corps	9/16/10
Congress for the New Urbanism, Cascadia Chapter	9/16/10
Rose City Park Land Use Committee Meeting	9/19/10
Citywide Land Use Group	9/27/10, 2/28/11, 4/25/11
OHSU	9/30/10
Oregon Association of Minority Entrepreneurs (OAME)	10/08/10
National Association of Minority Contractors of Oregon	10/12/10
Olympic Mills	10/14/10
Daimler Trucks North America	10/21/10
Arbor Lodge Neighborhood Association	10/21/10
Leander Court (Urban League)	10/27/10
East Portland Action Plan, General Meeting	10/27/10
NECN Land Use and Transportation Meeting	10/27/10
Evraz Oregon Steel	10/28/10
North Portland Land Use Group	10/28/10, 12/15/10
CNN Land Use and Transportation Meeting	11/01/10
IRCO All Staff	11/04/10, 5/27/11
Center for Intercultural Organizing PILOT Retreat	11/07/10
Oregon Tradeswomen, Inc.	11/17/10
Woodstock Neighborhood Association, Land Use Subcommittee	11/18/10
Portland Business Alliance, Land Use Committee	12/07/10
122nd Avenue Project – Community Working Group/ Health Partners Working Group	12/07/10
Cully Association of Neighbors General Meeting	12/14/10
East Portland Action Plan (EPAP), EcDev Subcommittee	1/03/11
Public Involvement Advisory Council (PIAC)	1/04/11
Wilkes Neighborhood Association	1/04/11

Portland Plan • Public Participation Phase 3 Progress Report

Portland Plan Presentations	Date
Hillsdale Neighborhood Association	1/05/11
Sellwood-Moreland (SMILE)	1/05/11
East Portland Neighborhood Association Chairs	1/05/11
Foster Area Business Association	1/11/11
Sullivan's Gulch Neighborhood Association	1/11/11
East Portland Action Plan (EPAP), TGM subcommittee	1/18/11
Hazelwood Neighborhood Association	1/18/11
Parkrose Neighborhood Association	1/18/11
PMC Master Plan	1/19/11
Gateway PAC	1/20/11
Russell Neighborhood Association	1/20/11
APNBA	1/24/11, 5/09/11
SE Uplift Coalition, Land Use Chairs	1/24/11, 2/22/11
Parkrose Heights Neighborhood Association	1/25/11
Rose City Park Neighborhood Association	1/25/11
East Portland Action Plan Implementation Advocacy Group	1/26/11
NECN Land Use and Transportation Committee	1/26/11
50s Bikeway Open House	1/26/11
Glenfair Neighborhood Association	1/27/11
Linnton Action Model	1/27/11
Woodstock Neighborhood Association, Land Use Committee	1/27/11
Latino Network	2/02/11
South Portland Neighborhood Association	2/02/11
Brentwood-Darlington Neighborhood Association	2/03/11
CNN LUTOP Committee	2/07/11
Midway Business Association	2/08/11
NINA	2/08/11 & 5/18/11
East Portland Neighborhood Association, Land Use Chairs	2/09/11
Kenton Neighborhood Association	2/09/11
Gateway Ecodistrict	2/10/11
Bridgeton Neighborhood Association	2/14/11
Centennial Neighborhood Association	2/14/11

<b>Portland Plan Presentations</b>	<b>Date</b>
Overlook Neighborhood Association	2/15/11
SW Neighborhoods, Inc., Land Use Committee	2/15/11
Urban League VOICE event	2/16/11
PSU Freshmen Inquiry class, Martha Works, instructor	2/17/11
Piedmont Neighborhood Association	2/24/11
Columbia Corridor Association, Board	2/25/11
North Tabor Neighborhood Association	3/01/11
Linnton Neighborhood Association	3/02/11
St. Johns Neighborhood Land Use	3/07/11
Transition PDX	3/30/11
Connecting Communities Coalition	4/14/11
Center for Intercultural Organizing	4/15/11
Eliot Neighborhood and Land Use Committee	4/18/11
Portland Plan Business Forum	4/29/11
Portland Streetcar Citizen Advisory Committee	5/04/11
Portland Indian Leaders Roundtable	5/17/11
<b>Portland Plan Outreach – Tabling Events</b>	<b>Date</b>
Belmont Street Fair	9/12/10
Portland Development Commission's Community Economic Development Roundtable	9/13/10
Portland Housing Bureau's Strategic Plan Community Forum	9/13/10
Gay Fair On The Square	9/19/10
NW Sunday Parkways	9/26/10
GoGreen10	10/05/10
Central City 2035 Open House	10/12/10
Ecodistricts Summit	10/27/10
Complete Communities 2010	10/28/10
Fix-It Fair at Ron Russell Middle School	11/20/10
Fix-It Fair at Parkrose High School	1/26/11
Transportation Safety Summit at Marshall High School	2/08/11
OAME Sustainability and Equity Fair	2/09/11

Portland Plan • Public Participation Phase 3 Progress Report

Portland Plan Outreach — Tabling Events	Date
Fix-It Fair at Jefferson High School	2/26/11
City of Portland Community Budget Forum at Wilson High School	3/01/11
City of Portland Community Budget Forum at David Douglas high School	3/08/11
Better Living Show	3/25–3/27/11
19th Annual Best Business Awards	4/19/11
Harrison Park Sun School’s Use Your Voice Family Night	4/21/11



# APPENDIX F

## Phase III Marketing Communications Recap Memo

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Planning and Sustainability  
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### MEMO

July 31, 2011

To: Portland Plan Community Involvement Committee

From: Eden Dabbs

#### RE: Phase III Marketing Communications Recap

Phase One of the Portland Plan grounded us in the facts about Portland and presented nine action areas around which to organize our efforts. Phase Two presented a set of directions and objectives for each of the nine action areas. We asked Portlanders if these directions and objectives were too aggressive, not aggressive enough or just right. With this feedback (and input from summer outreach efforts, as well as national and international research and evidence) we developed draft strategies to achieve our goal of a thriving and sustainable city — healthy, prosperous and equitable for all.

From the summer of 2010 into winter of early 2011, our marketing communications efforts focused on publicizing the summer fairs, the fall Inspiring Communities Series and the spring workshops and surveys in an effort to solicit as much feedback as possible on the proposed strategies.

**Summer Events:** At 35+ community fairs, festivals and meetings, more than 400 Portlanders outlined their own Portland Plan strategies and "Big Ideas" using oversized magnets with the Portland Plan directions colored coded by action area. To see a sample of the many strategies offered by Portlanders, take a look at the [videos staff shot with a Flip camera.](#)

**Discussion Groups:** During November 2010, staff convened discussion groups to share the preliminary language of and about the emerging strategies to ensure that we were being clear, concise, culturally sensitive, age appropriate and inclusive. We met first with our DCL partners, then with the Community Involvement Committee (CIC), the Multnomah Youth Commission, and finally the business community. The discussion groups were facilitated by Kathy Fong Stephens from Barney Worth and filmed by the Center for Intercultural Organizing. Feedback from the discussion groups was valuable to the process of writing copy for the Curbsider, rolling out the strategies and promoting the Phase Three fairs.

**Portland Plan Fairs:** During March 2011, more than 400 people attended four Portland Plan fairs that offered a fun way to learn about and comment on strategies for education, economic prosperity and affordability, and healthy connected neighborhoods, as well as an Equity Initiative. Breakout sessions were available for those who wanted to have in-depth discussions about the strategies and Equity Initiative. Local food, music and dance from Colored Pencils, and community booths made each of the fairs unique. We targeted the Latino community for the event at De La Salle North Catholic High School, which featured bilingual staff and volunteers, and food from Micro Mercantes. To that end, we purchased ads and a station appearance with Spanish language radio KRYP FM. [See photos and video from the fairs.](#)



**Advisory Oversight:** Throughout the process of developing the strategies, community groups reviewed drafts, collected evidence and identified best practices being used in other cities, including many community leaders and subject area experts in the Mayor's Portland Plan Advisory Committee and nine different Technical Advisory Groups.

**Inspiring Communities Series:** From December 2010 to January 2011, hundreds of Portlanders attended the Portland Plan Inspiring Communities series, where experts in the fields of economic development, environmental justice, education, community health and sustainable systems shared fresh perspectives on what strategies have worked elsewhere. The five events occurred all over the city, offering geographic options as well.

### **Communications Objectives**

Our overall communications objectives continued: Expand awareness of the Portland Plan to a broader set of residents and businesses; generate measurable public involvement; increase participation of the reluctant and maintain the support of those already involved.

Phase Three focused on developing smart, integrated strategies to move Portland forward in the areas we need it most. During this phase, we delved more deeply into our messaging — how we were communicating the strategies and what they mean for Portlanders, making a concerted effort to speak and write in a way that was engaging, rather than alienating. The discussion groups, for instance, provided opportunities for valuable two-way conversations and were as much about the process of creating the Portland Plan with the community as how we talk/write about it.

Our communications approach focused on promoting the summer events, the speakers series and the Phase III Fairs as well as presenting the strategies in as effective a way as possible. Having firmly established a web and social media presence, as well as a recognizable graphic identity, the challenge of Phase Three was to communicate increasingly complex and technical information to an audience that was losing the "buzz." In this phase, we had to think outside the box even more to help Portlanders understand and care about the Portland Plan.

### **Tactics**

The following tactics and products were used to engage Portlanders in reviewing and commenting on the proposed strategies.

#### What's Your Big Idea? Game

The interactive "What's your Big Idea?" game consisted of 32 oversized hexagonal magnetic tiles representing 32 Portland Plan directions and a white board. The object of the "game" was to create your own strategy, with the most important direction in the center and integrating six other directions around it to create the most cohesive strategy possible. In addition to filming people talking about their strategies, we recorded their ideas and fed them into a sortable database, which was then used to assess priorities, patterns and trends. The game not only gave us valuable input but demonstrated to Portlanders the difficulty of achieving the multiple objectives in integrated and meaningful ways.

#### Collateral

We produced a vast amount of collateral for Phase Three, starting with posters/flyers and programs for the speakers series; several sets of flyers for Planning and Sustainability Commission presentations/hearings/workshops; posters and handbills (which were distributed to libraries, coalition offices and PCC campuses) as well as lawn signs to promote the fairs; in addition to more than 20 info boards, handouts and breakout discussion support materials for the fairs. Employing a technique used by the BPS



Outreach Team, we sent 400 posters to community organizations asking them to hang the announcement in a prominent place in their establishment.

We also created a standalone "brochure" featuring the strategies and Equity Initiative, keying off the Curbsider spread and promoting the fairs on the backside. This piece was translated into the four languages we'd included in the past: Spanish, Russian, Chinese and Vietnamese.

Unique promotional materials and collateral were also created for two business-focused events.

#### Curbsider

For Phase Three, we used the centerfold of the Curbsider to display the three strategies and Equity Initiative in a simple and graphic way. We commissioned our contract graphic designer to create composite illustrations for each strategy, which were expressed in a silhouette style. The front page/mailling panel featured a collage of Portlanders, saying "We live here. We've got big ideas." — referring back to the summer fairs and the Big Idea game. The Curbsider again was mailed to virtually every household in Portland (~200,000), including renters in multi-family units. Persuasive copy encouraged people to attend one of the four fairs, which were listed as well as links to the website, Facebook and Twitter. Carrying one of the Portland Plan graphic elements through, this issue of the Curbsider featured a Phase III stamp.

#### Survey

Standalone surveys were created for each strategy and the Equity Initiative, which were distributed at the fairs, hosted presentations, and community tabling events, and replicated on Survey Monkey for the web. These were very long and required a great deal of time and focused attention to fill out. Consequently, the return rate was not nearly as high as for the past two phases; only 217 surveys were filled out in print and online combined.

We offered translation of the Phase Three surveys upon request, but there were no takers.

#### Advertising

We used advertising to publicize the Inspiring Community Series as well as the Phase Three fairs. Quarter-page ads designed around the speakers series flyer and fair handbill were placed in the following community newspapers (circulation included):

- SE Examiner (25,000)
- St. Johns Sentinel (27,000)
- Hollywood Star (23,000)
- Mid-County Memo (15,500)
- SW Village Post (10,000)
- NW Examiner (33,000)

In addition to the papers above, we also placed ad in the following cultural/minority papers to publicize the fairs:

- El Hispanic News (20,000)
- Asian Reporter (20,000)
- Portland Observer (40,000)
- Just Out (45,000)
- Portland Family (40,000)

Total circulation = 298,500



In addition to print ads, we experimented with radio during this phase, placing :15 and :30 spots on OPB and KYRP, respectively. With the Spanish-language radio station appearance, we were able to leverage the extra investment into value-added spots and on-air promos with Spanish-speaking staff and Colored Pencils organizers. Listen to KRYP spots [here](#).

#### Website

The Portland Plan website ([www.pdxplan.com](http://www.pdxplan.com)) was updated periodically to reflect our movement into and through Phase Three. A series of blog posts were created to publicize and recap each of the speakers series events, and the fairs were promoted in a similar fashion with video and slide shows posted after each of the four events.

The website has recently been retooled to more precisely reflect the organizational structure of the plan as we move forward, adding more content (including information about land capacity and Portland Plan indicators). The About the Plan and Learn About Your City pages have been completely restructured and now have a more engaging graphic interface, making the site more informative and easier to navigate.

From June 1, 2010 – May 30, 2011, [www.pdxplan.com](http://www.pdxplan.com) received 444,000 page views, with spikes in May (47,000) and June (57,000).

#### Social Media

In addition to promoting and documenting the speakers series, the PSC hearings and work sessions, and the Portland Plan fairs, in Phase Three social media was employed to make connections to similar initiatives and efforts, our partners organizations and bureaus, CIC members and youth planners, as well as essays and editorials that offered food for thought.

Social media stats for the Portland Plan are:

- Facebook (1,839 fans – 100 more than Phase 2)
- Twitter (1,933 followers – roughly 750 more than Phase 2)
- Flickr (48,000 views cumulative)

#### Portland Community Media

We again contracted with Portland Community Media to videotape the fairs, but this time — instead of broadcasting live and showing each fair in its entirety, PCM created a fun and breezy video that acted as a kind of visual montage of the events, with an intro and closing call to action by the Mayor. The video was featured in the June 2011 BPS E-news and posted on Facebook, the Portland Plan website and the BPS YouTube channel. See it [here](#).

The Inspiring Communities Series played 245 times for approximately 439 hours. The Community Fair Spanish PSA played 39 times. PCM reaches include:

- Channel 11, Metro region – 400,000 households
- Channel 22, East and West Multnomah County – 241,000 households
- Channel 23 and 30, East and West Portland – 179,000 households

#### Media Relations

Earned media for Phase Three of the Portland Plan included mentions of the speakers series, recaps of the fairs and editorials that referenced either the Portland Plan or contained messaging very similar to it. Notable writing included:



**Tribune: Focus '12 mayor's race on crucial issues** by Editorial Board | June 9, 2011 | Portland Plan mentioned as "guiding light"  
<http://www.portlandtribune.com/opinion/story.php?s...>

**Tribune: Portland should brace for "climate refugees"** by Kat West | June 9, 2011 | re: Portland Plan goals  
[http://www.portlandtribune.com/sustainable/story\\_2...](http://www.portlandtribune.com/sustainable/story_2...)

In addition, we placed a feature about the Healthy Connected Neighborhoods strategy in the April issue of Goodness Magazine:

**GoodnessPDX: Making Healthy Options Available to All in Portland** by Michelle Kunec | April 2011 | re: Healthy Connected Neighborhoods strategy  
<http://goodnessportland.com/connected-neighborhood...>

For the complete list of media coverage, please see:  
<http://www.portlandonline.com/portlandplan/index.cfm?c=49215>

E-mail Outreach

Boilerplate copy was created to promote the speakers series, the PSC hearings/worksessions and the fairs for City staff to send to their constituencies, including the:

- Mayor's lists (~10,000)
- Portland Plan list (~1,400)
- District liaisons' lists (dozens)
- ONI/neighborhood coalitions (dozens)

We leveraged the relationships inherent in the latter two lists by requesting that recipients pass along the message to their networks, which some of them did within minutes.

Better Living Show

In late March 2011, Portland Plan staff appeared at the Better Living Show, where they introduced an interactive discussion with graphic facilitator Timothy Corey. Participants were asked four Portland Plan-related questions:

1. What would make your neighborhood healthier?
2. What would make your neighborhood complete?
3. What does a youth-supportive neighborhood look like?
4. What does "nature in the city" mean to you?
5. What does "economic prosperity" mean to you?

Mr. Corey's lively illustrations of collective responses to each question can be viewed [here](#).

**How'd We Do and What's Next?**

In Phase Three staff and the Community Involvement Committee devised creative ways to extend outreach efforts and engage the public on different levels. The Big Idea game was developed in house and "tested" by the CIC as well as our DCL partners, who helped refine the process — to great success. The Inspiring Communities Speakers Series drew large crowds of students and stakeholders representing various interest groups, a reflection of the "star power draw" of the featured speakers as well as the local panelists. The discussion groups focused on the strategy language were invaluable to building trust with and cultivating understanding between the City and DCL partners, youth and the business community. And the results of the Better Living Show graphic facilitation can be used for a long time to come.



So our success perhaps cannot be measured only by the number of surveys completed. While attendance at the Portland Plan fairs was respectable — drawing the most diverse audience ever — Phase Three survey responses were way down from the previous two phases. The general public (and even City insiders) had difficulty with the density and length of the strategy documents and surveys.

Moving forward with the roll out of the draft plan, we'll need to have a short, easy-to-understand and digestible version of the plan for Portlanders to engage with. The actual document is too long, technical and bureaucratic.

A promotional video for the final Portland Plan is in the works, scheduled for release around the time the plan goes Council in early 2012. This will be an important tool to convey the message to the general public and all channels of distribution should be considered.

The Portland Plan Community Involvement Committee has repeatedly stressed the necessity of employing other methods of mass communication besides the Curbsider, which they and others view as ineffective and an inefficient use of money. Their recommendation is to use that allotment of promotional dollars on a billboard or bus tail campaign instead, employing a similar kind of messaging as the recent Timbers vinyl billboards with everyday Portlanders holding some type of tree-cutting device (random Portlanders holding a copy of the plan?). As we move into Phase 4, we'll have to carefully consider not just the message and call to action, but the timing of any ad campaign as well.



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## Agenda

### Comprehensive Plan Update – Community Involvement Committee (CIC)

**Date and Time:** June 20, 2012

**Time:** 8:00 a.m. to 10:00 a.m.

**Location:** 1900 SW 4th Avenue, Portland, Conference Room 7A

#### **Welcome** (8:00 a.m.)

Discussion Leader: Howard Shapiro, Chair

Description: Review today's agenda and approve the 05/16/12 meeting notes

#### **Announcements** (8:05 a.m.)

##### Policy Expert Groups – June Meetings

- Watershed Health and Environment PEG, Monday, June 18, 2012 from 3:00-5:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- Education and Youth Success PEG, Monday June 18, 2012 from 4:00-6:00p.m. (City Hall, 1221 SW 4<sup>th</sup> Avenue, Pettygrove Room)
- Economic Development PEG, Wednesday, June 20, 2012 from 11:30a.m. to 1:30p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- Neighborhood Centers PEG, Thursday, June 21, 2012 from 1
- Community Involvement PEG, Thursday, June 21, 2012 from 6:00-8:00p.m. (City Hall, 1221 SW 4<sup>th</sup> Avenue, Pettygrove Room)
- Networks PEG, Wednesday, June 27, 2012 from 3:00-5:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- Residential Development and Compatibility, Thursday, June 28, 2012 from 4:00-6:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)

##### Planning and Sustainability Commission

- Public hearing on the Comprehensive Plan Factual Basis (various reports), Tuesday, July 10, 2012 from 12:30-3:30p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 2500A)

#### **CIC Decisions and Follow up Actions** (8:15 a.m.)

Discussion Leader: Stan Penkin, CIC and other Executive Subcommittee members

Description: Executive Subcommittee report



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### **Portland Plan Phase 4 Wrap-up** (8:30 a.m.)

Discussion Leaders: Howard Shapiro, Chair and Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes: Preparing for July 10<sup>th</sup> Planning and Sustainability Commission hearing on the Portland Plan Phase 4 Public Participation Progress Report.

- Determining CIC presenters at the July 10<sup>th</sup> hearing.
- Reporting a summary of CIC Phase 4 evaluations.

### **Policy Expert Groups (PEGs)** (9:00 a.m.)

Discussion Leader: Marty Stockton, Bureau of Planning and Sustainability

Desired Outcomes:

- Feedback on the PEG orientation sessions
- Discussion on the roles and responsibilities of CIC members on the PEGS and CIC members that are at-large
- CIC future meeting frequency and structure

### **Comp Plan Update Website 101** (9:30 a.m.)

Presenter/Discussion Leader: Michelle Kunec, Bureau of Planning and Sustainability

Description: A tour of the Comprehensive Plan Update Website, which is being designed to help Policy Expert Group members and the general public stay up-to-date on the project.

### **Public Comment** (9:45 a.m.)

### **Next Steps** (9:00 a.m.)

Discussion Leader: Howard Shapiro, Chair

- Next CIC meeting will be Wednesday, July 18, 2012 from 6:00-8:00 p.m.

For more information, please contact Marty Stockton, Bureau of Planning and Sustainability at 503-823-2041 or [marty.stockton@portlandoregon.gov](mailto:marty.stockton@portlandoregon.gov).







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## Community Involvement Committee

### Meeting Minutes

**Meeting Date:** Wednesday, June 20, 2012

**Time:** 8:00 a.m. to 10:00 a.m.

**Committee Members present:** Paula Amato, Jason Barnstead-Long, Judy BlueHorse Skelton, Shirley Nacoste, Linda Nettekoven, Stanley Penkin, Kevin Pozzi, Ryan Schera, Howard Shapiro, Peter Stark, Alison Stoll

**Absent:** Lois Cohen, Liz Gatti, Judith Gonzalez Plascencia, Anyeley Hallova, Brian Heron, Lai-Lani Ovalles

**Staff:** Eden Dabbs, Michelle Kunec, Deborah Stein, Marty Stockton, Desiree' Vaughn-Rose

**Visitors:** None

---

### Welcome

Howard Shapiro began the meeting with questioning how the committee was transiting from the Portland Plan to the Comprehensive Plan Update and wondered about the committee's continued effectiveness. The CIC had achieved a quorum and approved the CIC minutes from the May 16, 2012 meeting.

### Announcements

Marty Stockton announced the following upcoming events:

#### Policy Expert Groups – June Meetings

- Watershed Health and Environment PEG, Monday, June 18, 2012 from 3:00-5:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- Education and Youth Success PEG, Monday June 18, 2012 from 4:00-6:00p.m. (City Hall, 1221 SW 4<sup>th</sup> Avenue, Pettygrove Room)
- Economic Development PEG, Wednesday, June 20, 2012 from 11:30a.m. to 1:30p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)



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- Neighborhood Centers PEG, Thursday, June 21, 2012 from 1 (Until?)
- Community Involvement PEG, Thursday, June 21, 2012 from 6:00-8:00p.m. (City Hall, 1221 SW 4<sup>th</sup> Avenue, Pettygrove Room)
- Networks PEG, Wednesday, June 27, 2012 from 3:00-5:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)
- Residential Development and Compatibility, Thursday, June 28, 2012 from 4:00-6:00p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 7A)

### Planning and Sustainability Commission

- Public hearing on the Comprehensive Plan Factual Basis (various reports), Tuesday, July 10, 2012 from 12:30-3:30p.m. (1900 SW 4<sup>th</sup> Avenue, Conference Room 2500A)

Deborah Stein shared the handout for Oregon Public Health Institute's (OPHI) Health Equity Network meeting. Deborah continued that OPHI would be adding to the PEG discussion on health. Linda Nettekoven clarified that the network would focus on the full spectrum of health issues (e.g., clean air and water, safe housing, access to active transportation, open space, healthy food, etc,) and not just access to health care. Deborah noted that Noelle Dobson with OPHI understands how the built environment contributes to health; therefore the need to integrate health with planning. Deborah added that the "health lens" is becoming a lens when planning looks into projects.

Shirley Nacoste asked if there is a central location where the community can get materials related to the Comprehensive Plan Update. Marty said that distribution to each branch library, neighborhood coalition and diversity and Civic Leadership Partner offices will occur once materials are available.

### **CIC Decisions and Follow up Actions**

Stan Penkin summarized the Executive Subcommittee's recent meeting, which discussed the question of whether monthly CIC meetings were still necessary given that many CIC members are now PEG members and attending PEG monthly meetings as well. A decision to keep the CIC meetings monthly was the result to the questions on how the CIC was going to communicate what is going on in the PEGs. Stan continued that retaining CIC members is critical and that the Executive Subcommittee decided that keeping the existing group intact with no plans to do future recruitments is essential.



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Howard asked what the format of future CIC meetings will be. Marty responded that about 11 CIC members are on PEGs, while five CIC members are at-large. Each month CIC members will participate in a PEG round table, in which CIC members will share about the process and community involvement within the PEGs. At-large CIC members will be charged with keeping focus on the broader engagement of the community. Stan stated that CIC members are expected to stay in touch, figure out some sort of communication process if someone is unable to attend a PEG meeting and a stand in is needed. Linda clarified that CIC members will help inform staff and wondered about the PEG facilitators.

Marty stated that the Technical Action Groups (TAGs) in the Portland Plan, the PEGs are advisory groups. A few TAGs included community members, some adding community members midway into the process; staff wanted to have community members serve in all the PEGs from the process beginning. Opening the meetings and having the agenda, materials and meeting summaries online is the first step. Once there is a draft available, broader community involvement will occur with district workshop-type events. Ongoing outreach will include the presentations and updates staff give at neighborhood, business and interest-based groups and communications efforts through the website, etc. Each PEG will have its' own culture/group dynamic and may have its' own community involvement needs.

Judy BlueHorse Skelton summarized her observations at the first meeting of the Watershed Health and Environment PEG.

Howard asked about the many groups and their own community involvement needs and had concerns about the two tracks of engagement. Howard asked how will the CIC work with other groups, what is the funnel and how do we feel it is useful and productive. Marty responded that the CIC continues as required by the Periodic Review Work Program by the State of Oregon's Department of Land Conservation and Development. Marty continued that the CIC is required to do regular reporting to the Planning and Sustainability Commission and that is one charge of the group. Marty drew a diagram on the white board showing the various groups and their relationship to each other.



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Marty stated that the CIC's final Portland Plan progress report presentation to the PSC will be on July 10<sup>th</sup>. This and the previous phased reports will all go to City Council on August 8<sup>th</sup> and then eventually to the State of Oregon.

Deborah said that there is now the shifting to the next project and possibly a slightly different audience and asked are there other groups that will be engaged. There may be a mental shift that staff and the CIC has to do, a different type of thinking on events and engagement opportunities. Deborah added that staff and the CIC need to be ready for a slightly different approach.

Peter Stark requested that a structure, similar to that of the Central City listserve, be applied to the Comprehensive Plan Update. Stan asked how staff is getting the word out about the PEG meetings. Eden Dabbs responded that there is a communications plan for the Comprehensive Plan with the website prime for receiving information. Marty added that a broader engagement tool is the proposed monthly newsletter, which would include highlights from the previous PEG meetings as well as spotlighting other key topics. On the back of the newsletter would be the PEGs standing meeting dates and options for other involvement opportunities. Eden stated that at next month's meeting, the newsletter will be discussed further and staff will be looking to the CIC for feedback.

#### **Portland Plan Phase 4 Wrap-up**

Marty reminded everyone that that she was still collecting evaluations. Paula Amato asked for the Phase 4 timeframe to be clarified. Marty responded that Phase 4 began in June 2011 and completed at City Council adoption on April 25, 2012. Recapping Phase 4, Marty mentioned the summer tabling, followed by the release of the Proposed Draft in October and hearings at the Planning and Sustainability Commission. Marty highlighted the community location of two of the PSC hearings and the emphasis of youth engagement with the youth-specific survey and the testimony provided by youth. Linda asked if the Youth Planning Program had been funded. Deborah replied that the program had been partially funded in this year's budget. Howard announced that the PSC is looking at adding a youth member to the



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commission. Shirley stated her frustration in de-funding a program which focuses on the city's future. Deborah suggested that Pam Phan should come to a future meeting to discuss what the Youth Planning Program is working on this summer.

Howard appointed Stan to lead the coordination of the PSC presentation. Alison Stoll and Judy volunteered to help. Jason Barnstead-Long stated that the CIC evaluations and previous CIC presentations will be good to review for reference in shaping the content of the presentation.

### **Policy Expert Group (PEGs)**

Marty asked for feedback on the PEG orientation session. Jason stated that he was initially concerned about the PEGs, in particular the Neighborhood Centers PEG, would be made up of the same variety or cookie cutter sort of person and that he was relieved to see a slightly more diverse committee make-up. Jason also stated confusion on one of the PowerPoint slides about creating jobs and housing and the numbers associated with each. Eden stated that the numbers are from Metro and that the numbers of projected new households do not all include people of working age. Other CIC members were unsure about the introduction to equity and its' racial/ethnic focus. Deborah responded that the Office of Equity and Human Rights will initially focus on racial and ability equity. Shirley added that equity means livability. Jason stated that an important question of equity is who is likely to benefit and who is likely to be burdened by a City decision. Judy added that at the Watershed Health and Environment PEG meeting the discussion went straight to equity and how to engage the public equitably and serve the public in an equity way.

### **Comp Plan Update Website**

Michelle Kunec gave a tour of the Comprehensive Plan Update website; designed to help the PEG members and the general public stay up-to-date on the project. Michelle stated that the main goal of the website is transparency with the News and Updates acting as the main blog. The website shares how to sign up for information through the RSS feeds and social media. Members of the CIC asked staff to reconsider the use of email prompts, similar to the Central City list serve. Marty



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stated that advertising the opportunity and the ability to request presentations needs to be added.

**Comments from the public**

No members of the public were in attendance.

**Next steps**

The next CIC meeting will be Wednesday, July 18, 2012 from 6:00 p.m. to 8:00 p.m.

Stan stated that the CIC will not decide on whether to hold the August meeting until at the July meeting.



OFFICE OF MAYOR SAM ADAMS  
CITY OF PORTLAND

August 1, 2011

As Mayor and Commissioner of the Bureau of Planning and Sustainability, I request Council confirmation of the following appointments to the Portland Plan Community Involvement Committee to serve a term from August 2011 through December 2012 to replace the previous appointments of Angie Thompson and Rahul Rastogi:

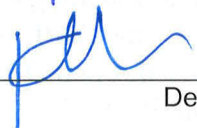

<b>Appointment</b>	<b>Position</b>
Lois Cohen	Member at Large
Kevin Pozzi	Member at Large

Respectfully submitted,

Sam Adams  
Mayor

Agenda No.  
**REPORT NO.**  
 Title

Appoint Lois Cohen and Kevin Pozzi to the Portland Plan Community Involvement Committee to serve a term from August 2011 through December 2012. (Report)

<p><b>INTRODUCED BY</b>                  Commissioner/Auditor:  <b>Mayor Sam Adams</b></p>	CLERK USE: DATE FILED <u>AUG 19 2011</u>
<p><b>COMMISSIONER APPROVAL</b></p>	LaVonne Griffin-Valade Auditor of the City of Portland  By:  Deputy  <b>ACTION TAKEN:</b>  AUG 24 2011 <b>CONFIRMED</b>
Mayor—Finance and Administration - Adams 	
Position 1/Utilities - Fritz	
Position 2/Works - Fish	
Position 3/Affairs - Saltzman	
Position 4/Safety - Leonard	
<p><b>BUREAU APPROVAL</b></p> Bureau: Office of the Mayor Bureau Head: Mayor Sam Adams	
Prepared by: Marty Stockton Date Prepared: July 29, 2011	
Financial Impact & Public Involvement Statement Completed <input checked="" type="checkbox"/> Amends Budget <input type="checkbox"/>	
Council Meeting Date August 10, 2011 24	
<p><b>City Attorney Approval:</b>                  required for contract, code, easement, franchise, charter, Comp Plan</p>	

**AGENDA**

**TIME CERTAIN**   
 Start time: \_\_\_\_\_  
 Total amount of time needed: \_\_\_\_\_  
 (for presentation, testimony and discussion)

**CONSENT**

**REGULAR**   
 Total amount of time needed: \_\_\_\_\_  
 (for presentation, testimony and discussion)

FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:		
		YEAS	NAYS
1. Fritz	1. Fritz	✓	
2. Fish	2. Fish	✓	
3. Saltzman	3. Saltzman	✓	
4. Leonard	4. Leonard	_____	
Adams	Adams	✓	





OFFICE OF MAYOR SAM ADAMS  
CITY OF PORTLAND

January 3, 2011

As Mayor and Commissioner of the Bureau of Planning and Sustainability, I request Council confirmation of the following appointments to the Portland Plan Community Involvement Committee to serve a term from July 2009 through December 2012:

<u>Appointment</u>	<u>Position</u>
Peter Stark	Member at Large
Alison Stoll	Member at Large

Respectfully submitted,

Sam Adams  
Mayor

SA:ca

Agenda No.  
**REPORT**  
Title

Appoint Allison Stoll and Peter Stark to the Portland Plan Community Involvement Committee to serve a term from July 2009 through December 2012 (Report)

<p><b>INTRODUCED BY</b> Commissioner/Auditor: <b>Mayor Sam Adams</b></p>	<p>CLERK USE: DATE FILED <u>JAN 07 2011</u></p>
<p><b>COMMISSIONER APPROVAL</b></p> <p>Mayor—Finance and Administration - Adams <i>[Signature]</i></p> <p>Position 1/Utilities - Fritz</p> <p>Position 2/Works - Fish</p> <p>Position 3/Affairs - Saltzman</p> <p>Position 4/Safety - Leonard</p>	<p>LaVonne Griffin-Valade Auditor of the City of Portland</p> <p>By: <i>[Signature]</i> Deputy</p>
<p><b>BUREAU APPROVAL</b></p> <p>Bureau: Office of the Mayor Bureau Head: Mayor Sam Adams</p>	<p><b>ACTION TAKEN:</b></p> <p><b>JAN 12 2011 CONFIRMED</b></p>
<p>Prepared by: Chris Dornan Date Prepared: 12/14/2010</p>	
<p><b>Financial Impact Statement</b></p> <p>Completed <input type="checkbox"/> Amends Budget <input type="checkbox"/> Not Required <input checked="" type="checkbox"/></p>	
<p><b>Portland Policy Document</b> If "Yes" requires City Policy paragraph stated in document. Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	
<p>Council Meeting Date <b>Jan. 12, 2011</b></p>	
<p><b>City Attorney Approval</b></p>	

<b>AGENDA</b>
<p><b>TIME CERTAIN</b> <input type="checkbox"/></p> <p>Start time: _____</p> <p>Total amount of time needed: _____ (for presentation, testimony and discussion)</p>
<p><b>CONSENT</b> <input checked="" type="checkbox"/></p>
<p><b>REGULAR</b> <input type="checkbox"/></p> <p>Total amount of time needed: _____ (for presentation, testimony and discussion)</p>

FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:		
		YEAS	NAYS
1. Fritz	1. Fritz	✓	
2. Fish	2. Fish	✓	
3. Saltzman	3. Saltzman	✓	
4. Leonard	4. Leonard	✓	
Adams	Adams	✓	

# Portland Plan Public Participation Phase 2 Progress Report

October 4, 2010



City of Portland Bureau of  
**Planning and Sustainability**  
Sam Adams, Mayor | Susan Anderson, Director





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the City's TTY at 503-823-6868, or the  
Oregon Relay Service at 1-800-735-2900.

**For more information about the  
Portland Plan Public Participation Phase 2 Progress Report,  
please contact:**

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A digital copy of this report can be found at:  
[www.portlandonline.com/bps](http://www.portlandonline.com/bps)

# Acknowledgements

## Community Involvement Committee

Howard Shapiro, Chair	Shirley Nacoste
Paula Amato	Linda Nettekoven
Judy BlueHorse Skelton	Lai-Lani Ovalles
Elizabeth Gatti	Stanley Penkin
Judith Gonzalez Plascencia	Rahul Rastogi
Anyeley Hallova	Ryan Schera
Brian L. Heron	Peter Stark
Jason Long	Alison Stoll

## Portland Plan Public Involvement Team

### Bureau of Planning and Sustainability

Marty Stockton, Community Outreach and Information

#### With Assistance From:

Tom Armstrong, Portland Plan Project Coordinator  
Debbie Bischoff, Senior Planner, NE District Liaison  
Eden Dabbs, Communications  
Joan Frederiksen, City Planner, West District Liaison  
Alex Howard, Portland Plan Project Coordinator  
Barry Manning, Senior Planner, North District Liaison  
Kate McQuillan, Planning Intern  
Pam Phan, Youth Planning Program Manager  
Christina Scarzello, City Planner, East District Liaison  
Deborah Stein, Supervising Planner  
Matt Wickstrom, City Planner, SE District Liaison  
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Clay Neal, Liaison to Bureau of Planning and Sustainability

### Office of Neighborhood Involvement

Amalia Alarcon Morris, Director  
Afifa Ahmed-Shafi, Public Involvement Best Practices Specialist  
Paul Leistner, Neighborhood Program Coordinator  
Jeri Williams, Neighborhood Program Coordinator

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# Executive Summary

Phase 2 of Portland Plan public involvement, from April 1 to August 31, 2010, sought more targeted and interactive outreach approaches to engage typically under-represented communities than Phase 1. Overall numbers of participants in Phase 2 workshops and surveys are slightly lower than Phase 1; however Phase 2 succeeded at taking steps in the right direction for a more inclusive public involvement process.

## *Successes*

- Approximately 450 workshop participants, 6,500 survey responses, 228 business survey responses, and 1,085 attendees to Portland Plan presentations
- Demographics of Portland Plan participants (survey respondents and workshop participants) more closely reflected City-wide demographics in Phase 2 compared to Phase 1
- Existing relationships with both partner organizations and community groups were strengthened, and new relationships were cultivated
- Utilizing the new outreach approach of tabling at 31 community-sponsored fairs and events resulted in engaging hundreds of Portlanders otherwise unlikely to participate in the Portland Plan process
- The interactive “What’s your big idea?” Portland Plan game solicited 401 recorded responses
- Targeted non-geographic communities that participated in Portland Plan workshops or hosted presentations include:
  - Senior and aging community
  - Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) community
  - Public & private schools
  - Business community
  - Faith-based communities

## *Areas to improve on for Phase 3*

While Phase 2 outreach to non-geographic groups has improved since Phase 1, more extensive partnerships with other City bureaus, partner agencies, and community groups could foster more participation from typically under-represented groups and would increase the number of first-time participants. Better promoting services available at Portland Plan events such as free childcare and translation services could also increase the number of under-represented and first time participants. Improved data collection methods are needed to better understand the number of first-time participants reached in future public involvement phases.

Lastly, staff and CIC members need to continue to build upon the positive work of Phases 1 and 2: maintain existing relationships and establish new relationships with community organizations and partner agencies; and explore and implement new outreach tools, approaches, and venues for outreach.



# Introduction

The purpose of this report is to document and evaluate the outreach and public participation activities for Phase 2 of the Portland Plan public involvement process, from April through August 2010. This report, along with subsequent reports for other Portland Plan public involvement phases, will serve as documentation for the Community Involvement Committee when they update the Portland Planning and Sustainability Commission on the City of Portland's public engagement process as it relates to state-mandated periodic review.

## Looking Back on Phase 1

Phase 1 of Portland Plan public involvement was focused on establishing a framework, approaches used, and the goals and measures of success. Additionally, Phase 1 focused on notifying and informing as many Portlanders as possible about the Portland Plan process. Key new relationships began to form during Phase 1, and staff recognizes the importance of nurturing these relationships throughout Phase 2 and beyond. The Phase 1 progress report identified many areas of outreach and engagement where staff can improve, namely less focus on broad notification and more focus on engaging new and under-represented communities.



## Evaluating Phase 2

Overall, Phase 2 of Portland Plan public involvement approaches and goals have been successful. Specifically, Portland Plan staff continued maintaining existing relationships with community members and organizations, creating many new connections with individuals and groups, increasing the number of people involved, and utilizing creative and unique venues for various forms of participation for diverse communities. Despite the successes, the demographics of participants continue to reveal gaps in engagement. Staff is conducting outreach strategies with community partners to engage the diverse non-geographic groups of Portland in relevant and culturally appropriate ways. Lessons learned as reported in this document will directly inform and shape the remaining Portland Plan process phases

# Evaluation of Phase 2 Public Involvement Goals

## Public Participation Goals and Measures of Success

It is important to regularly evaluate and report back to the CIC, Planning and Sustainability Commission and others in the community to relate the effectiveness of the Portland Plan public participation and engagement efforts. Before Phase I of Portland Plan public involvement began, the CIC Outreach Subcommittee established goals and measures of success to gauge ongoing success of public participation and engagement methods. It is worth noting that during the evaluation of Phase 2 of Portland Plan public involvement, CIC members and staff reworded Goal 1 and Goal 5 to better reflect desired public involvement outcomes and for more clarity.

Portland Plan staff recognizes constraints related to budget and staff capacity and have been working to make the most of opportunities through engaging new and previously involved community members. Portland Plan staff aims to complete as much comprehensive an outreach and engagement program as possible, given these constraints.

Quantitative and qualitative data related to the measures of success for the goals can be found in Appendix A. Phase 2 evaluation comments from the CIC highlighted later in this report along with specific comments listed in Appendix B, that contribute to the following discussion of strengths and weaknesses of Phase 2 public participation efforts.



*Tabling at community events as shown above (RiverFest on left and Good in the Neighborhood on the right) is a new and successful outreach approach utilized in Phase 2*

## Goal 1: Build on new and existing relationships

A successful public outreach and engagement effort will expand upon these existing relationships to best leverage diverse individual and group perspectives in the Portland Plan process.

Areas of improvement identified in the Phase I report include: *Need more bureau and partner agency assistance with outreach and engagement with their employees and constituents; and need to build more relationships with new groups, especially under-served and non-geographic issue-oriented communities.*

### Successes

Portland Plan staff continued to maintain relationships developed prior to the Portland Plan process as well as new relationships developed during Phase I. Partnerships with and assistance from other City bureaus and partner agencies increased. For example, the Office of Neighborhood Involvement (ONI) staff helped to develop content for Phase 2 workshops and provided facilitator training for workshops; the Housing Authority of Portland (HAP) helped to distribute Phase 2 surveys to residents; and Portland Public Schools (PPS) and other local schools advertised Phase 2 workshops and other Portland Plan-related announcements on their websites. Both the Portland Development Commission (PDC) and the Port of Portland increased internal communications and coverage on Portland Plan-related announcements.

Specific outreach materials and workshops were created for the business community and business luncheon events that were designed to be carried out through Phase 3. Additionally, Portland Plan staff has developed new relationships with arts-related groups, educational groups and institutions, the aging community, and the LGBTQ community during Phase 2. See results for Goal 2 for engagement with Diversity Civic Leadership Committee organizations.



*Partner groups and organizations helped to advertise events Phase 2 workshops*

### Areas for Improvement

- Continue to seek bureau and partner agency assistance with outreach and engagement
- Continue to build new and on-going relationships with under-served and non-geographic issue-oriented grounds including: cultural groups, faith communities, homeless communities, renters, and minority businesses

## Goal 2: Engage broader and more diverse groups with education and information, and provide all interested with enough education so they can meaningfully participate

A well designed public engagement program will provide widely understandable and meaningful materials and information describing the project in a manner that encourages participation by those who are traditionally underrepresented in public processes.

Areas of improvement identified in the Phase I report include: *Continue to produce meaningful materials translated into other languages, large print and Braille; provide simplified easy to understand materials to newcomers, highlighting why they might want to participate; continue diverse media coverage; and expand outreach to renters.*

### Successes

Non-English Portland Plan informational brochures and Phase 2 surveys were translated into four languages (Spanish, Russian, Chinese and Vietnamese). A number of responses were received utilizing the Spanish and Russian language surveys. Informational brochures, surveys, and workshop materials were also provided in large print. ONI provided assistance in developing easy to understand materials and consultation on engagement practices.

A huge success is the strengthened relationship with the Diversity & Civic Leadership Program (DCL) and its five member organizations: the Center for Intercultural Organizing (CIO), Immigrant and Refugee Community Organization (IRCO), Latino Network, Native American Family Center (NAYA), and the Urban League of Portland. Portland City Council approved a grant program in June in which the DCL member groups receive funds to conduct culturally-meaningful and appropriate public engagement for future Portland Plan phases.

Two focused town halls were conducted: one for the LGBTQ community and one for the arts community. Presentation materials and discussion questions were formed around strategies of most importance and relevance to each of these communities.



*Photo of LGBTQ Town Hall courtesy of the Q Center*

Portland Plan staff participated in 32 community events including culturally-targeted home-buying fairs, neighborhood street fairs, city-wide bicycling

and community events, and National Night Out events. These community-fair events allowed Portland Plan staff to reach hundreds of Portlanders who might not have otherwise been involved.

Assistance from partners such as Hacienda Community Development Corporation and NAYA helped to connect Portland Plan staff to such community fairs. And lastly, a newly designed and interactive Portland Plan game implemented during these community fairs and events encouraged meaningful discussions about the Portland Plan process with broader audiences.

Youth Planners and other staff led Portland Plan discussions with classes at Portland State University (PSU), Self Enhancement Inc. (SEI) Academy, and the Summer Youth Connect: Program, with incoming area freshman high school students who participate in summer field trips.

A business-specific survey received 228 responses. It was created with assistance from CIC members, PDC, the Portland Business Alliance, and the Mayor's Office and was available in print and online from March to June. Additionally, a business-focused workshop with 51 attendees took place on May 17<sup>th</sup>. Portland Plan staff initiated a brown bag luncheon series with a number of local large employers during Phase 2; however the meetings themselves will take place during Phase 3.

### ***Areas for Improvement***

- Increase the percentage of participants from under-represented communities. For example, while Latinos make up 9% of Portland's population, only 3% of survey respondents identified themselves as Latino (see Appendix C for demographics of both workshop participants and survey respondents)
- Improve marketing for services available at outreach events and workshops. Services that would allow greater participation from under-represented communities (interpretation, child care, Braille) were underutilized.
- Utilize the accessibility checklist provided by ONI when choosing future sites for Portland Plan events to improve the general accessibility to all participants
- Implement frequent and regular analysis of survey and/or workshop demographics to better target communities under-represented and to refocus outreach efforts
- Increase outreach to and support from non-English language media, such as radio, newspapers, etc.
- Continue to outreach and engage renters and the homeless population
- Continue to outreach and engage the business community, specifically engaging management-levels of larger businesses and employees in the area
- Develop fewer and simpler survey questions that will be easier to understand than Phase 2 survey questions

### **Goal 3: Provide multiple venues and means for community involvement and engagement**

To accommodate various needs as well as rapidly changing technology, a successful public involvement process will utilize many venues and output to advertise events, share information, and solicit feedback. Venues not traditionally used such as social media, the internet, local public television and radio, and large print materials allow us to reach a more representative sample of Portland’s multiple diverse communities.

Areas of improvement identified in the Phase I report include: *Need to monitor and record the number of first-time participants; continue to offer food, childcare, and translators; explore ideas and implement additional interactive tools for engagement.*



*Staff recorded 401 responses to the “What’s your big idea?” game developed for Phase 2 outreach*

#### **Successes**

During Phase 2, Portland Plan staff introduced a new, interactive game titled “What’s Your Big Idea?” in which participants moved magnetic graphics displaying Portland Plan directions to create a “flower” or other amalgamation of priority strategies developed in prior phases as their big idea for the future of our city. The game garnered a lot of public participation; in fact, staff elicited 401 games played throughout Phase 2, primarily at community fairs and events. In general, tabling at the large number of community fairs and events (see Appendix D for list of all events) during the summer enabled Portland Plan staff to reach hundreds of Portlanders who might not have been reached otherwise. This focus on tabling at community events led to other outreach opportunities for Portland Plan staff including three home buying fairs sponsored by organizations that serve Latinos, Native Americans, and Asian and Pacific Islanders, as well as multi-cultural festivals such as Good in the Hood, and the East Portland Expo.

#### **Areas for Improvement**

- Develop a new tool to determine the number of first time Portland Plan participants
- Develop and implement new tool to collect data on participants of Portland Plan events other than workshops and surveys
- Improve marketing of services such as childcare and translation services so they may be better utilized
- Consider and implement new interactive outreach tools in Phase 3

## **Goal 4: Involve as many people as possible**

With Portland's population nearing 576,000 people and growing in size and diverse composition, it's important for the Portland Plan to involve as many people as possible in hopes that a representative sample will participate and provide their unique perspectives and ideas.

Areas of improvement identified in the Phase I report include: *Continue to engage more people, especially non-geographic communities and first-timers.*

### **Successes**

While fewer Portlanders participated in workshops and surveys compared to Phase 1, Phase 2 public involvement still reached 450 workshop participants, 6,500 general survey respondents, and 228 business survey respondents. An estimated 1,000+ Portlanders were engaged in 49 Portland Plan presentations completed, and hundreds more participated in 32 community events where staff tabled during Phase 2. Additionally, staff was able to engage more Portlanders through social media than during Phase 1 increasing friends on Face book, followers on Twitter, and the number of views of the Portland Plan Flickr account and pdxplan.com (see Appendix A for all figures).

### **Areas for Improvement**

- Develop new tools to better measure and keep track of the number of Portlanders engaged at public events
- Identify new groups and communities that have yet to be involved in the Portland Plan process
- Implement more focused outreach to the disabilities community, to the education community, and to the business community

## Goal 5 – Acknowledge that Portlanders are being heard, and show how their comments are being incorporated into the Portland Plan<sup>1</sup>

Community members, groups, and organizations are concerned about the transparency of how public input is utilized in planning processes in a meaningful way. A successful outreach effort will demonstrate to the community transparency in how their voice and opinion is utilized in development of the Portland Plan.

Areas of improvement identified in the Phase I report include: *Continue to demonstrate to the public in documents and information provided in each phase, how their comments are being incorporated from previous input; and report results and findings from previous phases on website and in future Portland Plan documents.*

### Successes

For Phase 2 workshops, Portland Plan staff redesigned the workshop evaluation to better gauge how participants felt about whether or not their feedback was being heard. 92% of workshop participants responded positively to the evaluation question, “This workshop has provided me with a sense that the City of Portland is listening to my concerns”. Likewise, 97% of workshop participants responded positively to the evaluation question, “How well do you feel like your comments were captured by the facilitator and note-taker?”



*May 10<sup>th</sup> workshop held at the University of Oregon White Stag building downtown*

Staff developed new tools to assist participants in feeling like their concerns and comments are being incorporated into the Portland Plan process. Communications staff developed new graphics utilized in Phase 2 workshops to better display the entire Portland Plan process. Staff continued to utilize a master database of all written comments and event evaluations, which was also accessed by staff when developing direction setting and designing future workshops. With the added emphasis on equity, staff solicited additional written comments and extended the Phase 2 survey window to incorporate more feedback from community partners, many of whom received written responses from staff on how their concerns will be incorporated into future Portland Plan outreach.

### Areas for Improvement

- Develop evaluation forms for specialized events (instead of only workshops)
- Continue to report back and demonstrate to participants in workshops and events that previous input is being incorporated into current materials and proposals.

<sup>1</sup> This goal was reworded by the CIC for clarity.



# Evaluation of Phase 2 Public Involvement Approaches

To begin evaluating Phase 2 of Portland Plan public participation activities, staff asked the following questions:

Are we meeting our goals for successful participation?

Have the approaches used helped us to meet our goals?

## Approaches Used and Lessons Learned

A variety of outreach and engagement approaches has been used, and will continue to be used, throughout the Portland Plan public process. Table 1 below shows the opportunities and limitations of an approach new to Portland Plan public involvement, “Tabling at community events”. Table 2 reviews the various approaches used in Phase 2 that were also used in Phase 1, in particular the lessons learned and how Portland Plan staff and CIC members have responded to prior and new lessons learned.

**Table 1. Evaluation of New Approaches Utilized in Phase 2 of Portland Plan Outreach**

Tabling at Community Events		
Opportunities	Limitations	Lessons for Next Phases
<ul style="list-style-type: none"> <li>▪ Can capture masses of people to make aware of project including people who wouldn't typically attend workshops</li> <li>▪ Can solicit input while tabling such as with the survey and game</li> </ul>	<ul style="list-style-type: none"> <li>▪ Can be staff intensive if there are numerous all day or multi-day weekend events</li> <li>▪ Short time with audience limits the depth of discussion</li> <li>▪ May be difficult for people with disabilities to access these events (e.g. at a park)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Time for individual public interactions need to be shorter such as with completing a shorter survey</li> <li>▪ Engage and train CIC and other volunteers to assist staff at tabling events</li> </ul>



Staff tabled at events such as the Mississippi Street Fair (left photo) and the East Portland Expo (right photo)

**Table 2. Incorporating Lessons Learned from Phase 2**

<b>Workshops</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><i>Phase 1</i></p> <ul style="list-style-type: none"> <li>Advertise earlier and to diverse audiences for broader participation</li> <li>Announcement distribution at numerous locations citywide did not result in increase in participation</li> <li>Evaluate holding more workshops on Saturdays (and potentially on Sunday afternoons) to accommodate people who cannot attend evening sessions</li> </ul> <p><i>Phases 1 &amp; 2</i></p> <ul style="list-style-type: none"> <li>Provide more targeted outreach when offering interpretation and childcare services so that people take advantage of these services</li> <li>Have hosts who can invite and accompany newcomers</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2 workshops were well-advertised in advance with a “Save the Date” flyer that provided dates, times, and locations of Phase 2 workshops (with the exception of the business-focused workshop)</li> <li>Stronger relationships with partner agencies resulted in increased advertising to partner agencies’ constituents and thus more diverse participants</li> <li>Holding more workshops on weekends and in the evenings did not result in increased attendance</li> </ul>
<b>Overviews at Group Meetings</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><i>Phases 1 &amp; 2</i></p> <ul style="list-style-type: none"> <li>Need to have up-to-date and meaningful materials to share with community groups and let people know how they can meaningfully plug in to the process</li> </ul>	<ul style="list-style-type: none"> <li>With limited resources, it has been difficult for Portland Plan staff to produce frequently updated meaningful materials for specific community groups</li> </ul>
<b>Hosted Presentations and Town Halls</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><i>Phase 1</i></p> <ul style="list-style-type: none"> <li>Need to continue to build ongoing relationships such as with non-geographic groups to build trust and demonstrate that their voices are being heard</li> </ul> <p><i>Phase 2</i></p> <ul style="list-style-type: none"> <li>Continue Town Hall events</li> </ul>	<ul style="list-style-type: none"> <li>Two successful Town Hall events were held during Phase 2: one for the LGBTQ community and one for the arts community. Both Town Halls were covered generously by the media</li> <li>Make sure format for “town halls” meet the expectations of the public i.e. attendees have the opportunity to provide input directly</li> </ul>



*Workshops continue to play a big role in Phase 2 Portland Plan public involvement with approximately 450 participants*

<b>Hard Copy and Online Surveys</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><i>Phase 1</i></p> <ul style="list-style-type: none"> <li>▪ Consider translation of surveys into popular non-English languages and large print for the visually impaired.</li> <li>▪ Continue to provide materials at public libraries, colleges and neighborhood coalition offices</li> <li>▪ Next survey needs to be shorter and more easily comprehensible by the public</li> <li>▪ Focus survey outreach to renters and homeless</li> <li>▪ Monitor demographics of who's completing surveys so staff can respond with additional targeted outreach to those groups not completing the survey</li> </ul>	<ul style="list-style-type: none"> <li>▪ Surveys were translated into four non-English languages for Phase 2: Spanish, Vietnamese, Russian, and Chinese</li> <li>▪ Unfortunately the Phase 2 survey was longer and, by some accounts, harder to comprehend</li> <li>▪ Survey outreach to renters was improved by sending copies in the Curbsider newsletter to every household in Portland; the surveys were mailed to only single-family households in Phase 1</li> <li>▪ There were no improvements in Phase 2 to focus survey outreach to the homeless community. Staff lacks the relationships and tools to access the homeless community. This is an area for improvement for Phase 3.</li> <li>▪ Demographic questions were incorporated into all Phase 2 workshops and surveys unlike Phase 1 which failed to ask demographic questions for mail-in surveys</li> </ul>
<b>Special Outreach Activities with Non-geographic &amp; Community Groups</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><i>Phase 1</i></p> <ul style="list-style-type: none"> <li>▪ Need to ensure Portland Plan messaging/information is accessible and easy to understand for non-geographic and special-interest groups</li> <li>▪ Need to show how previous non-geographic group input from visionPDX will be incorporated and followed through in Portland Plan</li> <li>▪ Need to continue to build relationships with community organizations and encourage their participation in the Portland Plan development</li> </ul> <p><i>Phase 2</i></p> <ul style="list-style-type: none"> <li>▪ Need to assist organizations with outreach efforts as requested</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stronger relationships with organizations who advocate for non-geographic communities, the new DCL grant program, and the visible equity work produced by staff have helped gain trust in the communities and will hopefully encourage increased participation</li> <li>▪ Translating the Phase 2 brochure and survey into four non-English languages made the messaging and information more accessible to specific non-geographic communities</li> <li>▪ Newly created graphics that display visionPDX as part of the foundation to Portland Plan content have been incorporated into outreach materials and the website</li> </ul>



*In Phase 2, surveys were made available in four non-English languages: Spanish, Russian, Chinese, and Vietnamese (shown above)*

<b>Social Media</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<i>Phases 1 &amp; 2</i> <ul style="list-style-type: none"> <li>▪ Staff training needed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unfortunately no staff training has taken place due to limited resources. Portland Plan communications staff continue to incorporate social media in public involvement which has greatly improved since Phase 1</li> </ul>
<b>Marketing and Communications</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<i>Phases 1 &amp; 2</i> <ul style="list-style-type: none"> <li>▪ Need to buy more ads in more foreign language papers, and Observer, Just Out, etc.</li> <li>▪ Utilize marketing and communications staff from agency partners to assist with outreach and engagement to their constituents</li> </ul>	<ul style="list-style-type: none"> <li>▪ In Phase 2, half-page ads were placed in the following cultural/minority papers: El Hispanic News, Asian Reporter, Portland Observer, Just Out, and Portland Family</li> <li>▪ Informally, agency partners have increased outreach efforts to both their staff and their constituents; however no formal relationships were established with the marketing and communications staff at our partner agencies</li> </ul>
<b>Website</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<i>Phases 1 &amp; 2</i> <ul style="list-style-type: none"> <li>▪ Adapt for visually impaired and have buttons for information in languages other than English</li> </ul>	<ul style="list-style-type: none"> <li>▪ Due to both budget constraints and Portland Online's inability to host non-English characters, information in languages other than English was not made available on the Portland Plan website. For the same reasons, changes to the website to better accommodate the visually impaired did not happen</li> </ul>
<b>Local Media (televised and audio)</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<i>Phase 1</i> <ul style="list-style-type: none"> <li>▪ Need to produce large print materials and send to various media partners in a timely manner</li> </ul> <i>Phase 2</i> <ul style="list-style-type: none"> <li>▪ Successfully reach television and radio stations that represent non-geographic communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Large print materials were created in Phase 2 and were made available at the same time as other Portland Plan materials</li> <li>▪ In Phase 2, initial contacts with non-English speaking radio stations were developed, however staff had a difficult time receiving follow up communications.</li> </ul>

# Community Involvement Committee Members' Evaluation of Phase 2

To add an additional dimension to the Phase 2 outreach and engagement evaluation, Portland Plan staff posed the following three questions to CIC members in August for their input:

- 1. Please provide us with your comments on Portland Plan outreach and engagement efforts for Phase 2 (April to August 2010). Please tell us what you liked about these efforts and make suggestions for improvement for us to consider in Phase 2 work.*
- 2. To help us complete the Phase 2 progress report we need you to describe how you as a CIC member and Portland Plan Ambassador have assisted us in our engagement efforts including capitalizing on your existing relationships in the community.*
- 3. Please provide us with any another comments or suggestions.*

Of the sixteen (16) CIC members who were emailed the above questions, 4 CIC members replied. All member responses can be found in Appendix C. Below is a summary of key themes that emerged from CIC member responses.

## Overview of CIC Member Responses

The CIC members who completed the Phase 2 evaluation offered valuable comments about the Portland Plan process. Their process suggestions included encouraging more CIC participation because there has not been a quorum at a number of meetings. Two respondents noted that the Phase 2 survey was too long and complex. Future surveys should have fewer questions and be easier to comprehend/respond. In terms of the Phase 2 workshops, the events were too long and should be limited to 2 hours so participants stay focused. Information provided to newcomers should be clear and provide enough information to explain process and allow immediate engagement in the process. Additionally, staff needs to market ancillary services for events such as childcare and translation.

On the positive side for Phase 2 activities, having different people moderate and note take at Phase 2 workshops worked well. The attempt to engage and capture input on complex topics was appreciated as was the expansion of venues and approaches, e.g. Big Idea game. One CIC member noted the impressive list of community outreach events that were held in Phase 2. Additionally, efforts made to engage under-represented groups through outreach and engagement grants to organizations that serve these groups and by translating materials in other languages was a plus. Finally, staff was acknowledged for their hard work, commitment and creativity.

# Next Steps & Moving Forward

In Phase 3, Portland Plan staff will continue to:

- Work with the CIC, bureaus and agency partners, community organizations and others to engage newcomers and under-represented individuals and groups in the Portland Plan;
- Build upon existing and new relationships;
- Promote services like child care and translation to encourage more diverse participation at workshops and special events;
- Explore and implement new outreach tools, techniques, and venues for outreach and engagement; and
- improve data collection methods to better evaluate new comers to process

In addition to ongoing efforts, Portland Plan staff are planning to offer a Fall Speakers Series for the public on directions that are being considered for over-arching strategies in the Plan. These topics come from public input gathered in Phases 1 and 2. The formal Phase 3 workshops with draft strategies for public consideration and comment will take place in the Winter.

## APPENDIX A - Measures of Success Data

### Goal 1. Build on new and existing relationships

Quantitative Measures and Descriptions		Data
1.1	# of visionPDX organization/group participants	10 out of 55 organizations that participated in visionPDX stakeholder interviews, engagement interviews, and Vision into Action grants went on to host a Portland Plan workshop, presentation and/or discussion during Phase 2
1.2	% of individual participants who answered positively to a workshop evaluation question that asks whether or not they had a high level of knowledge and involvement on Portland issues.	Phase 2 – 68% (24% “strongly agreed”, 44% “agreed”)  Phase 1 - 71% (19% "strongly agreed"; 52% "agreed")
	# of staff from other City bureaus and agencies who participated in the Portland Plan outreach effort; and # of City bureaus/agencies that devoted staff time informing and engaging their contacts and relationships in the Portland Plan	Workshop facilitators: PBOT (2); BES (3); PPR (1); and BDS (1); Human Relations (1); Cable (2); ONI (2); OMF (1); Housing Bureau (3); <i>10 bureaus and agencies; 15 staff members</i>  Additionally, 8 community member volunteers were trained by partner agency ONI and used as facilitators for the workshops.
Qualitative Measures and Descriptions		Data
1.4	Describe the new and existing relationships built upon during the Portland Plan outreach process thus far.	Conversations that began in Phase I with the Diversity & Civic Leadership Program (DCL), a partnership that includes the Center for Intercultural Organizing (CIO), Immigrant and Refugee Community Organization (IRCO), Latino Network, Native American Family Center (NAYA), Urban League of Portland; led to a Portland City Council approving public involvement grants in June and with continued coordination with the five organizations for the remainder of the Portland Plan.  With the Portland Plan brochure and Phase 2 survey translated into Spanish, Russian, Chinese and Vietnamese, new connections were made to non-English speakers through outreach efforts with IRCO District Senior Center, Latino Network, Portland Housing Center, Housing Authority of Portland and specific events, such as, the Latino Home Fair, NAYA Housing to Homeownership Fair and the Asian & Pacific Islander Home Fair. National Night Out also provided an opportunity to connect to the Portlanders within the Chinese community. New relationships were formed with the LGBTQ groups through coordination of the LGBTQ Town Hall in April with follow up

		<p>engagement at the Q=Mob, a social/political organization and the Portland Plan booth at the Pride Festival. Outreach to faith-based organizations included Ecumenical Ministries, Temple Beth Israel and several African-American churches in the N/NE Portland area. The Portland Plan Arts Town Hall culminated from new relationships with co-hosts Regional Arts &amp; Culture Council, Creative Advocacy Network, New Portland Colored Pencils &amp; Portland Center Stage.</p> <p>More contacts with schools were made, including: Gilkey International Middle School; collaboration on and multiple visits to Portland State University “Understanding Place-making in Sustainable Communities” class, the Summer Youth Connect program, serving incoming freshman to Reynolds and Jefferson high schools; and the Margaret Carter Skills Center at Portland Community College – Cascade Campus. Several visits to the Opal Charter School of the Portland Children’s Museum Grade 2 class, led to a visit from Mayor Sam Adams to view their project called “The Neighborhood”, a model of a “sustainability and caring city”.</p> <p>The connections made with senior groups continued, which lead to a Senior Day Discussion on the Portland Plan co-hosted by Elders in Action, NAYA, Hollywood Senior Center and Multnomah County’s Aging and Disability Services.</p> <p>Relationships continued with the Citywide Land Use Group, American Institute of Architects, the Portland Business Alliance, City Club and neighborhoods and business associations.</p>
<p><b>1.5.1</b></p>	<p>Describe the CIC member’s and Staff’s involvement in maintaining existing relationships within the community.</p>	<p>CIC members used their existing connections to Arts, Education, Businesses and organizations, communities with disabilities, housing/residents, etc to plan and target outreach, engagement materials, activities and events with Portland Plan staff.</p> <p>See Measure 1.4 above for staff’s existing relationships which are generally based on traditional work on planning and sustainability projects</p>
<p><b>1.6</b></p>	<p>Ask CIC member’s to report engagement efforts and relationships maintained throughout the community through Portland Plan outreach.</p>	<p>In general, CIC members effectively served as liaisons between the Portland Plan and their respective constituencies. Members have spearheaded numerous creative outreach strategies to assist Portland Plan staff maintain current relationships and build new relationships within the community.</p>



## APPENDIX A (con't)

### Goal 2. Engage broader and more diverse groups with education and information, and provide all interested Portlanders with enough education so that they can meaningfully participate

Quantitative Measures and Descriptions		Data
2.1	% of positive responses on evaluation forms that reflect adequate education received at presentations and events	Phase 2 – 92% (32% “strongly agreed”; 60% “agreed”)  Phase 1 - 93% (39% "strongly agreed"; 54% "agreed")
2.2	% # of targeted outreach groups successfully participated in an outreach event.	Number of events for targeted outreach to the following groups not targeted in Phase I: Sexual and gender minorities- 5 events Senior/aging community- 7 events Faith-based community- 2 events Education communities & institutions- 10 events
2.3	# of outlets where Portland Plan materials were made continually available, other than internet. (I.e. Public libraries, universities, neighborhood coalition offices, DCL office, etc	All County libraries (16); Neighborhood District Coalition Offices (7); Senior Centers (11); DCL Partners (4); Universities (1): <i>Total of 39</i>
2.4	# of outreach documents translated into a non-English language (e.g., Spanish)	8 total (Brochures and Phase 2 surveys translated into 4 languages: Spanish, Russian, Chinese, and Vietnamese. Materials also produced in large-print.
2.5	# of events where translator and/or non-English-speaking staff participated in outreach events	0 total (compared with 5 in Phase 1) In Phase 2, no one took advantage of the translators at workshops/events.
2.6	# of hours Phase 2 workshops were televised on Portland Community Media	7 workshops were aired a combined 291 times equating to approximately 730 hours on Portland Community Media
2.7	# of YouthBomb surveys collected	No YouthBomb survey in Phase 2
2.8	# of attendees at YouthBomb workshop	No YouthBomb Workshop, 60 showed to Ice Cream Social and Workshop in June.
Qualitative Measures and Descriptions		Data
2.9.1	Elaborate on the targeted outreach efforts to reach broader and more diverse groups with education and information.	Tabling at a variety of community events citywide was the primary outreach effort to reach broader and more diverse groups in Phase 2. Events included street fairs, home ownership fairs, Sunday Parkway events, the East Portland Exposition and two Education Summits.

<p><b>2.9.2</b></p>	<p>Describe the targeted efforts to reach the business community</p>	<p>A Portland Business Survey was created with stakeholder input including CIC members and their business cohorts, PDC, Portland Business Alliance, and the Mayor's office economic advisors among others. The survey was released in print and online versions in late March through June. 228 surveys were completed. Results can be viewed on the project website and have been incorporated into the technical work. With assistance from the Mayor's Office and PDC, over 300 local businesses were contact about a business workshop held on May 17<sup>th</sup>. Additional hosted presentations were held with the Portland Business Alliance and the Regional Results Team - Economic Opportunities, and tabling at the Cascades Job Fair. Portland Plan staff initiated a brown bag luncheon series for businesses and their employees during Phase 2; however the meetings themselves will take place in Phase 3.</p>
<p><b>2.9.3</b></p>	<p>Describe the targeted efforts to reach the aging and people with disabilities community</p>	<p>A Senior Day event was held June 3, 2010 with 50 people of diverse racial and ethnic backgrounds attending. The presentation included an overview of the Portland Plan with particular emphasis on the Age-Friendly Cities report created by the Institute on Aging in partnership with the World Health Organization. Attendees had several opportunities to provide comments and feedback including electronic polling. Elders in Action, the Native American Youth and Family Center, Multnomah County Aging and Disability Services, and the Hollywood Senior Center partnered on the event.</p> <p>Staff also attended two senior group events at the Immigrant and Refugee Community Organization attended by 60 people of Russian, Vietnamese, Bhutanese and African descents. Attendees received a translated overview of the Portland Plan and completed translated Phase 2 surveys.</p> <p>Portland Plan staff, a CIC member and professionals who work with disability communities are continuing to work together to design and implement outreach and engagement activities that are meaningful and that encourage more active engagement in the Portland Plan. This includes special publicity for events, providing materials in large print, Braille, and on a CD (for review using special computer programs that enhance readability) and making other accommodations as requested at events. The emphasis in Phase 2 has been to encourage people with disabilities to attend Phase 2 workshops, of which there was representation from this diverse community.</p> <p>Staff regularly attends the Portland Commission</p>

		on Disability (PcoD) quarterly meetings and provides Portland Plan announcements and updates. Staff will continue to work with the Connecting Communities Coalition and the PcoD to encourage involvement in the Portland Plan through activities and technical support and feedback on Portland Plan products.
<b>2.9.4</b>	Describe outreach strategies such as Portland Community Media that help reach more diverse groups	Portland Plan Phase 2 workshops were played live for 2 workshops and replayed for all 7 workshops approximately 291 times on local cable access TV.
<b>2.9.5</b>	Describe the targeted outreach to the homeless community	Mayor Adams article in Street Roots newspaper talked extensively about the Portland Plan. More activities will be reported in Phase 3.
<b>2.9.6</b>	Describe the targeted outreach to renters	The Bureau's community newsletter, The Curbsider, is sent to every Portland household which includes multifamily dwellings and apartment buildings included the Phase 2 survey and information about the Portland Plan. Staff tabled at 3 housing to home ownership fairs sponsored by Latino, Asian and Pacific Islander and Native American organizations. Also, the Portland Housing Center and Housing Authority of Portland assisted in distributing and having over 100 completed surveys returned for data input.
<b>2.9.7</b>	Elaborate on the partnerships and programs established with DCL for culturally-appropriate outreach (DCL partners include: the Native American Youth and Family Center, the Latino Network, the Urban League of Portland, the Immigrant and Refugee Community Organization, and the Center for Intercultural Organizing)	In June, Portland City Council approved the grant agreements with the 5 DCL organizations for culturally-specific Portland Plan outreach activities through the remainder of the Portland Plan process. In Phase 2, these organizations are refining their work plans for engagement. The Urban League has begun their outreach with a canvassing effort in East Portland that has resulted in over 150 equity surveys being completed while raising awareness about the Portland Plan. Phases 3 and 4 will bring much more targeted culturally-appropriate outreach and engagement through implementation of the grants by the DCL organizations.
<b>2.10</b>	Describe the staff training completed to better reach and work with marginalized communities	Staff attended a number of useful trainings including City Public Involvement Network sessions on outreach to low income/homeless populations and ADA and accessibility. Staff also participated at a "Roll and Stroll" to experience barriers that people with disabilities face in getting around downtown Portland. Staff also received Native American cultural training in preparation for a housing fair. Finally, a kickoff meeting with the DCL partners was a learning experience to better understand and reach these communities.

<b>2.11</b>	Describe the staff involvement of other city bureaus and offices who reached out to their constituents	Other City bureau and office staff reached out to the constituents to attend the Phase 2 workshops held in April/May such as the Bureau of Environmental Services, the Office of Neighborhood Involvement (events calendar), the Portland Online web site announcements and Commissioner Fritz's home page. The Parks and Recreation SUN Community Program staff at Beaumont Middle School also publicized the workshop announcement.
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## APPENDIX A (con't)

### Goal 3. Provide multiple venues and means for community involvement and engagement

Quantitative Measures and Descriptions		Data
3.1	# %of sources taken from data from "how heard about project" from completed surveys and meeting evaluation forms	Email (24%); Curbsider Newsletter (18%); Community Group (13%); Family, Friends, Neighbor (12%); Other (12%); City Website (10%); Face book/Twitter (6%); Newspaper (4%)
3.2	# of new Portland Plan participants (participants who have previously never heard of Portland Plan before choosing to participate in this round)	Phase 2 - 31% answered the workshop evaluation that they did not have a high level of knowledge and involvement on Portland issues.  Phase 1 - 29% answered workshop evaluation in Phase 1 as already having a high level of knowledge and involvement on Portland issues)
3.3	# of organizations Portland Plan staff met with for the first time, and # of organizations Portland Plan staff met with multiple times within the process	43 organizations in total participated in hosted presentations with Portland Plan staff. Of these, 5 organizations had hosted presentations in Phase 1, 7 organizations held 2 or more hosted presentations in Phase 2.
Qualitative Measures and Descriptions		Data
3.4.1	Describe the different venues and approaches used for community involvement and engagement	<p><u>Venues</u> For workshops we chose venues where people are, where it is accessible by transit and within, and safe, familiar and comfortable. Outreach events were held at many different locations throughout the city. Tabling events were also selected based on the diversity of population to be reached and varying locations throughout the city.</p> <p><u>Approaches</u> Staff worked with organizations and groups to design hosted presentations that were formatted to be best understood and applicable in terms of interests to the particular group. We prepared materials in large print and different languages, and provided ASL and language interpreters, generally upon request. We provided PowerPoint presentations at some presentations. A new approach for community engagement in this phase was the Big Idea Game, which was a successful tool for summertime outreach and community input during Phase 2.</p>

<b>3.4.2</b>	Describe the various venues and approaches utilized to distribute the survey	Surveys and drop-boxes for completed surveys were left at senior centers; surveys were handed out at workshops, at neighborhood and neighborhood coalition meetings and offices, and at hosted presentations. They were mailed out to all households through the Curbsider, distributed through district liaisons, and made available on project website. Outreach to 4 classes at SEI school program netted 100 youth completing the survey. Surveys were also distributed by the Housing Authority of Portland, Latino Network, and the Portland Housing Center. Mayor’s Office staff also distributed surveys at African American churches in North/Northeast Portland.
<b>3.4.3</b>	Describe the various social media networks utilized in the outreach effort and describe how utilizing social media has engaged community members and allowed for the community to provide feedback	Portland Plan events were advertised using Face book, Twitter, and the Portland Plan website; Photos of Portland Plan events are posted on Flickr which allows comments and cross-linking on social network sites; Social media networks allowed staff to post comments and tidbits of interesting feedback and polling responses from various Portland Plan events; Social media such as Face book and Twitter also allowed staff to cross-advertise events with partner agencies that solicited public comments and was generally well-received; Portland Plan website was updated to allow open comments which was utilized by several Portlanders.
<b>3.5</b>	Describe the other interactive tools used in the outreach effort	Interactive polling continued in Phase 2 workshops however it was limited to demographic questions; With over 400 recorded responses, the Portland Plan Game titled “What’s your big idea?” was extremely successful at encouraging discussion and soliciting feedback about how Portlanders prioritize various concepts and strategies; Social media was expanded to allow more and encourage public comments; The Portland Plan website also included a new open comments component that many members of the public have utilized; and Portland Plan staff greatly expanded on the number of community fairs and events that were tabled at which provided ample opportunity to engage hundreds of Portlanders who may not otherwise have participated in Portland Plan.

## APPENDIX A (con't)

### Goal 4. Involve as many people as possible

Quantitative Measures and Descriptions		Data
4.1	# of total people reached through the Portland Plan engagement process	Approximately 450 workshop participants; Approximately 6,500 survey responses; 228 business survey responses; Approximately 1,085 attendees to Portland Plan presentations; and Curbsider mailing containing the community survey was mailed to every household in Portland
4.2	# of Phase 2 workshop participants	Approximately 450 (See Appendix D for demographic breakdown of workshop and survey participants)
4.3.1	# of surveys completed online	839 community surveys, 228 business surveys
4.3.2	# of surveys completed, mailed in	5,702
4.4	# of "fans" on Face book	Phase 2 – 1,737 Phase 1 – 1,536
4.5	# of followers on Twitter	Phase 2 – 1,176 Phase 1 - 825
4.6	# of views on Flickr account	Phase 2 – 10,657 Phase 1 - 24,354
4.7	# of views on www.pdxplan.com	Phase 2 – 118,222 Phase 1 - 248,982 (when website was created through 1 <sup>st</sup> phase)

## APPENDIX A (con't)

### Goal 5. Acknowledge that Portlanders are being heard, and show how their comments are being incorporated into the Portland Plan

Quantitative Measures and Descriptions		Data
5.1	% of people who complete evaluation forms at each stage of process who feel positive that their feedback at events, polling, etc is being heard	Phase 2 workshop evaluation questions that relate to this measure are: -"This workshop has provided me with a sense that the City of Portland is listening to my concerns", 92% responded positively (32% strongly agreed and 60% agreed) -"How well do you feel like your comments were captured by the facilitator and note-taker?" 97% responded positively (51% very well understood, 46% understood)
Qualitative Measures and Descriptions		Data
5.2	Describe how community participants might find their comments and opinions reflected in the Portland Plan products and processes	City staff technical working groups along with CIC volunteers to compile, analyze, and form future phases of Portland Plan materials and documents; A master database exists where all written comments and event evaluations are entered and stored. Portland Plan staff, including technical working groups, utilize the cataloged comments for future direction settings; Portland Plan staff used neighborhood groups and coalitions to test run workshop materials, and gathered direct feedback to inform future Phase I workshops
5.3	Describe efforts made by City staff to report results and findings of previous Portland Plan outreach phases through out the Portland Plan process.	In depth research on equity within Portland Plan and previous Portland planning efforts was completed and then woven into Phase II materials and processes in response to equity concerns by various communities; Portland Plan website and social media advertise polling results and key themes heard within days of events; Based on feedback from community of people with disabilities, materials were created with larger font for improved readability. Information on CDs and Braille were provided on request (there were no requests).
5.4	Describe follow-up activities conducted by staff for specialized outreach to ensure the opinions and needs of various communities are heard	Staff provided a written response to written comments and concerns raised by the Connecting Communities Coalition (representing people with disabilities). Staff also responded to a request from the Equity, Civic Engagement and Quality of Life Technical Working Group to extend the Phase 2 survey timeline to include targeted outreach to communities of color that were lacking as survey respondents.



## APPENDIX B – Comments from Community Involvement Committee (CIC) Members

CIC members were provided with a brief set of questions in August to assist the Portland Plan staff to evaluate Phase 2 outreach and engagement. Below are their direct responses.

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**1. Please provide us with your comments on Portland Plan outreach and engagement efforts for Phase 2 (April to August 2010). Please tell us what you liked about these efforts and make suggestions for improvement for us to consider in Phase 2 work.**

“The CIC group has come together nicely since its early days and has gained a better perspective and understanding of the goals and objectives of the Plan. With excellent collaboration between CIC members and staff, the process has been smoothed out and improvements made, as evidenced by the changes to the work plan presented to the Planning Commission and recently approved by City Council. While we are all volunteers with busy schedules, I have some concern about our general inability to achieve quorums at our regular meetings and hope for improvement in that regard.

I feel there is still a fair amount of confusion around the many simultaneous initiatives taking place and the many different groups involved (CIC, PPAG, Central City Plan etc.) and would like to see more clarity going forward. A good start was made with the recent inclusion of a Central City Plan presentation at a CIC meeting. This type of collaboration between groups should continue. If CIC members still have some confusion after more than a year at work, it does not bode well for the public’s understanding.

Additionally, interactive meetings with TAG groups (and others) such as recently done with the Equity group helps to more cohesively meld all the action efforts. We should be doing this with all the TAGs.”

“Because of a number of scheduling conflicts I was not able to get to any of the Phase 2 workshops this time. In the meetings, however, I felt the staff has been working diligently to take what they learned from the first phase of workshops, and have listened and tried to implement the CIC’s suggestions into their approaches. From the prepared plans I still think there is a need to do a better job in getting attendees to know where they are in the process and to nurture an element of trust. There is this balance between giving new attendees enough information for them to understand their specific role on that particular evening or workshop and giving them too much to where they feel like they can’t move forward without understanding the whole process. Again, not having attended this round, this may be invalid, but it was what perceived in the CIC rehearsals.”

“Survey – too long/complex

Workshops – less well-attended than phase I

Duration – balance between maintaining people’s attention and not having enough time to cover the material and to delve deeply into all the issues; 2 hrs max is optimal

Moderators did a good job; it was helpful to have separate note takers

Impressive list of community outreach events”

"I would like to acknowledge the following aspects of Phase 2:

- stellar attempt to engage and capture input related to complex topics
  - expanded community venues and playful structure (game, etc.)
  - efforts to provide grant money to organizations representing under-represented groups
  - efforts to create communication materials in multiple languages
  - continued creative ideas and real commitment from all BPS and other city staff involved
- Agree that need to market ancillary services more (e.g. childcare) to help expand participant numbers with families."

**2. To help us complete the Phase 2 progress report we need you to describe how you as a CIC member and Portland Plan Ambassador have assisted us in our engagement efforts including capitalizing on your existing relationships in the community.**

"I believe my greatest area of contribution has been my engagement with the arts community and bringing it into the process. After an earlier aborted attempt, we held a very successful Arts Town Hall Workshop at the Gerding Theater on July 27. There was an enthusiastic, standing room crowd upwards of 140 people and much valuable input was gathered.

I further did my best to talk up the process with people in my particular community and with many friends and acquaintances beyond that. At one small gathering, I facilitated the Portland Plan game and brought awareness to some people who otherwise would not have been engaged. I also posted or handed out flyers where I could and, during Phase 1, participated in a Fix it Fair where I gained firsthand experience by speaking to people from a diverse perspective. This experience gave me a greater understanding of some specific issues and has helped me become a better ambassador for the Portland Plan. I have also been a regular member and participant in the Arts TAG work sessions and participated in several others."

"My main participation I believe has been through my role as the co-chair of the East Portland Action Plan. I feel like I am listening for and feeding information to the CIC from EPAP and vice versa. I have made the plea on a number of occasions for East Portland to step up in their level of engagement in the Portland Plan process especially as, at the same time, we are asking for equity in this region."

"Attended phase II workshop as well as the arts-specific workshop and TAG meeting  
Promoted workshops/survey to my various communities  
Served on the workshop subcommittee"

"I sent out email reminders to Phase 2 meetings to list-serves."

**3. Please provide us with any another comments or suggestions.**

"Shorter/less complex survey instruments Increased diversity representation at workshops and survey responders – I realize this is a constant challenge; Overall, well done! Congratulations to the team for your hard work!"

"Thank you for all your efforts!!!"

## APPENDIX C – Demographic data from Phase 2 Workshops and Surveys

Data provided by Portland Plan staff

### What is your household income?

Phase 1 Workshop	Phase 2 Workshop	Phase 1 Survey <sup>#</sup>	Phase 2 Survey	2008 Citywide*	Household Income
13%	22%	9%	14%	16%	Under \$20,000
21%	24%	24%	33%	30%	\$20,000 - \$50,000
33%	31%	36%	35%	38%	\$50,000 - \$100,000
21%	21%	21%	18%	16%	Over \$100,000
12%	6%	10%	10%	n/a	No response

# Phase 1 survey data available only for online survey responses; Phase 2 survey data includes both online and mail-in survey responses

\*Data from the American Community Survey, Census Bureau

### What is your racial or ethnic group?

Phase 1 Workshop	Phase 2 Workshop	Phase 1 Survey <sup>#</sup>	Phase 2 Survey	2008 Citywide*	Race or Ethnic Group
4%	4%	2%	3%	8%	Asian or Pacific Islander
2%	5%	1%	3%	7%	Black / African American
<1%	3%	1%	2%	4%	Native American
6%	4%	1%	3%	9%	Latino/ Hispanic
75%	79%	83%	85%	74%	White / Caucasian
4%	4%	5%	5%	2%	Mixed/Other
10%	2%	7%	n/a	n/a	No response

# Phase 1 survey data available only for online survey responses; Phase 2 survey data includes both online and mail-in survey responses

\*Data from the American Community Survey, Census Bureau

## APPENDIX D – Presentations List for Phase 2

Portland Plan staff has been tracking outreach and engagement events with the following document:

### Phase 2

<b>Portland Plan Presentations</b>	<b>Date</b>
Northeast Coalition of Neighborhoods Portland Plan Workshop	4/3/10
Sexual Minorities Youth Resource Center	4/5/10
Woodstock Neighborhood Association	4/7/10
Hollywood Senior Center	4/8/10
SE 122 <sup>nd</sup> Avenue Pilot Project, Citizen Working Group	4/08 & 5/13/10
LGBTQ Community Hosts a Portland Plan Town Hall (Q Center, Basic Rights Oregon, Cascade AIDS Project)	4/12/10
City of Portland's Bicycle Advisory Committee	4/13/10
City/County Information & Referral staff	4/15/10
North Portland Land Use Group	4/20, 5/18, & 7/19/10
St. Johns Main Street Committee	4/21/10
Opal Charter School of the Portland Children's Museum (Grade 2) *	4/23 & 5/17/10
Northwest Health Foundation	4/26/10
Q=Mob	4/28/10
East Portland Action Plan	4/28/10
Lents Urban Renewal Advisory Committee (URAC)	5/11 & 7/13/10
American Institute of Architects Historic Resources Committee *	5/19/10
Senior Day Discussion on the Portland Plan (Elders in Action, NAYA, Hollywood Senior Center and Aging & Disability Services)	6/03/10
Portland Business Alliance, Sustainability Committee	6/09/10
Gilkey International Middle School	6/09/10
Temple Beth Israel, Social Action/Sustainability Committee	6/10/10
Sunnyside Neighborhood Association	6/10/10
IRCO District Senior Center ( African, Romanian, Russian, and Vietnamese senior community)	6/15/10
Sumner Neighborhood Association	6/15/10
IRCO District Senior Center (Russian senior community)	6/16/10
Ecumenical Ministries/Oregon, Portland Interfaith Wellness Coalition	6/28/10
Portland Plan Ice Cream Party at Midland Library (Teen Council)*	6/29/10
City Club *	6/29 & 8/24/10
Portland State University "Understanding Place-making in Sustainable Communities" class	7/01, 7/20, 8/03 & 8/05/10
Portland Business Alliance, Land Use Task Force *	7/06/10
Summer Youth Connect (Reynolds High School incoming freshmen)	7/14/10
Summer Youth Connect (Jefferson High School incoming freshmen)	7/16/10
Kerns Neighborhood Association	7/21/10

Mt. Tabor Neighborhood Association	7/21/10
Self Enhancement, Inc.	7/27/10
Arts Town Hall (Regional Arts & Culture Council, Creative Advocacy Network (CAN), New Portland Colored Pencils, Portland Center Stage)	7/27/10
Margaret Carter Skills Center at PCC Cascade Campus	7/28/10
Interstate Business Association	8/05/10
OASIS	8/19/10
Rose City Park Neighborhood Association	8/19/10
Metro Results Team: Economic Opportunity	8/19/10
Citywide Land Use Group *	8/23/10
OMSI	8/25/10

<b>Portland Plan Outreach – Tabling Events</b>	<b>Date</b>
Education Summit (Parkrose High School)	4/10/10
Education Summit (Oregon Convention Center)	4/12/10
13th Annual Cascade Job Fair (Portland Community College, Cascade Campus)	4/27/10
Coalition for a Livable Future's 2010 Regional Livability Summit	4/29/10
NE Sunday Parkways (Fernhill Park)	5/16/10
Grand Works Northwest Art Festival (The Mark Building)	5/22/10
Senior Day at the Hollywood Farmers Market (NE Hancock between 44th & 45 <sup>th</sup> )	5/22/10
Senior Resource Fair: Gay and Grey PDX (Friendly House – 1737 NW Thurman)	5/22/10
12 <sup>th</sup> Annual Latino Home Fair at the Oregon Zoo	5/23/10
Depave Summer 2010 Kickoff at the New Day School	6/05/10
Pride Northwest (Tom McCall Waterfront Park)	6/19 & 6/20/10
Kickoff Summer Free for All (Peninsula Park)	6/25/10
Good in the Hood (King School Park)	6/26/10
N Sunday Parkways (Arbor Lodge Park)	6/27/10
Mississippi Avenue Street Fair	7/10/10
East Portland Exposition (Ed Benedict Community Park)	7/17- 7/18/10
East Sunday Parkways (Lents Park)	7/18/10
18 <sup>th</sup> Annual Division/Clinton Street Fair	7/24/10
Music Monday in the Park	7/26/10
5 <sup>th</sup> Annual Native American Housing to Homeownership Fair at NAYA Family Center	7/31/10
National Night Out at the following parks: Argay Park, Burlingame Park, Fernhill Park, McCoy Park, Oregon Park, and Willamette Park	8/3/10
Buckman Community Association Picnic	8/8/10
Asian & Pacific Islander Homebuying Fair at Portland Community College SE Center	8/14/10
SE Sunday Parkways (Colonel Summers Park)	8/15/10
Riverfest 2010 (Riverfront Park)	8/19 – 8/22/10
Multnomah Days Parade	8/21/10
Portland Public Schools, Caring Community Day Barbeque	8/27/10

**AMENDED COMMUNITY INVOLVEMENT PROGRAM**

**Adopted by Council Ordinance No. 184047 on August 11, 2010**

# AMENDED COMMUNITY INVOLVEMENT PROGRAM

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## **Purpose**

The purpose of community involvement in the periodic review work program is to provide open and meaningful opportunities for individuals and organizations to effectively influence Comprehensive Plan updates.

Portland has a proud and lengthy tradition of a well-informed, highly involved community committed to making Portland a great place to live, work and play. An extensive network of neighborhood associations and district coalitions, an active business community and a growing network of ethnic, immigrant and historically “hard-to-reach” communities all provide the City of Portland with a wealth of knowledge, commitment and passion from its people. As the City develops and undertakes periodic review, it is renewing its commitment to quality community involvement by building on the communities’ strengths as well as the City’s recent successes in community visioning and engagement.

## **Officially Recognized Citizen Involvement Advisory Committee**

Integral to the community involvement work program is an official committee to advise the process regarding public engagement. State law gives the City three choices in terms of designating its Community Involvement Committee (CIC):

1. The City Council may serve as its own advisory committee;
2. The City Council may designate the Planning Commission as the advisory committee; or
3. The City may appoint an advisory committee separate from the Planning Commission.

If the City selects the second or third options the members must be “broadly representative of geographic areas and interests related to land use and land-use decisions” and “be selected by an open, well-publicized public process.”

In 2008 The Portland City Council adopted Resolution No. 36626 which accepted the recommendation of the City Planning Commission to use a combination of the second and third approaches listed above - that the Community Involvement Advisory Committee be composed of planning commissioners and at least nine other members of the community. A planning commission and a community member would serve as co-chairs. Community members for the CIAC would be nominated by the Mayor and confirmed by City Council for fixed terms.

On August 11, 2010, the Portland City Council adopted Ordinance No. 184047 which recognized that duties assigned to the former City Planning Commission would be exercised by the new Planning and Sustainability Commission. This same ordinance adopted the committee's charter and bylaws. The name of the committee was changed to "Community Involvement Committee." These changes required update of Portland's public engagement program; now called the "Community Involvement Work Program." Under the updated program the Community Involvement Committee would consist of no more than eighteen (18) members. No more than three (3) of Community Involvement Committee Members would be members of the Planning and Sustainability Commission. All members would be appointed by the Mayor and confirmed by the City Council for fixed terms.

Under this updated Community Involvement Program the Community Involvement Committee will:

1. Review, comment, and recommend changes to this draft community involvement program.
2. Monitor the community involvement process throughout the planning process to ensure the involvement program is being properly carried out.
3. The CIC may also schedule regular work sessions and issue reports. If the CIC discovers through its monitoring and evaluation activities that the approved community involvement work program could be made more effective, it may recommend that the City Council make changes to the approved program.

The community members should reflect essential constituencies within Portland including, but not limited to, neighborhood association and district coalition networks, business associations, ethnic communities, and other organizations with interests in how Portland develops. The CIC will work on a participatory rather than a representative model. It is the CIC as a whole that reflects Portland as a community; members should not view themselves as the sole representative of a particular constituency or interest.

All CIC meetings will be subject to state open meetings and public records laws. To the CIC will collectively determine how to resolve any procedure issue that might arise during the course of a meeting, whether that be Robert's Rules of Order, consensus, modified consensus or other decision-making structure. The Portland Bureau of Planning and Sustainability would provide staff support for these meetings.



## **Guiding Principles**

The following principles are proposed to be used to guide community involvement during the preparation of plan updates and as the basis for ongoing monitoring and improvements to the public engagement work program.

The Portland Bureau of Planning and Sustainability will value and record all comments received. All recommendations received will be retained, considered and made available for public review. Every public recommendation made orally or in writing for a Planning and Sustainability Commission or City Council hearing will receive an official city response. The response will explain how the recommendation was considered and accommodated or why accommodation was not possible.

The Portland Bureau of Planning and Sustainability will provide effective tools and information in order to make effective public participation possible.

Information needed to make decisions will be presented in a simplified and understandable form. Assistance will be provided to interpret and effectively use technical information. Copies of technical information will be available on the Internet, at public libraries, at neighborhood coalition offices and at other locations open to the public. Translations of key documents will be available.

Decisions will be open, transparent and accessible. Reports containing the facts and reasons necessary to make particular decisions will be available at least twenty-one days before any Planning and Sustainability Commission or City Council hearing, and these reports will be retained for the life of the plan. All hearings venues will be accessible.

Plans, supporting documents, and plan-implementing measures will be adopted by City Council ordinances and will be retained in City offices easily accessible to the public and made available on the Internet.

## CHARTER OF THE COMMUNITY INVOLVEMENT COMMITTEE

### **Purpose**

The Portland Plan Community Involvement Committee (CIC) is charged with serving as the “eyes and ears” of Portland’s many and diverse communities, ensuring that the perspectives of ALL Portlanders are reflected in the Portland Plan as it evolves.

CIC will interact with Bureau of Planning and Sustainability staff, particularly District Liaisons. The CIC will also work with the Office of Neighborhood Involvement’s Public Involvement Best Practices Program, Diversity and Civic Leadership Program, and other initiatives designed to promote inclusive and meaningful public involvement in Portland. The CIC will continue the community’s participation in the Portland Plan, a process that began with visionPDX, which captured and fleshed out our shared values of sustainability, equity, accessibility, community connectedness and distinctiveness.

CIC will receive information and be a checkpoint for a wide representation of community members to review, comment and advise the Bureau of Planning and Sustainability on the Portland Plan as it is developed. It will help guide the Planning and Sustainability Commission and City Council as they consider approval of the plan.

CIC will meet quarterly, or as needed. Subcommittees will be established to work on specific tasks as may be determined and will hold meetings as necessary. CIC will provide regular reports and updates to the Planning and Sustainability Commission.

### **Responsibilities**

Committee Responsibilities:

1. Define criteria and principles for engaging Portlanders in a public involvement process for the Portland Plan, identify benchmarks and timelines to measure success, and serve as “guardians” of the process to make sure that criteria and principles continue to be adhered to throughout the development of the Plan.
2. Advise the Planning and Sustainability Commission on Portlanders’ understanding, awareness and reaction to the Plan as it progresses. Recommend changes for outreach and public support for the plan as appropriate to stay flexible, responsive and transparent.
3. Provide guidance to and a sounding board for staff to test ideas, messages, informational materials and exercises – with special attention to clarity, accessibility, and relevance to issues of concern to the public.
4. Utilize the member’s connection to their respective networks as ambassadors for the involvement process in the community.
5. Document key discussion points and decisions, post notes on the Portland Plan website, and appear before the Planning Commission for interaction and to provide reports.

## **BYLAWS OF THE COMMUNITY INVOLVEMENT COMMITTEE**

### **ARTICLE 1. NAME OF ORGANIZATION**

The name of the organization shall be the Portland Plan Community Involvement Committee (CIC)

### **ARTICLE 2. PURPOSE**

The Portland Plan Community Involvement Committee is charged with serving as the “eyes and ears” of Portland’s many and diverse communities, ensuring that the perspectives of ALL Portlanders are reflected in the Portland Plan as it evolves.

CIC will interact with Bureau of Planning and Sustainability (BPS) staff, particularly District Liaisons. The CIC will also work with the Office of Neighborhood Involvement’s Public Involvement Best Practices Program, Diversity and Civic Leadership Program, and other initiatives designed to promote inclusive and meaningful public involvement in Portland. The CIC will continue the community’s participation in the Portland Plan, a process that began with visionPDX, which captured and fleshed out our shared values of sustainability, equity, accessibility, community connectedness and distinctiveness.

CIC will receive information and be a checkpoint for a wide representation of community members to review, comment and advise the Bureau of Planning and Sustainability on the Portland Plan as it is developed. It will help guide the Planning and Sustainability Commission and City Council as they consider approval of the plan.

CIC will meet quarterly, or as needed. Subcommittees will be established to work on specific tasks as may be determined and will hold meetings as necessary. CIC will provide regular reports and updates to the Planning and Sustainability Commission which has final authority on all matters related to the Portland Plan as it is referred to the City Council for approval.

### **ARTICLE 3. COMMITTEE RESPONSIBILITIES**

Committee responsibilities:

- a. Define criteria and principles for engaging Portlanders in a public involvement process for the Portland Plan, identify benchmarks and timelines to measure success, and serve as “guardians” of the process to make sure that criteria and principles continue to be adhered to throughout the development of the Plan.
- b. Advise the Planning and Sustainability Commission on Portlanders’ understanding, awareness and reaction to the Plan as it progresses. Recommend changes for outreach and public support for the plan as appropriate to stay flexible, responsive and transparent.
- c. Provide guidance to and a sounding board for staff to test ideas, messages, informational materials and exercises – with special attention to clarity, accessibility, and relevance to issues of concern to the public.
- d. Utilize the member’s connection to their respective networks as ambassadors for the involvement process in the community.
- e. Document key discussion points and decisions, post notes on the Portland Plan website, and appear before the Planning and Sustainability Commission for interaction and to provide reports.

### **ARTICLE 4. MEMBERSHIP**

Qualifications: CIC consists of no more than eighteen (18) and no less than fourteen (14) members representing the diverse communities of Portland including racial/ethnic, gender, age, religious, and socio-economic diversity, none of whom may hold public elective office. Three (3) of those members shall be representatives of the Planning and Sustainability Commission as appointed by the President of the Planning and Sustainability Commission. The Chair shall be a member of the Portland Planning and Sustainability Commission.

Terms: CIC members shall serve for a period of three years commencing July 8, 2009 or until such time as the Portland City Council takes final action on the Portland Plan or until such time as may otherwise be determined by CIC. Members of the Committee who wish to resign before completion of the project shall provide a written letter of resignation to the CIC Chair.

Vacancies: Any committee vacancies shall be filled by persons nominated by the Mayor and confirmed by City Council.

## **ARTICLE 5. MEMBER RESPONSIBILITIES**

Member responsibilities:

- a. Attend and actively participate in Committee meetings, and subcommittee meetings as appropriate.
- b. Interact with community members and partners to develop and promote interest and participation in the Portland Plan.
- c. Share information with local organizations in which you are involved, and gather, synthesize, and convey information and perspective from those organizations.
- d. Review background materials to understand the issues and their relevance to various communities.
- e. Provide a sounding board to ensure that a variety of data and viewpoints have been considered.
- f. Voice concerns directly, promptly, and constructively.

## **ARTICLE 6. STAFF RESPONSIBILITIES**

Staff responsibilities:

- a. Assist the Chair in preparing and distributing agendas and background materials in advance of meetings. Post agendas and other meeting materials on the website.
- b. Manage and facilitate the process for the good of the Committee as a whole.
- c. Attend and facilitate meetings as ex officio member.
- d. Develop summary notes from meetings and distribute them within seven (7) days of the meeting. These notes should faithfully represent areas of general agreement within the group and areas in which there are diverging viewpoints. Once accepted by the Committee, post notes on the Portland Plan website.
- e. Develop draft documents for Committee's review and comment.
- f. Provide relevant information to the Committee regarding ongoing City activities relating to the Portland Plan.
- g. Provide documentation of its activities and outcomes relating to the public involvement process.
- h. Provide verbal response to questions from CIC at meetings and otherwise in writing.

## **ARTICLE 7. SUBCOMMITTEES**

The CIC Chair, in consultation with staff, shall create Sub Committees as may be deemed necessary to perform the work of CIC. Subcommittees shall be established as outlined in Addendum “A” with additional Subcommittees to be formed as may be necessary. The CIC Chair, in consultation with staff, shall also appoint Task Groups as required for the purpose of performing particular assignments.

## **ARTICLE 8. FINANCIAL SUPPORT**

All members of the Committee serve without pay. BPS shall provide CIC with staff assistance necessary to enable it to discharge its duties.

## **ARTICLE 9. OFFICERS**

Chair: The Planning and Sustainability Commission Chair shall appoint a member of the Planning and Sustainability Commission as the chair of the Committee. The chair shall preside at all Committee meetings. The chair shall represent the Committee at the Planning and Sustainability Commission and as requested by the Committee.

Executive Subcommittee: Members of the Executive Subcommittee shall select an alternate chair on a rotating basis from within the Subcommittee every three months. The alternate chair shall perform the duties of the chair in the chair’s absence. The alternate chair may represent the position of the full Committee at Planning and Sustainability Commission and City Council meetings and as requested by the full Committee. The Executive Subcommittee shall attend Planning and Sustainability Commission and City Council meetings as a “spokes group” led by the Chair or alternate Chair.

## **ARTICLE 10. MEETINGS**

CIC shall meet at least once a month during its initial six months as an operating organization. The frequency of meeting thereafter will be determined according to necessity. Meetings are conducted in accordance with adopted rules of procedure. Special meetings of the Committee may be called by the chair or by majority vote as deemed necessary. Meetings shall begin and end as scheduled.

## **ARTICLE 11. AGENDAS**

Staff shall prepare a draft agenda for any meeting ten (10) days before the meeting. Upon approval of the agenda, staff shall publish the final agenda within five (5) days of the meeting.

Distribution of Agenda to Members: Staff shall e-mail the draft agenda to the Chair and members of the Executive Subcommittee for approval. Staff shall forward a final agenda and any materials necessary for the meeting to the full CIC within five (5) days of the meeting. On most occasions, delivery will be by e-mail, unless printed documents are requested by members, or staff deems e-mail inappropriate for the volume of documents.

Agenda Format: Agenda topics generally will include: approval of minutes, announcements, work items, and matters of interest to the Committee. The agenda may include discussion items at which no vote will be taken, or action items on which a vote may be taken. At any time the Committee may take “straw votes” for informal assessment of positions or decline to make a recommendation.

## **ARTICLE 12. QUORUM AND DECISION MAKING**

Two thirds of the active members of CIC shall constitute a quorum at a meeting of the full Committee. In the spirit of harmony and goodwill that comprise the common goals of CIC and its members, formal votes will generally not be taken. Decisions will be made via consensus utilizing a “fist to five” process whereby the sense of the group can be determined.

In the event there is a major issue that significantly divides the members, the Chair may, in his or her discretion, call for a formal vote. A majority of members present must vote affirmatively in order to take action. Individual members may not have more than one vote. In the event there is an issue where it is known in advance that a vote will take place at an upcoming meeting, members may vote by proxy, but such member(s) will not be included for the purpose of determining a quorum. Proxy shall apply only if original language and intent does not change.

## **ARTICLE 13. PUBLIC PARTICIPATION**

Any general or special meeting is open to any person who may wish to be heard regarding any item on the agenda. It is up to the discretion of the Chair of CIC when or whether public comments will be received at the meeting or deferred to the Planning and Sustainability Commission for hearing. Only CIC Committee members will be eligible to vote.

## **ARTICLE 14. PROCEDURES**

Roberts Rules of Order shall be followed in all areas not covered by the bylaws.

## **ARTICLE 15. POWERS**

CIC shall make recommendations on community involvement policies and issues to the Planning and Sustainability Commission. The Committee performs an advisory role to the Planning and Sustainability Commission and fosters communication and leadership on the Portland Plan community involvement issues. Whereas the Planning and Sustainability Commission holds hearings and makes recommendations to City Council on policy matters pursuant to City Code Chapter 33.710.040.D., CIC shall forward any recommendation on a policy matter to the Planning and Sustainability Commission for public hearing.

## **ARTICLE 16. ATTENDANCE**

While CIC is composed of a group of volunteers with busy schedules, it is expected that Committee members will notify the Chair or the appropriate staff member if unable to attend a full CIC or subcommittee meeting. Members missing two (2) consecutive full CIC meetings shall be asked to meet with the Chair and members of the Executive Committee to determine whether the member has sufficient time and interest to continue on the CIC". The chair, in consultation with the Executive Committee, will make a determination based on the best interests of the member and the CIC.

If a member is unable to attend a meeting, he or she may provide, in advance, written comments relevant to the agenda or may participate via teleconferencing. A member participating via teleconferencing will be included in the quorum count.

An alternate may not be appointed as a representative of a member

## **ARTICLE 17. CONFLICT OF INTEREST PROCEDURES**

A member of the Committee may not participate in any action in which the member has a direct or substantial financial interest. Any actual or potential interest must be disclosed at the meeting where the action is scheduled.

## **ARTICLE 18. SUBMISSION OF PROPOSALS**

Any person or group, inside or outside the Committee may propose items for consideration and/or recommendation to the Committee. CIC shall decide when or whether to receive oral comments during the meeting about matters on the agenda or request written comments for continued deliberation.

## **ARTICLE 19. PUBLIC MEETINGS/PUBLIC RECORDS REQUIREMENT**

CIC shall abide by all Oregon statutes relative to public meetings and public records. Official action(s) taken by the Committee shall be on record or included in the minutes of each meeting. The minutes shall include a record of attendance and the results of any vote(s) taken. A summary of views, including dissenting views, shall be transmitted along with any recommendation made by the Committee to the Planning and Sustainability Commission for acceptance at a regular meeting of the Planning and Sustainability Commission. Official records will be kept on file at BPS.

## **ARTICLE 20. COMMUNICATION**

Communication with the media and broader public by the CIC shall be primarily the responsibility of the Chair or other members of CIC as may be designated by the Communications Sub Committee. Members are not to represent the committee in conversations with members of the media, both on and off the record, with regard to matters of policy or substance, to promote an individual agent or to presume to represent the positions of the CIC or its other members. Members may share, verbatim, information provided to the CIC by the Communications Subcommittee, in keeping with Open Meeting and Public Information Law. For example, talking points, presentation materials and other materials as have been provided by the staff of the Bureau of Planning and Sustainability may be quoted.

When speaking from his/her own point of a view, a member must clearly state in advance, and several times during the discussion that "I am stating my own opinions and make no claim that they represent those of the CIC or other members, though they may."

## **ARTICLE 21. NONDISCRIMINATION**

CIC will not discriminate against individuals or groups on the basis of race, religion, gender, marital status, familial status, national origin, age, physical or mental disability not constituting a bona fide qualification, sexual orientation, gender identity, source of income or Vietnam era veterans' status.



**ARTICLE 22. ADOPTION AND AMENDMENT OF BYLAWS**

All amendments to these bylaws must be proposed in writing and submitted to members at least ten (10) days before a decision on its adoption may proceed. The process for adoption shall comply with the decision process as described in Article 12 above.

**ARTICLE 23. REVIEW**

In order to maintain flexibility and to promote best practices in the ongoing proceedings of the Committee, and to further determine that the heretofore bylaws are working as intended, the Executive Subcommittee shall review the bylaws no later than six months after its adoption. At that time, the Subcommittee may recommend any amendments to the bylaws to the full Committee as may be deemed appropriate.

## COMMUNITY INVOLVEMENT BEST PRACTICES

### BEST PRACTICES

Portland Plan staff, along with its working partners, agencies, and the Community Involvement Committee (CIC), engaged Portlanders in a **continuum of outreach approaches** that build upon one another (see graphic below).



Notification – Information – Presentations – Interactive Activities

Notification is the least intensive approach to public involvement where as interactive activities represent the most intensive. From mailers send to household, to summarized fact sheets on background reports, to ads in community newspapers, to online forums including survey and social media, and to interactive polling workshops and specialized hosted presentations, the continuum of approaches resulted in a collaborative effort that engaged both partners and Portlanders.

To effectively evaluate whether or not Portland Plan staff and its working partners complete successful public engagement and outreach, the CIC established **five measurable goals**:

1. Build on existing relationships.
2. Engage broader and more diverse groups with education and information, and provide all interested with enough education so they can meaningfully participate.
3. Provide multiple venues and means for community involvement and engagement.
4. Involve as many people as possible.
5. With feedback and continuous engagement throughout Portland Plan development and implementation, ensure community members are being heard.

These goals are drawn from the best practices listed below.

### Use a range of outreach channels:

- Build upon existing networks and information channels;
- Fund existing community organizations to help them develop their own participation strategies;
- Focused on groups that tend not to participate, or are underrepresented, in larger public meetings.

- Use the Portland Plan is an opportunity to build capacity within community organizations and underrepresented communities.
- Reach out to all generations and communities by having discussions, attending events and meetings and making information available where people live, study and hang out;
- Record comments and ideas at meetings and events, provide timely response to questions and concerns, and make comments accessible to the public;
- Create one central official project mailing list for project communication (include both U.S. mail and e-mail addresses);
- Maximize web-based tools such as the project web page, electronic newsletter and short videos; and
- Design and implement a media strategy, including regular press releases promoting on-going newspaper and radio/TV coverage.

**Use accessible outreach materials:**

- Compose several audience-appropriate materials targeted to and based on input from youth and other under-represented and hard-to-reach communities, groups and individuals;
- Create a standard and graphic style for all written/print materials so that materials are easily identified as part of this project;
- Translate key materials into several languages and use appropriate and effective channels for distribution of information such as in partnership with trusted community-based organizations and cultural groups; and
- Present materials in alternative formats; always have materials available digitally and in standard print formats as well as large-print format on request

## PHASES OF THE PERIODIC REVIEW WORK PROGRAM

In addition to general best practices there are phase-specific best practices. The Periodic Review work program is organized around four phases. Community involvement methods and strategies will be tailored for each phase of the work program. The following summarizes the work and products of the phases:

### **Phase I: Community Involvement**

The involvement program begins with the appointment of the Community Involvement Committee, followed by the drafting of a charter and bylaws, review and possible improvement of the involvement program.

The involvement program is deployed, reviewed and adjusted throughout all phases of the periodic review work program.

### **Phase II: Adequate Factual Base**

Research will be conducted to build a shared base of facts. This includes an assessment of existing City plans and programs in light of existing conditions, observable trends, and the values and information identified through the visionPDX project. At a minimum, the project scope must meet the needs of the state comprehensive plan “periodic review” requirements. A more far reaching scope is expected to be needed to respond to the direction of City Council and the aspirations of the community.

This phase of the work program concludes with the City Council adoption of a buildable lands analysis, housing needs analysis, economic opportunities analysis, and estimates of future housing and employment capacity.

### **Phase III: Alternative Futures**

In this phase, additional research will be conducted as needed on issues, constraints, problems, and opportunities facing the city. Through outreach, research and analysis, the City will compile community needs and desires in greater detail. The analysis of conditions, previous plans and community values will be combined with community input to develop draft goals, guiding principles and initial evaluation criteria for the plan. The results of this work will define the shared context known as the Portland Plan. The City will make summaries of the results available and easily accessible.

The initial Portland Plan product will be a broad strategic framework that will inform the development of a more detailed Comprehensive Plan. The refinement and translation of the Portland Plan framework into a Comprehensive Plan will be done in two parts. First, the Portland Plan will describe a menu of choices. These choices will be organized as interdisciplinary strategies and policy objectives, with each choice reflecting a different mix of community values and priorities. These different mixes will be refined and analyzed as Portland Plan themes. Second, Portland Plan themes will be combined and developed into land use and public investment “scenarios” for more detailed modeling and evaluation.

The Mayor will appoint a Portland Plan Advisory Committee to assist the Bureau of Planning and Sustainability and the Planning and Sustainability Commission in the development and analysis of Portland Plan strategies, objectives, themes and scenarios.

The work of the Portland Plan Advisory Group will be primarily focused on technical and policy analysis, and strategy building, while the Community Involvement Committee will advise the Bureau of Planning and Sustainability and the Planning and Sustainability Commission in all matters of community involvement.

The Planning and Sustainability Commission will advise the City Council on all matters related to the Portland Plan. This includes community involvement, technical and policy advice. The Planning and Sustainability Committee will receive advice from the Community Involvement Committee and the Portland Plan Advisory Committee.

Because there is not always a clear demarcation between community involvement, policy and technical advice, the Community Involvement Committee and the Portland Plan Advisory Group will remain in close communication. Communication techniques may include, but are not limited to:

- Joint publication of meeting notices,
- Cross-reporting of meeting outcomes,
- Some membership overlap, and
- Occasional joint meetings or attendance.

Any quorum of the Community Involvement Committee or the Portland Plan Advisory Group will be “meeting” of a “public body” within the meaning Oregon law. All such meetings will be noticed and open to the public, but these committees do not conduct public hearings and do not receive public testimony.

The Planning and Sustainability Commission is authorized by the City Code to conduct public hearings and to receive public testimony.

#### **Phase IV: Plan Development**

This phase contains big decisions, or what the state planning requirements call “the ultimate policy choice.” The preliminary decision will be presented in the form of a “Concept Plan” recommended by the Planning and Sustainability Commission and accepted by the City Council. This concept plan will be fleshed out and refined through public outreach.

The approved concept plan will be used as the basis for the final plan, which will include a “physical plan” component. The “physical plan” will be the more detailed basis for revision or replacement of the comprehensive plan map. Since this map serves as the basis for land use regulations, the presentation of the draft “physical plan” may require individual notice to property owners whose development opportunities would be affected by the proposed plan.

Comprehensive plan updates must also be coordinated with plans of other affected governments. State law requires the City to provide notice of the proposed adoption of a new plan to affected governments, and to consider and respond to their comments. Portland is quite likely to receive comments from Multnomah County, the school districts, Metro, the Port of Portland, Tri-Met, adjoining cities, and several state agencies. Based on the probable effects of adoption and expected feedback from affected and interested persons and governments, the physical plan could be revised.

The products of this phase are plan updates recommended by the Planning Commission, adopted by City Council, and submitted to the state as a final decision.

### **Phase V: Implementation**

This phase is about selecting necessary and sufficient means to carry out the comprehensive plan. State law provides that, “plans shall be the basis for specific implementation measures,” and requires that “these measures shall be consistent with and adequate to carry out the plans.” In other words, plans are not supposed to contain “orphaned” policies. Every provision of a plan is supposed to be carried out some time during the life of the plan, certainly within 20 years of adoption.

Implementation measures for the existing comprehensive plan include the zoning map and code, urban renewal districts, written agreements with other governments and development partners, lists of capital projects needed to support the physical plan and tax abatement programs. Each of these measures might need to be changed or replaced.

The products of this phase are new or revised implementing measures recommended by the Planning Commission, adopted by City Council ordinance and submitted to the state as a final decision.

## PHASE-SPECIFIC BEST PRACTICES

### **Phase II: Adequate Factual Base**

The purpose of community involvement in Phase II of the project is to inform people about the project, identify additional issues; needs and desires that the community wants addressed in the plan and provide people with an opportunity to review and comment upon the draft assessments and preliminary work program.

#### **1. Community involvement may include, but is not limited to:**

- a. Go where the people are; attend neighborhood and other community and civic meetings to introduce the plan update process; and
- b. Host a series of community meetings to educate folks about the planning process and to get feedback on the draft assessments of comprehensive plan and Central City Plan and draft work program.
- c. Planning and Sustainability Commission hearings.
- d. One City Council hearing.
- e. Report on public comments received at public hearings.

### **Phase III: Develop Alternative Futures for Portland**

#### **Establish the Portland Context**

The purpose of community involvement at this step of Phase III is to inform the community about the project; identify issues and generate ideas for addressing issues and opportunities; and identify/discuss preliminary goals and principals that will be used to shape and evaluate alternative strategies/scenarios for accommodating projected growth, addressing issues and realizing opportunities.

#### **2. Community involvement may include, but is not limited to:**

- a. Host citywide Summits to engage, inform and inspire Portlanders with big picture possibilities and generate ideas that will help shape the plan;
- b. Go to where the people are; attend neighborhood and other community and civic meetings;
- c. Use web-based input tools: surveys and comment forms to inform and solicit ideas;
- d. Use opinion surveys, interviews and feedback forms to solicit information to help inform the planning effort; and

- e. Conduct outreach at summer events: be present to provide information, answer questions and take in feedback at other community events and forums such as cultural activities, clean-up days, farmers markets, etc.

### **Develop Initial Choices and Themes**

The purpose of community involvement at this step of Phase III is to continue soliciting community input, building upon the previously gathered information, to develop and refine potential alternative futures for Portland, and identify preferences.

### **3. Community involvement may include, but is not limited to:**

- a. Community workshops and forums showcasing alternative choices and asking for direction in narrowing choices;
- b. Focus groups, task forces and special committees as needed;
- c. Self-directed community discussion groups and study circles; and
- d. First phase of selecting, training and building relationships with a corps of volunteers to participate as community discussion leaders.

### **Narrow and Refine Scenarios and Choices**

The purpose of community involvement at this step of Phase III is to pull together information from the public regarding the preliminary scenarios and goal/policy choices, identify common themes and preferences and merge similar components to form a limited number of alternative choices.

### **4. Community involvement may include, but is not limited to:**

- a. Community workshops and forums (Two rounds: The first round would involve reviewing broad brush, alternative scenarios for the future and big picture policy choices, generating other ideas, and identifying preferences. The second round would involve reviewing and refining three or four scenarios and major policy choices derived from the first round of workshops).
- b. Focus groups, task forces and special committees as needed;
- c. Citywide events;
- d. Self-directed community discussion groups, study circles;
- e. Continued development of a corps of volunteers as leaders in facilitation of community discussions;
- f. Web-based education and feedback tools: on-line questionnaires, videos, discussion guidelines, etc;



- g. Planning and Sustainability Commission hearing;
- h. City Council hearing; and
- i. Report on comments received at public hearings

## **Phase IV: Plan Development**

### **Develop the Concept Plan**

The purpose of the community involvement in Phase IV is to flesh out and refine the scenario and big picture goals and policies preferred by the City Council in partnership with the people of Portland.

#### **5. Community involvement may include, but is not limited to:**

The community involvement shifts at this point. The City will no longer need public input to define and refine concepts and goals, but to instead to refine a draft concept plan. In this phase of the project, community education about the draft concept plan is critically important.

- a. Corps of volunteers takes a leadership role in public education about preliminary draft of new and revised Comprehensive and Central Portland Plans;
- b. Community meetings and forums continue to review and refine the draft plan;
- c. Focus groups, task forces and special committees as needed;
- d. Outreach at summer events: be present to provide information, answer questions and take in feedback at other community events and forums such as cultural activities, clean-up days, farmers markets, etc;
- e. Interviews and feedback forms; and
- f. Web-based education and feedback tools: online questionnaires, videos, discussion guidelines, etc.

### **Refine and Adopt the Plan Updates**

The purpose of involvement at this step in Phase IV is to collect comments and input that assist the staff and the Planning and Sustainability Commission in amending and refining the concept plan.

#### **6. Community involvement may include, but is not limited to:**

- a. Web-based education and feedback tools: online questionnaires, videos, and discussion guidelines, etc.;
- b. Community workshops and forums;

- c. Focus groups, task forces and special committees as needed;
- d. Corps of volunteers takes a leadership role in public education and further refinement of draft plan;
- e. Planning and Sustainability Commission hearing;
- f. City Council hearing(s); and
- g. Report on comments received at public hearings.

## **ORDINANCE NO. 184047 As Amended**

Amend the Community Involvement Work Program; amend the Periodic Review Work Program; and direct the Bureau of Planning and Sustainability to submit these amended Work Programs to the Oregon Department of Land Conservation and Development for Approval (Ordinance)

The City of Portland Ordains:

Section 1. The Council finds:

### **General Findings**

1. On August 11, 2010, by Ordinance No. 184046 the Portland City Council established the Planning and Sustainability Commission and assigned to this commission authorities formerly exercised by the City Planning Commission.
2. This reassignment occurred during the Work Program Completion Phase of Portland's second Periodic Review.
3. Periodic Review is a state-mandated program that requires larger cities to update their comprehensive plans. Portland completed its first Periodic Review 2000, and began its second review in 2008.
4. Community involvement and commission review of proposed comprehensive plan amendments are required components of Periodic Review.
5. On August 6, 2008 the Portland City Council adopted a new Community Involvement Program, Periodic Review Evaluation, and Periodic Review Work Program.
6. The Oregon Department of Land Conservation and Development approved Portland's Periodic Review Evaluation and Periodic Review Work Program, rejected objections to the Community Involvement Program and rejected objections to the composition of the Community Involvement Committee (DLCD Order 001773, September 30, 2009).
7. Because the City's state-approved Community Involvement Program and Periodic Review Work Program make reference to the City Planning Commission rather than the Planning and Sustainability Commission, and because amendments made by Ordinance No. 184046 to Portland's Comprehensive Plan and Title 33 of the Municipal Code are land use decisions, an amended Comprehensive Plan, Municipal Code, Community Involvement Program, and Periodic Review Work Program must be submitted to the Oregon department of Land Conservation and Development for approval.
8. The Community Involvement Committee has recommended beneficial changes to the Community Involvement Program, and on July 13, 2010, the City Planning Commission recommended that the City Council adopt these improvements. These improvements must be submitted to the Oregon Department of Land Conservation and Development for approval.

9. There are discrepancies between the version of the Periodic Review Work Program adopted by the City and the version approved by DLCD Order 001773; and on July 13, 2010, the City Planning Commission recommended that City Council adopt an amended Periodic Review Work Program designed to resolve these discrepancies. These amendments must be submitted to the Oregon Department of Land Conservation and Development for approval.

### **Findings on Statewide Planning Goals**

10. State planning statutes require cities to adopt and amend comprehensive plans and land use regulations in compliance with state land use goals. Because of the limited nature of these amendments only Statewide Planning Goals 1 and 2 apply.
11. **Goal 1, Citizen Involvement**, requires provision of opportunities for citizens to be involved in all phases of the planning process. The preparation of these amendments has provided numerous opportunities for public involvement.
12. On April 27, 2010, the Mayor met with the Planning Commission at a public meeting to discuss the proposed Planning and Sustainability Commission with them. On the same day, he also met with the Sustainable Development Commission at a public meeting to discuss the proposed Planning and Sustainability Commission with them.
13. On May 18 2010, notice of the proposed amendments to the Community Involvement and Periodic Review Work Programs was mailed to more than 500 people and organizations, including all neighborhood associations and coalitions and business associations in the City of Portland. The notice informed them of the proposals, the availability of the proposed amendments on or before July 3, 2010, a briefing before the Planning Commission on June 8, 2010, and a public hearing before the Planning Commission on July 13, 2010.
14. During the week of June 7, 2010, the Mayor's Office sent letters to nearly 900 people, including members of both Commissions, to inform them of the proposed new Commission.
15. On July 1, 2010, the proposed amendments described in the May 18, 2010 notice became available for public review.
16. On July 13, 2010, the Planning Commission held a hearing on the proposed Community Involvement and Periodic Review Work Program amendments. Staff from the Bureau of Planning and Sustainability presented the proposal, and public testimony from two individuals was received. The Commission voted unanimously to forward amendments to the Community Involvement and Periodic Review Work Programs to City Council with a recommendation to approve the amendments and forward them to the Oregon Department of Land Conservation and Development for state approval.
17. On July 21, 2010, notice of the City Council hearing was mailed to persons who had testified at the Planning Commission hearing in person or in writing and to the prior objectors of record for the work program development phase of Portland's second periodic review. The notice informed them of the availability of the recommended changes to the Community Involvement Program and Periodic Review Work Program, and the public hearing before the City Council.
18. On July 21, 2010, the Planning Commission's recommended amendments were published. They were made available to the public, posted on the Bureau's website, and mailed to those who requested copies.

19. On August 4, 2010, City Council held a hearing on the Planning Commission recommendation for a new Planning and Sustainability Commission. Staff from the Bureau of Planning and Sustainability presented the proposal, and public testimony was received.
20. On August 11, 2010 City Council voted to adopt this Ordinance to amend the Community Involvement and Periodic Review Work Programs.
21. The amended Community Involvement and Periodic Review Work Programs meet the requirements of Statewide Planning Goal 1 because they improve existing programs already determined to comply. The un-amended Work Programs met the requirements of Statewide Planning Goal 1 as documented in the response to objections section of DLCD Order 001773, which is attached as Exhibit C and made part of this Ordinance by this reference. The amended Work Programs exceed the requirements of Statewide Planning Goal 1 by adding greater clarity and detail, and by resolving technical discrepancies between city and state versions on the same programs. These improvements include a charter and bylaws for the Community Involvement Committee, more explicit lists of expected Periodic Review products, and a more realistic schedule of expected product submission dates. No Periodic Review tasks have been added or deleted by these amendments, and the final completion date for all Periodic Review tasks remains the same.
22. **Goal 2, Land Use Planning**, requires the development of a process and policy framework that acts as a basis for all land use decisions and assures that decisions and actions are based on an understanding of the facts relevant to the decision. The amended Periodic Review Work Program continues to observe the following required content and sequence of Statewide Planning Goal 2:
  - a. Establishment of an adequate factual base for planning decisions, included new housing needs and economic opportunity analyses, buildable lands inventory, jobs and housing capacity estimates, and coordinated jobs and population growth estimates;
  - b. Examination of alternative courses of action; including economic, social, environmental, and energy consequence analyses;
  - c. Adoption of a new or revised Comprehensive Plan Map and new or revised Comprehensive Plan policy; and
  - d. Adoption of sufficient and effective measures to carry out the new or revised map and policies.

### **Findings on Portland's Comprehensive Plan Goals**

23. Because of the limited nature of the amendments only two Comprehensive Plan provisions apply.

24. Policy 1.4, **Intergovernmental Coordination**, requires continuous participation in intergovernmental affairs with public agencies to coordinate metropolitan planning and project development and maximize the efficient use of public funds. The amendments support this policy because a number of other government agencies were notified of this proposal and given the opportunity to comment. These agencies include Metro, which is assigned regional coordination authority for these amendments by Oregon Revised Statutes, Chapter 195.
25. Goal 9, **Citizen Involvement**, calls for improved methods and ongoing opportunities for citizen involvement in the land use decision-making process, and the implementation, review, and amendment of the Comprehensive Plan. This project followed the process and requirements specified in Chapter 33.740, Legislative Procedure. The amendments support this goal for the reasons found in the findings for Statewide Planning Goal 1, Citizen Involvement.

NOW, THEREFORE, the Council directs:

- a. Adopt the amended Community Involvement Program, which is attached as Exhibit A and made part of this Ordinance by this reference.
- b. Adopt the amended Periodic Review Work Program, which is attached as Exhibit B and made part of this Ordinance by this reference.
- c. Submit re-formatted, adopted-text versions of Exhibits A and B to the Oregon Department of Land Conservation and Development as locally-adopted periodic products and request state approval of these products.
- d. Submit adopted-text versions of the amendments made by Ordinance No. 184046 to Portland's *Comprehensive Plan* and to Title 33 of the *Municipal Code* to the Oregon Department of Land Conservation and Development as locally-adopted periodic products and request state approval of these products.
- e. Transfer all Period Review hearings records presently before the City Planning Commission to the Planning and Sustainability Commission on the effective date of Ordinance No. 184046 .
- f. This Ordinance is binding city policy.

Passed by the Council: AUG 11 2010

Mayor Adams  
Prepared by: A. Burns  
Date Prepared: July 14, 2010

**LaVonne Griffin-Valade**  
Auditor of the City of Portland

By



Deputy

Agenda No. **ORDINANCE NO. 184047** As Amended  
Title

Amend the Community Involvement Work Program; amend the Periodic Review Work Program; and direct the Bureau of Planning and Sustainability to submit these amended work programs to the Oregon Department of Land Conservation and Development (DLCD) for State Approval (Ordinance)

INTRODUCED BY Commissioner/Auditor: <b>Mayor Adams</b>	CLERK USE: DATE FILED <u>JUL 30 2010</u>
COMMISSIONER APPROVAL Mayor—Finance and Administration <i>Adams</i>	LaVonne Griffin-Valade Auditor of the City of Portland  By: <i>[Signature]</i> Deputy
Position 1/Utilities - Fritz	
Position 2/Works - Fish	
Position 3/Affairs - Saltzman	
Position 4/Safety - Leonard	ACTION TAKEN:  <b>As Amended</b> AUG 04 2010 PASSED TO SECOND READING AUG 11 2010 9:30 A.M.
BUREAU APPROVAL Bureau: Planning and Sustainability Bureau Head: <i>Susan Anderson</i>	
Prepared by: A. Burns Date Prepared: July 14, 2010	
Financial Impact Statement Completed <input checked="" type="checkbox"/> Amends Budget <input type="checkbox"/> Not Required <input type="checkbox"/>	
Portland Policy Document If "Yes" requires City Policy paragraph stated in document. Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Council Meeting Date <b>August 4, 2010</b>	
City Attorney Approval <i>KS Beaumont</i>	

**PPD**

<b>AGENDA</b>
<b>TIME CERTAIN</b> <input checked="" type="checkbox"/> <i>2 of 2</i> Start time: <b>3:30 P.M.</b>  Total amount of time needed: <b>30 minutes</b> Second of two ordinances sharing time certain.
<b>CONSENT</b> <input type="checkbox"/>
<b>REGULAR</b> <input type="checkbox"/> Total amount of time needed: _____ (for presentation, testimony and discussion)

FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:	
	YEAS	NAYS
1. Fritz	1. Fritz <input checked="" type="checkbox"/>	
2. Fish	2. Fish <input checked="" type="checkbox"/>	
3. Saltzman	3. Saltzman <input checked="" type="checkbox"/>	
4. Leonard	4. Leonard <input checked="" type="checkbox"/>	
Adams	Adams <input checked="" type="checkbox"/>	

Commissioner Fritz amendment 8-4-10

Memo from Al Burns, BPS to Karla Moore-Love, Clerk  
August 4, 2010

The amendment requested by Commissioner Fritz and passed by Council was that any vacancies on the Community Involvement Committee be filled in the same manner as the original appointments. The original manner was - on June 23, 2009 the Mayor nominated both Planning Commission (now Planning and Sustainability Commission) members and the members at large, and on July 8, 2009 the City Council confirmed the appointments (Agenda No. 931, Report)

**August 4, 2010 City Council Amendments to the  
July 14, 2010 Community Involvement Work Program**

*On page two (2) and three (3) of Ordinance Exhibit A*

On August 11, 2008, the Portland City Council adopted Ordinance No. \_\_\_\_\_ which recognized that duties assigned to the former City Planning Commission would be exercised by the new Planning and Sustainability Commission. This same ordinance adopted the committee's charter and bylaws. The name of the committee was changed to "Community Involvement Committee." These changes required update of Portland's public engagement program; now called the "Community Involvement Work Program." Under the updated program the Community Involvement Committee would consist of no more than eighteen (18) members. No more than three (3) of Community Involvement Committee Members would be members of the Planning and Sustainability Commission. The Chair of the Community Involvement Committee would be a member of the Portland Planning and Sustainability Commission. ~~Non-Planning Commission~~ All members would be appointed by the Mayor and confirmed by the City Council for fixed terms. ~~The chair and the Planning and Sustainability Commission members would be appointed by the President of the Planning and Sustainability Commission.~~



**August 4, 2010 City Council Amendments to the  
July 14, 2010 Community Involvement Work Program**

*On page six (6) of Ordinance Exhibit A*

**4. MEMBERSHIP**

Qualifications: CIC consists of no more than eighteen (18) and no less than fourteen (14) members representing the diverse communities of Portland including racial/ethnic, gender, age, religious, and socio-economic diversity, none of whom may hold public elective office. Three (3) of those members shall be representatives of the Planning and Sustainability Commission as appointed by the President of the Planning and Sustainability Commission. The Chair shall be a member of the Portland Planning and Sustainability Commission.

Terms: CIC members shall serve for a period of three years commencing July 8, 2009 or until such time as the Portland City Council takes final action on the Portland Plan or until such time as may otherwise be determined by CIC. Members of the Committee who wish to resign before completion of the project shall provide a written letter of resignation to the CIC Chair.

~~Adding New Members: If a CIC member is no longer able to serve on the committee or the Mayor's office or BPS feels that adding a member is crucial to the ongoing viability of the committee, a membership sub-committee will be convened with the sole purpose of evaluating appropriateness of the potential member. Each potential member will be asked to complete an application, identical to the one that all existing members were asked to complete. The sub-committee will interview and make recommendations regarding the potential member(s) to the committee as a whole at the next scheduled meeting and a vote will be taken. A majority of members must vote yes, for the member to be included. The addition of a new member to replace a Planning and Sustainability Commission representative shall be as appointed by the Planning and Sustainability Commission President. An application, interview and vote do not apply to such members.~~

Vacancies: Any committee vacancies shall be filled by persons nominated by the Mayor and confirmed by City Council.

**FINANCIAL IMPACT STATEMENT  
For Council Action Items**

(Deliver original to Financial Planning Division. Retain copy.)

1. Name of Initiator Al Burns		2. Telephone No. 3-7832	3. Bureau/Office/Dept. Planning and Sustainability
4a. To be filed (date) July 28, for Council Aug 4	4b. Calendar (Check One) Regular    Consent    4/5ths X <input type="checkbox"/> <input type="checkbox"/>		Date Submitted to FPD Budget Analyst: July 21, 2010

**1) Legislation Title:**

Amend the Community Involvement Work Program; amend the Periodic Review Work Program; and direct the Bureau of Planning and Sustainability to submit these amended Work Programs to the Oregon Department of Land Conservation and Development (DLCD) for Approval (Ordinance)

**2) Purpose of the Proposed Legislation:**

This Ordinance directs the city to obtain the necessary state-approvals required by the reassignment of duties of the City Planning Commission to the new Planning and Sustainability Commission.

By separate Ordinance the City Council is replacing the Portland City Planning Commission and the Portland / Multnomah County Sustainability Commission with a single Portland Planning and Sustainability Commission. To accomplish these changes this separate ordinance would amend Titles 3, 17, 33 of the Municipal Code and Portland's Comprehensive Plan. Duties formerly exercised by the City Planning Commission will be exercised by the Planning and Sustainability Commission. Changes to Title 33 and the Comprehensive Plan are "land use decisions" within the meaning Oregon Revised Statutes, Chapter 197.

The City has state-approved Community Involvement and Periodic Review work programs. These documents make reference to the Planning Commission rather than the Planning and Sustainability Commission, thus the amended documents require state-approval also. In addition to references to the new commission, the Community Involvement work program includes improvements recommended by the Community Involvement Program while the amended Periodic Review work program clears up some ambiguities and differences between the city and state versions of that document. These changes do not add or subtract work, or change the work completion deadline. The City Planning Commission recommended on July 13, 2010 that the City Council adopt all these work program changes.

This Ordinance directs all these changes be processed through the Oregon Department of Land Conservation and Development's Periodic Review task completion and Work Program amendment program.

**3) Revenue:**

**Will this legislation generate or reduce current or future revenue coming to the City? If so, by how much? If new revenue is generated please identify the source.** No, the Ordinance will not reduce or increase revenue.

**4) Expense:**

**What are the costs to the City as a result of this legislation? What is the source of funding for the expense?** The cost of processing these changes is covered by Fiscal Year 2010-2011 appropriation, and will not increase future fiscal year costs. Processing is unrelated to grant revenue or contracts.

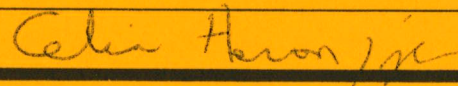
**Staffing Requirements:**

**5) Will any positions be created, eliminated or re-classified in the current year as a result of this legislation.**

No new city positions will be created, eliminated or reclassified by this ordinance. The ordinance would expand the membership of a non-paid city advisory committee from a membership number of "at least nine (9)" to "no more than eighteen." City costs from supporting any expanded membership are negligible.

**6) Will positions be created or eliminated in future years as a result of this legislation?** No.

**7) Change in Appropriations** None.

Celia Heron, Bureau Operations Manager 



City of Portland  
Bureau of  
**Planning and Sustainability**  
Sam Adams, Mayor  
Susan Anderson, Director

**Planning**

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184047

MEMORANDUM

To: Mayor Sam Adams  
From: Susan Anderson, Director  
Date: July 21, 2010

1. Ordinance Title:  
Amend the Community Involvement Work Program; amend the Periodic Review Work Program; and direct the Bureau of Planning and Sustainability to submit these amended work programs to the Oregon Department of Land Conservation and Development (DLCD) for State Approval
2. Contact Name, Department, & Phone Number:  
Al Burns, Bureau of Planning and Sustainability, (503) 823-7832
3. Requested Council Date:  
August 4, 2010, 3:30 Time Certain. This is the second of two ordinances sharing the same time certain.

Consent Agenda Item: \_\_\_\_\_ or Regular Agenda Item:  X

Emergency Item (answer below): \_\_\_\_\_ or Non- Emergency Item:  X

4. History of Agenda Item/Background

The establishment of the Planning and Sustainability Commission requires changes to Portland's state-approved Community Involvement and Periodic Review Work Programs.

The attached documents make the necessary reassignments of duties from the Planning Commission to the Planning and Sustainability Commission, but also:

- Better explain the relationship of the Portland Plan to the Comprehensive Plan;
- Clarify the roles and responsibilities of the Planning and Sustainability Commission, Community Involvement Committee, and Portland Plan Advisory Group;
- Provide a more detailed description of Periodic Review products;
- Reflect a more realistic estimate of Periodic Review task completion dates;
- Include changes required by DLCD concerning the coordination of housing and employment estimates with Metro.

A more extensive history is provided in the ordinance findings.

5. Purpose of Agenda Item:

The Ordinance would do two main things:

First, it would amend the City's state-approved Community Involvement work program and state-approved Periodic Review work program.

Next, it would direct the Bureau of Planning and Sustainability to submit these two amended programs, along with amendments to Title 33 of the Municipal Code and the Comprehensive Plan made by a companion ordinance, to DLCD.

6. Legal Issues:

Draft ordinance discussed with City Attorney, no issues identified.

7. What individuals or groups are or would be opposed and supportive of this ordinance?

Only supportive testimony presented to Planning Commission. Members of Community Involvement Committee and Planning Commission are supportive.

8. How Does This Relate to Current City Policies?

Carries out Portland Plan, provides for tighter integration and synergy between planning and sustainability programs.

9. Community Participation:

Mayor made presentations before existing commissions. Well vetted before Community Involvement Committee and Planning commission

A more extensive history of participation is provided in the ordinance findings.

10. Other Government Participation:

Metro and DLCD are informed. Bureau of Planning and Sustainability staff met with DLCD representatives, who identified no significant issues.

11. Financial Impact:

No financial impact. A statement has been prepared.



184047

City of Portland  
Bureau of  
**Planning and  
Sustainability**

Sam Adams, Mayor  
Susan Anderson, Director

July 21, 2010

**Portland Planning  
Commission**

Don Hanson, President  
Michelle Rudd, Vice President  
Howard Shapiro, Vice President

André Baugh  
Lai-Lani Ovalles  
Jill Sherman  
Chris Smith  
Irma Valdez

Portland City Council  
Portland City Hall  
1221 SW Fourth Avenue  
Portland, OR 97204

Dear Mayor Adams and Members of Portland City Council:

On July 13, 2010, the Portland Planning Commission held a hearing on the proposal to create a Planning and Sustainability Commission. We unanimously recommended that City Council create the new commission.

At that same meeting we also recommended that the City's Community Involvement Program and Periodic Review Work Program be amended to reflect the work of the new commission. One person testified in favor of these amendments.

The Planning Commission unanimously voted to recommend the amendments and to forward the amended programs to the Oregon Department of Land Conservation and Development for the necessary state approvals.

Thank you for considering our recommendation.

Sincerely,

Don Hanson, President  
Portland Planning Commission

---

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Portland, OR 97201-5350  
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184047

AS AMENDED  
8-4-10

**ORDINANCE EXHIBIT A**

**Recommended Revisions to the Community Involvement Work Program**

**Adopted by Council Resolution No. 36626**  
**August 6, 2008 Ordinance No. \_\_\_\_\_**  
**August 11, 2010**

**Public engagement Community Involvement Work Program**

---

**Purpose**

The purpose of ~~public engagement~~ community involvement in the periodic review work program is to provide open and meaningful opportunities for individuals and organizations to effectively influence Comprehensive Plan updates.

Portland has a proud and lengthy tradition of a well-informed, highly involved community committed to making Portland a great place to live, work and play. An extensive network of neighborhood associations and district coalitions, an active business community and a growing network of ethnic, immigrant and historically "hard-to-reach" communities all provide the City of Portland with a wealth of knowledge, commitment and passion from its people. As the City develops and undertakes periodic review, it is renewing its commitment to quality ~~public engagement~~ community involvement by building on the communities' strengths as well as the City's recent successes in community visioning and engagement.

**Officially Recognized Citizen Involvement Advisory Committee**

Integral to the ~~public engagement~~ community involvement work program is an official committee to advise the process regarding public engagement. State law gives the City three choices in terms of designating its ~~Citizen Involvement Advisory Committee (CIAC)~~ Community Involvement Committee (CIC):

1. The City Council may serve as its own advisory committee;
2. The City Council may designate the Planning Commission as the advisory committee; or
3. The City may appoint an advisory committee separate from the Planning Commission.

If the City selects the second or third options the members must be "broadly representative of geographic areas and interests related to land use and land-use decisions" and "be selected by an open, well-publicized public process."

In 2008 The Portland City Council adopted Resolution No. 36626 which accepted the recommendation of the City Planning Commission to use a combination of the second and third approaches listed above - that the Community Involvement Advisory Committee be composed of planning commissioners and at least nine other members of the community. A planning commission and a community member would serve as co-chairs. Community members for the CIAC would be nominated by the Mayor and confirmed by City Council for fixed terms.

On August 11, 2008, the Portland City Council adopted Ordinance No. \_\_\_\_\_  
which recognized that duties assigned to the former City Planning Commission would be

exercised by the new Planning and Sustainability Commission. This same ordinance adopted the committee's charter and bylaws. The name of the committee was changed to "Community Involvement Committee." These changes required update of Portland's public engagement program; now called the "Community Involvement Work Program." Under the updated program the Community Involvement Committee would consist of no more than eighteen (18) members. No more than three (3) of Community Involvement Committee Members would be members of the Planning and Sustainability Commission. The Chair of the Community Involvement Committee would be a member of the Portland Planning and Sustainability Commission. All members would be appointed by the Mayor and confirmed by the City Council for fixed terms.

Under this updated Community Involvement Program the ~~The committee~~ Community Involvement Committee would will:

1. Review, comment, and recommend changes to this draft public engagement community involvement program.
2. Monitor the public engagement community involvement process throughout the planning process to ensure the engagement involvement program is being properly carried out.
3. The CIC may also schedule quarterly regular work sessions and issue reports. If the CIC discovers through its monitoring and evaluation activities that the approved public engagement community involvement work program could be made more effective, it may recommend that the City Council make changes to the approved program.

The community members should reflect essential constituencies within Portland including, but not limited to, neighborhood association and district coalition networks, business associations, ethnic communities, and other organizations with interests in how Portland develops. The CIC will work on a participatory rather than a representative model. It is the CIC as a whole that reflects Portland as a community; members should not view themselves as the sole representative of a particular constituency or interest.

All CIC meetings will be subject to state open meetings and public records laws. To the CIC will collectively determine how to resolve any procedure issue that might arise during the course of a meeting, whether that be Robert's Rules of Order, consensus, modified consensus or other decision-making structure. The Portland Bureau of Planning and Sustainability would provide staff support for these meetings.

### **Guiding Principles**

The following principles are proposed to be used to guide public engagement community involvement during the preparation of plan updates and as the basis for ongoing monitoring and improvements to the public engagement work program.

The Portland Bureau of Planning and Sustainability will value and record all comments received. All recommendations received will be retained, considered and made available for public review. Every public recommendation made orally or in writing for a Planning Commission Planning and Sustainability Commission or City Council hearing will receive an official city response. The response will explain how the recommendation was considered and accommodated or why accommodation was not possible.



The Portland Bureau of Planning and Sustainability will provide effective tools and information in order to make effective public participation possible.

Information needed to make decisions will be presented in a simplified and understandable form. Assistance will be provided to interpret and effectively use technical information. Copies of technical information will be available on the Internet, at public libraries, at neighborhood coalition offices and at other locations open to the public. Translations of key documents will be available.

Decisions will be open, transparent and accessible. Reports containing the facts and reasons necessary to make particular decisions will be available at least twenty-one days before any ~~Planning Commission~~ Planning and Sustainability Commission or City Council hearing, and these reports will be retained for the life of the plan. All hearings venues will be accessible.

Plans, supporting documents, and plan-implementing measures will be adopted by City Council ordinances and will be retained in City offices easily accessible to the public and made available on the Internet.

## CHARTER OF THE CIC

### Purpose

The Portland Plan Community Involvement Committee (CIC) is charged with serving as the "eyes and ears" of Portland's many and diverse communities, ensuring that the perspectives of ALL Portlanders are reflected in the Portland Plan as it evolves.

CIC will interact with Bureau of Planning and Sustainability staff, particularly District Liaisons. The CIC will also work with the Office of Neighborhood Involvement's Public Involvement Best Practices Program, Diversity and Civic Leadership Program, and other initiatives designed to promote inclusive and meaningful public involvement in Portland. The CIC will continue the community's participation in the Portland Plan, a process that began with visionPDX, which captured and fleshed out our shared values of sustainability, equity, accessibility, community connectedness and distinctiveness.

CIC will receive information and be a checkpoint for a wide representation of community members to review, comment and advise the Bureau of Planning and Sustainability on the Portland Plan as it is developed. It will help guide the Planning and Sustainability Commission and City Council as they consider approval of the plan.

CIC will meet quarterly, or as needed. Subcommittees will be established to work on specific tasks as may be determined and will hold meetings as necessary. CIC will provide regular reports and updates to the Planning and Sustainability Commission.

### Committee Responsibilities:

1. Define criteria and principles for engaging Portlanders in a public involvement process for the Portland Plan, identify benchmarks and timelines to measure success, and serve as "guardians" of the process to make sure that criteria and principles continue to be adhered to throughout the development of the Plan.

2. Advise the Planning and Sustainability Commission on Portlanders' understanding, awareness and reaction to the Plan as it progresses. Recommend changes for outreach and public support for the plan as appropriate to stay flexible, responsive and transparent.
3. Provide guidance to and a sounding board for staff to test ideas, messages, informational materials and exercises – with special attention to clarity, accessibility, and relevance to issues of concern to the public.
4. Utilize the member's connection to their respective networks as ambassadors for the involvement process in the community.
5. Document key discussion points and decisions, post notes on the Portland Plan website, and appear before the Planning Commission for interaction and to provide reports.

## **BYLAWS OF THE CIC**

### **1. NAME OF ORGANIZATION:**

The name of the organization shall be the Portland Plan Community Involvement Committee (CIC)

### **2. PURPOSE**

The Portland Plan Community Involvement Committee is charged with serving as the “eyes and ears” of Portland’s many and diverse communities, ensuring that the perspectives of ALL Portlanders are reflected in the Portland Plan as it evolves.

CIC will interact with Bureau of Planning and Sustainability (BPS) staff, particularly District Liaisons. The CIC will also work with the Office of Neighborhood Involvement’s Public Involvement Best Practices Program, Diversity and Civic Leadership Program, and other initiatives designed to promote inclusive and meaningful public involvement in Portland. The CIC will continue the community’s participation in the Portland Plan, a process that began with visionPDX, which captured and fleshed out our shared values of sustainability, equity, accessibility, community connectedness and distinctiveness.

CIC will receive information and be a checkpoint for a wide representation of community members to review, comment and advise the Bureau of Planning and Sustainability on the Portland Plan as it is developed. It will help guide the Planning and Sustainability Commission and City Council as they consider approval of the plan.

CIC will meet quarterly, or as needed. Subcommittees will be established to work on specific tasks as may be determined and will hold meetings as necessary. CIC will provide regular reports and updates to the Planning and Sustainability Commission which has final authority on all matters related to the Portland Plan as it is referred to the City Council for approval.

### **3. COMMITTEE RESPONSIBILITIES**

a. Define criteria and principles for engaging Portlanders in a public involvement process for the Portland Plan, identify benchmarks and timelines to measure success, and serve as “guardians” of the process to make sure that criteria and principles continue to be adhered to throughout the development of the Plan.

- b. Advise the Planning and Sustainability Commission on Portlanders' understanding, awareness and reaction to the Plan as it progresses. Recommend changes for outreach and public support for the plan as appropriate to stay flexible, responsive and transparent.
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- d. Utilize the member's connection to their respective networks as ambassadors for the involvement process in the community.
- e. Document key discussion points and decisions, post notes on the Portland Plan website, and appear before the Planning and Sustainability Commission for interaction and to provide reports.

#### **4. MEMBERSHIP**

Qualifications: CIC consists of no more than eighteen (18) and no less than fourteen (14) members representing the diverse communities of Portland including racial/ethnic, gender, age, religious, and socio-economic diversity, none of whom may hold public elective office. Three (3) of those members shall be representatives of the Planning and Sustainability Commission as appointed by the President of the Planning and Sustainability Commission. The Chair shall be a member of the Portland Planning and Sustainability Commission.

Terms: CIC members shall serve for a period of three years commencing July 8, 2009 or until such time as the Portland City Council takes final action on the Portland Plan or until such time as may otherwise be determined by CIC. Members of the Committee who wish to resign before completion of the project shall provide a written letter of resignation to the CIC Chair.

Vacancies: Any committee vacancies shall be filled by persons nominated by the Mayor and confirmed by City Council.

#### **5. MEMBER RESPONSIBILITIES**

- a. Attend and actively participate in Committee meetings, and subcommittee meetings as appropriate.
- b. Interact with community members and partners to develop and promote interest and participation in the Portland Plan.
- c. Share information with local organizations in which you are involved, and gather, synthesize, and convey information and perspective from those organizations.
- d. Review background materials to understand the issues and their relevance to various communities.
- e. Provide a sounding board to ensure that a variety of data and viewpoints have been considered.
- f. Voice concerns directly, promptly, and constructively.

#### **6. STAFF RESPONSIBILITIES**

- a. Assist the Chair in preparing and distributing agendas and background materials in advance of meetings. Post agendas and other meeting materials on the website.
- b. Manage and facilitate the process for the good of the Committee as a whole.
- c. Attend and facilitate meetings as ex officio member.
- d. Develop summary notes from meetings and distribute them within seven (7) days of the meeting. These notes should faithfully represent areas of general agreement within the group and areas in which there are diverging viewpoints. Once accepted by the Committee, post notes on the Portland Plan website.

- e. Develop draft documents for Committee's review and comment.
- f. Provide relevant information to the Committee regarding ongoing City activities relating to the Portland Plan.
- g. Provide documentation of its activities and outcomes relating to the public involvement process.
- h. Provide verbal response to questions from CIC at meetings and otherwise in writing.

## **7. SUBCOMMITTEES**

The CIC Chair, in consultation with staff, shall create Sub Committees as may be deemed necessary to perform the work of CIC. Subcommittees shall be established as outlined in Addendum "A" with additional Subcommittees to be formed as may be necessary. The CIC Chair, in consultation with staff, shall also appoint Task Groups as required for the purpose of performing particular assignments.

## **8. FINANCIAL SUPPORT**

All members of the Committee serve without pay. BPS shall provide CIC with staff assistance necessary to enable it to discharge its duties.

## **9. OFFICERS**

Chair: The Planning and Sustainability Commission Chair shall appoint a member of the Planning and Sustainability Commission as the chair of the Committee. The chair shall preside at all Committee meetings. The chair shall represent the Committee at the Planning and Sustainability Commission and as requested by the Committee.

Executive Subcommittee: Members of the Executive Subcommittee shall select an alternate chair on a rotating basis from within the Subcommittee every three months. The alternate chair shall perform the duties of the chair in the chair's absence. The alternate chair may represent the position of the full Committee at Planning and Sustainability Commission and City Council meetings and as requested by the full Committee. The Executive Subcommittee shall attend Planning and Sustainability Commission and City Council meetings as a "spokes group" led by the Chair or alternate Chair.

## **10. MEETINGS**

CIC shall meet at least once a month during its initial six months as an operating organization. The frequency of meeting thereafter will be determined according to necessity. Meetings are conducted in accordance with adopted rules of procedure. Special meetings of the Committee may be called by the chair or by majority vote as deemed necessary. Meetings shall begin and end as scheduled.

## **11. AGENDAS**

Staff shall prepare a draft agenda for any meeting ten (10) days before the meeting. Upon approval of the agenda, staff shall publish the final agenda within five (5) days of the meeting.

Distribution of Agenda to Members: Staff shall e-mail the draft agenda to the Chair and members of the Executive Subcommittee for approval. Staff shall forward a final agenda and any materials necessary for the meeting to the full CIC within five (5) days of the meeting. On most occasions, delivery will be by e-mail, unless printed documents are requested by members, or staff deems e-mail inappropriate for the volume of documents.

Agenda Format: Agenda topics generally will include: approval of minutes, announcements, work items, and matters of interest to the Committee. The agenda may include discussion items at which no vote will be taken, or action items on which a vote may be taken. At any time

the Committee may take "straw votes" for informal assessment of positions or decline to make a recommendation.

## **12. QUORUM AND DECISION MAKING**

Two thirds of the active members of CIC shall constitute a quorum at a meeting of the full Committee. In the spirit of harmony and goodwill that comprise the common goals of CIC and its members, formal votes will generally not be taken. Decisions will be made via consensus utilizing a "fist to five" [See Addendum "B"] process whereby the sense of the group can be determined.

In the event there is a major issue that significantly divides the members, the Chair may, in his or her discretion, call for a formal vote. A majority of members present must vote affirmatively in order to take action. Individual members may not have more than one vote. In the event there is an issue where it is known in advance that a vote will take place at an upcoming meeting, members may vote by proxy, but such member(s) will not be included for the purpose of determining a quorum. Proxy shall apply only if original language and intent does not change.

## **13. PUBLIC PARTICIPATION**

Any general or special meeting is open to any person who may wish to be heard regarding any item on the agenda. It is up to the discretion of the Chair of CIC when or whether public comments will be received at the meeting or deferred to the Planning and Sustainability Commission for hearing. Only CIC Committee members will be eligible to vote.

## **14. PROCEDURES**

Roberts Rules of Order shall be followed in all areas not covered by the bylaws.

## **15. POWERS**

CIC shall make recommendations on community involvement policies and issues to the Planning and Sustainability Commission. The Committee performs an advisory role to the Planning and Sustainability Commission and fosters communication and leadership on the Portland Plan community involvement issues. Whereas the Planning and Sustainability Commission holds hearings and makes recommendations to City Council on policy matters pursuant to City Code Chapter 33.710.040.D., CIC shall forward any recommendation on a policy matter to the Planning and Sustainability Commission for public hearing.

## **16. ATTENDANCE**

While CIC is composed of a group of volunteers with busy schedules, it is expected that Committee members will notify the Chair or the appropriate staff member if unable to attend a full CIC or subcommittee meeting. Members missing two (2) consecutive full CIC meetings shall be asked to meet with the Chair and members of the Executive Committee to determine whether the member has sufficient time and interest to continue on the CIC". The chair, in consultation with the Executive Committee, will make a determination based on the best interests of the member and the CIC.

If a member is unable to attend a meeting, he or she may provide, in advance, written comments relevant to the agenda or may participate via teleconferencing. A member participating via teleconferencing will be included in the quorum count.

An alternate may not be appointed as a representative of a member

**17. CONFLICT OF INTEREST PROCEDURES**

A member of the Committee may not participate in any action in which the member has a direct or substantial financial interest. Any actual or potential interest must be disclosed at the meeting where the action is scheduled.

**18. SUBMISSION OF PROPOSALS**

Any person or group, inside or outside the Committee may propose items for consideration and/or recommendation to the Committee. CIC shall decide when or whether to receive oral comments during the meeting about matters on the agenda or request written comments for continued deliberation.

**19. PUBLIC MEETINGS/PUBLIC RECORDS REQUIREMENT**

CIC shall abide by all Oregon statutes relative to public meetings and public records. Official action(s) taken by the Committee shall be on record or included in the minutes of each meeting. The minutes shall include a record of attendance and the results of any vote(s) taken. A summary of views, including dissenting views, shall be transmitted along with any recommendation made by the Committee to the Planning and Sustainability Commission for acceptance at a regular meeting of the Planning and Sustainability Commission. Official records will be kept on file at BPS.

**20. COMMUNICATION**

Communication with the media and broader public by the CIC shall be primarily the responsibility of the Chair or other members of CIC as may be designated by the Communications Sub Committee. Members are not to represent the committee in conversations with members of the media, both on and off the record, with regard to matters of policy or substance, to promote an individual agent or to presume to represent the positions of the CIC or its other members. Members may share, verbatim, information provided to the CIC by the Communications Subcommittee, in keeping with Open Meeting and Public Information Law. For example, talking points, presentation materials and other materials as have been provided by the staff of the Bureau of Planning and Sustainability may be quoted.

When speaking from his/her own point of a view, a member must clearly state in advance, and several times during the discussion that "I am stating my own opinions and make no claim that they represent those of the CIC or other members, though they may."

**21. NONDISCRIMINATION**

CIC will not discriminate against individuals or groups on the basis of race, religion, gender, marital status, familial status, national origin, age, physical or mental disability not constituting a bona fide qualification, sexual orientation, gender identity, source of income or Vietnam era veterans' status.

**22. ADOPTION AND AMENDMENT OF BYLAWS**

All amendments to these bylaws must be proposed in writing and submitted to members at least ten (10) days before a decision on its adoption may proceed. The process for adoption shall comply with the decision process as described in Article 12 above.

**23. REVIEW**

In order to maintain flexibility and to promote best practices in the ongoing proceedings of the Committee, and to further determine that the heretofore bylaws are working as intended, the Executive Subcommittee shall review the bylaws no later than six months after its adoption. At that time, the Subcommittee may recommend any amendments to the bylaws to the full Committee as may be deemed appropriate.

## PUBLIC ENGAGEMENT COMMUNITY INVOLVEMENT BEST PRACTICES

### BEST PRACTICES

Portland Plan staff, along with its working partners, agencies, and the Community Involvement Committee (CIC), engaged Portlanders in a **continuum of outreach approaches** that build upon one another (see graphic below).



Notification – Information – Presentations – Interactive Activities

Notification is the least intensive approach to public involvement where as interactive activities represent the most intensive. From mailers send to household, to summarized fact sheets on background reports, to ads in community newspapers, to online forums including survey and social media, and to interactive polling workshops and specialized hosted presentations, the continuum of approaches resulted in a collaborative effort that engaged both partners and Portlanders.

To effectively evaluate whether or not Portland Plan staff and its working partners complete successful public engagement and outreach, the CIC established **five measurable goals**:

1. Build on existing relationships
2. Engage broader and more diverse groups with education and information, and provide all interested with enough education so they can meaningfully participate
3. Provide multiple venues and means for community involvement and engagement
4. Involve as many people as possible
5. With feedback and continuous engagement throughout Portland Plan development and implementation, ensure community members are being heard.

These goals are drawn from the best practices listed below.

#### **Use a range of outreach channels:**

- Build upon existing networks and information channels;
- Fund existing community organizations to help them develop their own participation strategies;
- Focused on groups that tend not to participate, or are underrepresented, in larger public meetings.
- Use the Portland Plan is an opportunity to build capacity within community organizations and underrepresented communities.
- Reach out to all generations and communities by having discussions, attending events and meetings and making information available where people live, study and hang out;
- Record comments and ideas at meetings and events, provide timely response to questions and concerns, and make comments accessible to the public;

- Create one central official project mailing list for project communication (include both U.S. mail and e-mail addresses);
- Maximize web-based tools such as the project web page, electronic newsletter and short videos; and
- Design and implement a media strategy, including regular press releases promoting on-going newspaper and radio/TV coverage.
- 

**Use accessible outreach materials:**

- Compose several audience-appropriate materials targeted to and based on input from youth and other under-represented and hard-to-reach communities, groups and individuals;
- Create a standard and graphic style for all written/print materials so that materials are easily identified as part of this project;
- Translate key materials into several languages and use appropriate and effective channels for distribution of information such as in partnership with trusted community-based organizations and cultural groups; and
- Present materials in alternative formats; always have materials available digitally and in standard print formats as well as large-print format on request



## PHASES OF THE PERIODIC REVIEW WORK PROGRAM

In addition to general best practices there are phase-specific best practices. The Periodic Review work program is organized around four phases. Public engagement community involvement methods and strategies will be tailored for each phase of the work program. The following summarizes the work and products of the phases:

### **Phase I: Community Involvement**

The involvement program begins with the appointment of the Community Involvement Committee, followed by the drafting of a charter and bylaws, review and possible improvement of the involvement program.

The involvement program is deployed, reviewed and adjusted throughout all phases of the periodic review work program.

### **Phase I II: Develop Work Program Adequate Factual Base**

~~This phase will be used to compile and share baseline information, define the scope of the project and prepare a work program.~~

~~Research will be conducted to build a shared base of facts on which to build the work program. This includes an assessment of existing City plans and programs in light of existing conditions, observable trends, and the values and information identified through the visionPDX project. At a minimum, the project scope must meet the needs of the state comprehensive plan "periodic review" requirements. A more far reaching scope is expected to be needed to respond to the direction of City Council and the aspirations of the community.~~

~~This phase of the work program concludes with the City Council adoption of the work program and public engagement program a buildable lands analysis, housing needs analysis, economic opportunities analysis, and estimates of future housing and employment capacity.~~

### **Phase II III: Alternative Futures**

~~In this phase, additional research will be conducted as needed on issues, constraints, problems, and opportunities facing the city. Through outreach, research and analysis, the City will compile community needs and desires in greater detail. The analysis of conditions, previous plans and community values will be combined with community input to develop draft goals, guiding principles and initial evaluation criteria for the plan. The results of this work will define the shared "Planning Context" context known as the Portland Plan. The City will make summaries of the results available and easily accessible.~~

~~The information contained in the Planning Context document will be further refined into a menu of choices that can be used to define and test alternative courses of action. This refinement will be done in two parts. First, the City will frame basic choices that will be organized as "themes," strategies and objectives, with each theme emphasizing a different mix of community values. Second, through analysis and public input, themes will be combined and developed into "scenarios" for detailed modeling and evaluation. Each scenario will be analyzed based on the community-generated evaluation criteria and state requirements.~~

The initial Portland Plan product will be a broad strategic framework that will inform the development of a more detailed Comprehensive Plan. The refinement and translation of the Portland Plan framework into a Comprehensive Plan will be done in two parts. First, the Portland Plan will describe a menu of choices. These choices will be organized as interdisciplinary strategies and policy objectives, with each choice reflecting a different mix of community values and priorities. These different mixes will be refined and analyzed as Portland Plan themes. Second, Portland Plan themes will be combined and developed into land use and public investment "scenarios" for more detailed modeling and evaluation.

The Mayor will appoint a Portland Plan Advisory Committee to assist the Bureau of Planning and Sustainability and the Planning and Sustainability Commission in the development and analysis of Portland Plan strategies, objectives, themes and scenarios.

The work of the Portland Plan Advisory Group will be primarily focused on technical and policy analysis, and strategy building, while the Community Involvement Committee will advise the Bureau of Planning and Sustainability and the Planning and Sustainability Commission in all matters of community involvement.

The Planning and Sustainability Commission will advise the City Council on all matters related to the Portland Plan. This includes community involvement, technical and policy advice. The Planning and Sustainability Committee will receive advice from the Community Involvement Committee and the Portland Plan Advisory Committee.

Because there is not always a clear demarcation between community involvement, policy and technical advice, the Community Involvement Committee and the Portland Plan Advisory Group will remain in close communication. Communication techniques may include, but are not limited to:

- Joint publication of meeting notices,
- Cross-reporting of meeting outcomes,
- Some membership overlap, and
- Occasional joint meetings or attendance.

Any quorum of the Community Involvement Committee or the Portland Plan Advisory Group will be "meeting" of a "public body" within the meaning Oregon law. All such meetings will be noticed and open to the public, but these committees do not conduct public hearings and do not receive public testimony.

The Planning and Sustainability Commission is authorized by the City Code to conduct public hearings and to receive public testimony.

### **Phase III-IV: Plan Development**

This phase contains big decisions, or what the state planning requirements call "the ultimate policy choice." The preliminary decision will be presented in the form of a "Concept Plan" recommended by the ~~Planning Commission~~ Planning and Sustainability Commission and accepted by the City Council. This concept plan will be fleshed out and refined through public outreach.

The approved concept plan will be used as the basis for the final plan, which will include a "physical plan" component. The "physical plan" will be the more detailed basis for revision or replacement of the comprehensive plan map. Since this map serves as the basis for land use regulations, the presentation of the draft "physical plan" may require individual notice to property owners whose development opportunities would be affected by the proposed plan.

Comprehensive plan updates must also be coordinated with plans of other affected governments. State law requires the City to provide notice of the proposed adoption of a new plan to affected governments, and to consider and respond to their comments. Portland is quite likely to receive comments from Multnomah County, the school districts, Metro, the Port of Portland, Tri-Met, adjoining cities, and several state agencies. Based on the probable effects of adoption and expected feedback from affected and interested persons and governments, the physical plan could be revised.

The products of this phase are plan updates recommended by the Planning Commission, adopted by City Council, and submitted to the state as a final decision.

#### **Phase IV V: Implementation**

This phase is about selecting necessary and sufficient means to carry out the comprehensive plan. State law provides that, "plans shall be the basis for specific implementation measures," and requires that "these measures shall be consistent with and adequate to carry out the plans." In other words, plans are not supposed to contain "orphaned" policies. Every provision of a plan is supposed to be carried out some time during the life of the plan, certainly within 20 years of adoption.

Implementation measures for the existing comprehensive plan include the zoning map and code, urban renewal districts, written agreements with other governments and development partners, lists of capital projects needed to support the physical plan and tax abatement programs. Each of these measures might need to be changed or replaced.

The products of this phase are new or revised implementing measures recommended by the Planning Commission, adopted by City Council ordinance and submitted to the state as a final decision.

#### **PHASE-SPECIFIC BEST PRACTICES**

##### **Phase I II: Develop Work Program Adequate Factual Base November 2007 to August 2008**

The purpose of public engagement community involvement in Phase I of the project is to inform people about the project, identify additional issues, needs and desires that the community wants addressed in the plan and provide people with an opportunity to review and comment upon the draft assessments and preliminary work program.

- 1. Public engagement community involvement may include, but is not limited to:**

- a. Go where the people are; attend neighborhood and other community and civic meetings to introduce the plan update process; and
- b. Host a series of community meetings to educate folks about the planning process and to get feedback on the draft assessments of comprehensive plan and Central City Plan and draft work program.
- c. ~~Two Planning Commission~~ Planning and Sustainability Commission hearings.
- d. One City Council hearing.
- e. Report on public comments received at public hearings.

## **Phase II ~~III~~: Develop Alternative Futures for Portland Spring 2008 to Spring 2009**

### **Establish the Portland Context**

The purpose of ~~public engagement~~ community involvement at this step of Phase II is to inform the community about the project; identify issues and generate ideas for addressing issues and opportunities; and identify/discuss preliminary goals and principals that will be used to shape and evaluate alternative strategies/scenarios for accommodating projected growth, addressing issues and realizing opportunities.

### **2. ~~Public engagement~~ community involvement may include, but is not limited to:**

- a. Host citywide Summits to engage, inform and inspire Portlanders with big picture possibilities and generate ideas that will help shape the plan;
- b. Go to where the people are; attend neighborhood and other community and civic meetings;
- c. Use web-based input tools: surveys and comment forms to inform and solicit ideas;
- d. Use opinion surveys, interviews and feedback forms to solicit information to help inform the planning effort; and
- e. Conduct outreach at summer events: be present to provide information, answer questions and take in feedback at other community events and forums such as cultural activities, clean-up days, farmers markets, etc.

### **Develop Initial Choices and Themes**

The purpose of ~~public engagement~~ community involvement at this step of Phase II is to continue soliciting community input, building upon the previously gathered information, to develop and refine potential alternative futures for Portland, and identify preferences.

### **3. ~~Public engagement~~ community involvement may include, but is not limited to:**

- a. Community workshops and forums showcasing alternative choices and asking for direction in narrowing choices;
- b. Focus groups, task forces and special committees as needed;
- c. Self-directed community discussion groups and study circles; and
- d. First phase of selecting, training and building relationships with a corps of volunteers to participate as community discussion leaders.

### **Narrow and Refine Scenarios and Choices**

The purpose of ~~public engagement~~ community involvement at this step of Phase II is to pull together information from the public regarding the preliminary scenarios and goal/policy choices,

identify common themes and preferences and merge similar components to form a limited number of alternative choices.

**4. ~~Public engagement~~ community involvement may include, but is not limited to:**

- a. Community workshops and forums (Two rounds: The first round would involve reviewing broad brush, alternative scenarios for the future and big picture policy choices, generating other ideas, and identifying preferences. The second round would involve reviewing and refining three or four scenarios and major policy choices derived from the first round of workshops).
- b. Focus groups, task forces and special committees as needed;
- c. Citywide events;
- d. Self-directed community discussion groups, study circles;
- e. Continued development of a corps of volunteers as leaders in facilitation of community discussions;
- f. Web-based education and feedback tools: on-line questionnaires, videos, discussion guidelines, etc;
- g. ~~Planning Commission~~ Planning and Sustainability Commission hearing;
- h. City Council hearing; and
- i. Report on comments received at public hearings

**Phase III-IV: Plan Development  
Summer 2009 to Spring 2010**

**Develop the Concept Plan**

The purpose of the ~~public engagement~~ community involvement in Phase III is to flesh out and refine the scenario and big picture goals and policies preferred by the City Council in partnership with the people of Portland.

**5. ~~Public engagement~~ community involvement (may include, but is not limited to):**

The ~~public engagement~~ community involvement shifts at this point. The City will no longer need public input to define and refine concepts and goals, but to instead to refine a draft concept plan. In this phase of the project, community education about the draft concept plan is critically important.

- a. Corps of volunteers takes a leadership role in public education about preliminary draft of new and revised Comprehensive and Central Portland Plans;
- b. Community meetings and forums continue to review and refine the draft plan;
- c. Focus groups, task forces and special committees as needed;
- d. Outreach at summer events: be present to provide information, answer questions and take in feedback at other community events and forums such as cultural activities, clean-up days, farmers markets, etc;
- e. Interviews and feedback forms; and
- f. Web-based education and feedback tools: online questionnaires, videos, discussion guidelines, etc.

**Refine and Adopt the Plan Updates**

The purpose of ~~public engagement~~ community involvement at this step in Phase III is to collect comments and input that assist the staff and the ~~Planning Commission~~ Planning and Sustainability Commission in amending and refining the concept plan.

**6. ~~Public engagement~~ community involvement (may include, but is not limited to):**

- a. Web-based education and feedback tools: online questionnaires, videos, and discussion guidelines, etc.;
- b. Community workshops and forums;
- c. Focus groups, task forces and special committees as needed;
- d. Corps of volunteers takes a leadership role in public education and further refinement of draft plan;
- e. ~~Planning Commission~~ Planning and Sustainability Commission hearing;
- f. City Council hearing(s); and
- g. Report on comments received at public hearings.

**ORDINANCE EXHIBIT B**

**Recommended Amendments to Portland's Periodic Review Work Program**

## Recommended Amendments to Portland's Periodic Review Work Program

### **TASK I – Community Involvement**

#### **Task I Overview**

Ensure meaningful, timely, and sufficient community participation in all phases of plan update.

#### *Subtask A – ~~Appoint Community Involvement Committee Appointment~~*

The Community Involvement Committee will consist of no more than three members of the City Planning and Sustainability Commission and at least nine others members nominated by the Mayor and confirmed by the Portland City Council.

#### *Subtask B – ~~Establish Standards and Practices~~*

The Community Involvement Committee will review the Public Engagement Community Involvement Program (Exhibit B of the Resolution) to ensure it contains sufficient and appropriate standards and practices. Needed improvements will be identified by the Community Involvement Committee and recommended to City Council by the Planning and Sustainability Commission as possible amendments to the periodic review work program.

#### *Subtask C – ~~Monitoring and Evaluation~~*

The Community Involvement Committee will meet at least quarterly and advise the Planning Bureau of Planning and Sustainability and the Planning and Sustainability Commission on the proper application of standards and practices. Needed improvements will be identified by the Community Involvement Committee and recommended to City Council by the Planning and Sustainability Commission.

#### *Subtask D – ~~Plan and Code Recommendations~~*

The Community Involvement committee should review Goal 9 (Citizen Involvement) and Goal 10 (Administration) of the Portland Comprehensive Plan, and the “Legislative Procedures” Chapter of the City Zoning Code (Title 33) and provide recommendations to the Planning and Sustainability Commission for beneficial changes.

#### **Task I Products**

Report to Council containing list of confirmed appointments to the Community Involvement Committee.

Ordinance in Council adopting improvements to the Community Involvement Program, including standards and practices.

Regular evaluation of the Community Involvement Program.

Ordinance in Council adjusting the community involvement provisions in the City Code and Comprehensive Plan.



**Task I Submission Dates**

Appointments to the Community Involvement Committee will be submitted before May 1, 2010.

The first set of improvements to the Community Involvement Program, City Code, and Comprehensive Plan will be submitted before September 30, 2010. Any additional improvements will be submitted within 30 days of their adoption by Ordinance of the Portland City Council.

An evaluation of community involvement leading up the adoption of each Task II, III, IV, and V product will be included with the submission of that product.

## TASK II – Inventory and Analysis

### ***Task II Overview***

Research and analysis necessary to provide a solid factual base for plan updates

#### *Subtask A – Characterization of Existing Land Supply*

An inventory will be constructed in three parts: constrained, highly constrained, and unconstrained.

##### 1. Constrained Lands

Development is allowed on constrained lands, but with added scrutiny. The Constrained Lands inventory will be constructed from the best available, parcel specific information on the following:

- Infrastructure Limitations – Areas where an existing transportation, water, sewer, or drainage feature may be insufficient to support current plan designations
- Airport Conflicts – Areas where building use and height must be limited near Portland International Airport because of aircraft approaches or departures, aircraft noise, or safety concerns.
- Heliport Conflicts – Areas where building height must be limited near the Portland Heliport.
- Significant Natural Resources – Streams, lakes, riparian areas, forests, fish and wildlife habitats, scenic views, sites and corridors, groundwater recharge areas, designated open space, and three delineated wellhead protection areas - Columbia South Shore, Vivian, and Gilbert.
- Significant Cultural Resources – Historic districts, buildings, and sites; archeological sites; and areas subject to consultation with Native American tribal governments
- Landslide Hazards – Areas of historic failures; areas of unstable, old and recent landslides; and all slopes over 25%. Hazards will be identified from the best available topographic maps, and the following information from the Oregon Department of Geology and Mineral Industries, should this information become available at a parcel-specific scale: Statewide Digital Landslide Database (SLIDO), and Rapidly Moving Landslide Hazard Zones (IMS-22).
- Earthquake Hazards – Fault lines, areas subject to liquefaction, and areas subject to moderate or severe damage from earthquakes should Department of Geology and Mineral Industries databases IMS-1 and IMS-16 information become available at a parcel-specific scale.
- Floodplains and other Areas Subject to Flooding – Areas identified from Federal Emergency Management Agency 100-year flood maps, 1996 actual flooding, areas with impervious soils or other drainage problems, and areas with shallow ground water.

- Contaminated Areas – Areas identified by the Oregon Department of Environmental Quality from the following sources: Environmental Cleanup Sites I (ECSI), Confirmed Release Sites (CRL) and Underground Storage Tank Cleanup Sites (UST), should this information become available on a parcel-specific basis.

### 2. Highly Constrained Lands

Urban level development is rarely allowed on highly constrained lands, but provisions are often made to transfer development opportunity to less constrained sites. The highly constrained lands inventory will be composed of the following.

- Publicly Owned Land – Those publicly owned or controlled lands that do not provide for employment or residential uses. Examples include parks, rights-of-way, and the beds and banks of navigable waterways.
- Floodways – Areas mapped as floodways by the Federal Emergency Management Agency.
- Conserved Land – designated environmental protection areas; and land benefiting from farm, forest, or open space tax deferral programs.
- Rural lands – Lands that are both not within the regional urban growth boundary and not designated as urban reserves by Metro.

### 3. Unconstrained Lands

These are lands not falling within the previous two categories. This is the “Buildable Lands” inventory within the meaning of Statewide Planning Goal 9 (Economy) and Goal 10. The City will not employ this term because it engenders too much confusion, particularly the assumption that land not so inventoried is not buildable; thus the synonym “Unconstrained Lands” inventory.

#### *Subtask B – Estimate of Remaining Development Potential*

Remaining development potentials for housing and employment will be calculated from the existing Comprehensive Plan Map. This will involve the establishment of a standard set of justifiable assumptions for different categories of urban land, particularly for areas where infill development or redevelopment is likely. The spatial distribution of existing and potential development will inform a “base case” for an alternatives analysis.

#### *Subtask C – Coordination of Population and Employment Forecast*

Portland will begin periodic review without a current regional population forecast, or identified 20-year housing and employment needs. The beginning assumption is that Portland needs to accommodate at least its 2002 Metro allocation of jobs and housing, plus an added increment. Portland will work with Metro during periodic review and will recognize the new regional forecasts and allocations when they become available. An important part of this effort will be working with Metro to refine modeling assumptions to better estimate Portland’s remaining development potential.

*Subtask D – Identification of Employment Needs*

Future needs and opportunities will be examined and compared to existing conditions.

1. A new Economic Opportunities Analysis will be prepared. This analysis will describe international, national, state and local economic trends related to the types of business likely to locate or expand in Portland.
2. The City will also reexamine the adequacy of its existing industrial land base, identify "prime" industrial land, and characterize long-term and short-term supplies of industrial land suitable for different employment types in the City's various employment districts.
3. Portland will also assess the adequacy of its land base for non-industrial employment. Land supply and demand analyses will consider urban centers, main streets and corridors, commercially underserved neighborhoods, and institutional land needs (e.g., schools, hospitals and universities).
4. The amounts of employment land of the constrained and unconstrained inventories will be identified.

*Subtask E – Identification of Housing Needs*

Existing and expected housing stock will be characterized by type and affordability.

1. Portland will recognize Metro's new population forecast, housing urban growth report, and allocation of regional housing potential.
2. Portland will perform a "needed housing" examination, profiling existing and expected residents and the amount of housing affordable for different brackets of household income. Expected surpluses and deficiencies in different housing types and affordability ranges will be identified. The residentially zoned part of the unconstrained inventory will be checked to determine whether it contains the potential of 10-units per acre, and whether half the remaining potential is for multi-dwelling and attached single dwelling structures.
3. The City will also examine its total housing potential lost or gained since the last periodic review, particularly the supply of more affordable housing. Amounts of housing land on the constrained and unconstrained inventories will be identified.
4. The City will identify any provisions in its zoning and other codes that might serve as barriers to the provision of identified forms of needed housing. An example of one such form might be courtyard housing designed for families with young and school-aged children.

**Task II Products**

Ordinance of City Council adopting at least the following as Comprehensive Plan background documents:

- Inventory Map of Buildable Residential Lands
- Inventory Map of Buildable Employment Lands
- Inventory Map of Significant Natural Resources
- Inventory Map of Hazards
- Housing Needs Analysis
- Economic Opportunities Analysis
- Estimate of Remaining Housing Capacity
- Estimate of Remaining Employment Capacity

**Task II Submission Date**

All Task II products will be submitted before December 31, 2010.

### **Task III – Consideration of Alternatives**

#### ***Task III Overview***

The City will identify the consequences of alternative patterns of development. Development patterns will be depicted by use, intensity, and form.

#### ***Subtask A – Develop Evaluation Criteria***

Evaluation criteria will include the state requirements for the examination of the economic, social, environmental, and energy consequences of different choices. Examples of measured consequences would include trip generation potential by mode and potential changes in housing costs. Additional evaluation criteria will be derived from community values identified through the visionPDX project.

#### ***Subtask B – Thematic Alternatives***

Simplified consequence analysis will be applied to different patterns of urban development. Alternatives will be designed to emphasize particular community values. There will be several of these.

#### ***Subtask C- Detailed Alternatives***

Detailed consequence analysis will be applied to a base case derived from a probable build-out of the existing comprehensive plan, and at least three other alternatives - each trying to achieve an optimum mix of community values.

#### **Task III Products**

Ordinance of City Council adopting an analysis of the social, economic, energy and environmental consequences of at least three alternative spatial deployments of the housing and employment needs as a Comprehensive Plan background document

#### **Task III Submission Date**

The Task III alternative analysis will be submitted before June 30, 2011.

## Task IV – Policy Choices

### ***Task IV Overview***

Policy choices are decisions informed by the alternatives analyses. They must be recommended by the Planning and Sustainability Commission and adopted by City Council ordinance. This task description is fairly general because it attempts to describe only plausible decisions. The actual decisions must be based on the yet-to-be-completed preliminary work described in Tasks II and III above.

### *Subtask A – Physical Plan (New Comprehensive Plan Map)*

A new plan for the physical development of the City will replace the existing Comprehensive Plan map. This plan might be form-based, use-based, or employ a combination of both approaches. All other periodic review policy choices should be derived from or supportive of the future development pattern depicted on the physical plan.

### *Subtask B – ~~Economy~~ The Economic Element*

1. The City will adopt long-term policies and shorter-term strategies for economic development.
2. Different types of employment districts may be established.
3. Sufficient vacant, partially developed, and re-developable land will be identified to meet expected employment needs.
4. Coordination with Metro to ensure sufficient capacity for job growth within Portland is recognized by the regional *Urban Growth Management Plan*. This allocation will be derived from the point forecast of total regional employment needs for the Year 2030.

### *Subtask C – The Housing Element*

1. The City will adopt long-term policies and shorter-term strategies for meeting identified housing needs.
2. The City may revisit its “no net loss” housing policy or adopt alternative housing conservation policies, particularly policies aimed at preserving the existing stock of affordable housing.
3. Sufficient vacant, partially developed, and re-developable land will be identified to meet expected employment needs.
5. Coordination with Metro to ensure sufficient capacity of housing growth within Portland is recognized by the regional *Urban Growth Management Plan*. This allocation will be derived from the point forecast of total regional population growth for the Year 2030 divided by forecasted future average household size..

### *Subtask D – The Public Facilities Element*

1. New facilities plans will be developed to meet service requirements of the physical plan. These plans may provide for future updates through post-acknowledgement plan amendment processes to take account of better forecasting and modeling procedures expected to become available within the next five years.
2. Transportation, sewer, drainage, and water projects necessary to support future development will be identified and adopted as part of the plan.
3. The existing Portland International Airport, and any proposed airport expansion areas, will be depicted as public facilities in the plan.
4. A decision will be made to either continue or discontinue operation of the Portland Heliport. If continued the heliport would be depicted in the plan.
5. Should one or more school districts complete facility planning during the course of periodic review, and should the City be requested by a school district, the City could depict the general location of desired future school sites in the plan.

*Subtask D E – The Transportation Element*

1. Conforming amendments to the City Transportation System Plan will be made for updates to the Regional Transportation Plan.
2. If authorized by the Regional Transportation Plan the City might adopt alternatives to the “Level of Service” standard for characterizing the adequacy of existing and proposed transportation facilities. These alternatives might apply citywide or only within designated areas. In the absence of further state guidance the City might also adopt standard methods for examining the transportation effects for proposed intensifications or urban development.
3. The City might also consider a system of modal preferences or desired mode splits as part of its street classification scheme.

**Task IV Products**

Ordinance of City Council adopting at least the following amendments to the Portland Comprehensive Plan:

- Land Use Map depicting property-specific locations and intensity of needed housing and employment
- Economic Element, including coordination with Metro
- Housing Element, including coordination with Metro
- Transportation Element, conforming to Regional Transportation Plan

**Task IV Submission Dates**

All Task IV products will be submitted before June 30, 2012.



## Task V - Implementation

### ***Task V Overview***

Whatever policy decisions are made, they must be carried out by sufficiently robust implementation measures. It is important to emphasize that not all these measures are regulatory. Funding an identified public works project is an example of plan implementation, as are programs carried out by government-to-government or public private partnerships. Because policy decisions have yet to be made, the illustrative implementation measures are necessarily vague. Possible new implementation measures might include:

1. Retention measures for prime industrial land and affordable housing stock,
2. Remediation programs for brownfields,
3. Adjustments to minimum residential density requirements, or application of minimum density requirements to mixed use development or residential development in non-residential zones,
4. Form-based design standards,
5. Construction of additional streetcar lines,
6. Interagency agreements with special districts,
7. Establishment of new urban renewal areas,
8. A standard method for estimating traffic generation potential of proposed plan amendments,
9. New community involvement and outreach programs,
10. Inter-bureau strategies to carry out plan objectives, or
11. Adjustment of height, noise, and use limitations around airport.

### **Task V Products**

Ordinance of City Council adopting regulations, projects, and agreements sufficient to carry out the amended Comprehensive Plan.

### **Task V Submission Dates**

All products will be submitted before September 30, 2012.

### **FINAL WORK PROGRAM COMPLETION DATE**

All periodic review tasks must be completed by October 1, 2012.

**Exhibit C****DEPARTMENT OF LAND CONSERVATION AND DEVELOPMENT****ORDER AND REPORT ON RESPONSE TO OBJECTORS**

(Mark Bartlett, Lynn Schore,  
Linnton Neighborhood Association)

**DLCD Order 001773**

September 30, 2009

**I. DECISION**

Pursuant to Oregon Administrative Rules chapter 660, division 25, and based on the analysis and conclusions contained in this report, the Director rejects the objections of Mark Bartlett, Lynn Schore, and the Linnton Neighborhood Association to the City of Portland's Periodic Review Evaluation and Work Program, and approves the city's Periodic Review Evaluation and Work Program.

**II. BACKGROUND – Summary of Timeline, Decisions, City's Submittal and Context**

The City of Portland (City) received notice from the Department of Land Conservation and Development (DLCD) to initiate periodic review on November 13, 2007. Pursuant to OAR 660-025-0090(3), the City requested, and the director granted, a 90 day extension to its original completion date of May 12, 2008, in order to complete its evaluation and work program. On August 11, 2008, the City submitted to DLCD both the "Locally-Adopted Periodic Review Evaluation" and the "Locally-Adopted Periodic Review Work Program," that the City Council approved on August 6, 2008. Also, the Bureau of Planning (BOP) staff appeared before the State Citizen Involvement Advisory Committee (CIAC) at its August 21, 2008 meeting. Pursuant to ORS 197.160, the CIAC reviewed the City's proposed Committee for Citizen Involvement (CCI) and Citizen Involvement Program (CIP), Task I of its "Locally-Adopted Periodic Review Work Program." The CIAC provided recommendations for improvements to the work program for consistency with Goal 1.

The 21-day period for filing objections ended September 2, 2008. The Department received objections filed by three parties: Mark Bartlett, Lynn Schore, and the Linnton Neighborhood Association. The Department submitted its comments on the evaluation and work program to the City on September 9, 2008. On December 31, 2008, the City submitted a revised evaluation and work program and a revised CIP that conformed to the suggestions of the CIAC.

The City's periodic review process is not an isolated planning process; it is rooted in the larger context of the Portland Plan. The Portland Plan is a complete rewrite of the 1980 Comprehensive Plan and the 1988 Central City Plan. It combines elements of urban design, sustainability, and economically viable long-range planning. With a 30-year planning horizon, the Portland Plan is intended to guide the physical, economic, social, cultural, and environmental development of Portland.

ORS 197.628 and OAR 660-025-0010 describe the purposes of periodic review and establish the scope of the department's review. Both the statute and the rule specify that the purpose of periodic review is for comprehensive plans and land use regulations to remain in compliance with the statewide planning goals and to adequately provide for economic development, needed housing, transportation, public facilities and services, and urbanization. ORS 197.628(2) further specifies that the Land Conservation and Development Commission (LCDC) shall concentrate periodic review assistance on the statewide planning goals that pertain to economic development, needed housing, transportation, public facilities and services, and urbanization.

### III. OBJECTIONS

#### A. The objectors are:

- a) Mark Bartlett,
  - 4 objections
- b) Lynn Schore,
  - 1 objection
- c) Linnton Neighborhood Association,
  - 1 objection

#### B. Criteria for valid objections:

Only persons who participated at the local level, orally or in writing, during the local process leading to the evaluation and work program or decision that no work program is necessary, may object to the City's decision. To be valid, an objection must:

“(a) Be in writing and filed with the department no later than 21 days from the date the notice was mailed by the local government;

“(b) Clearly identify an alleged deficiency in the evaluation, work program, or decision that no work program is necessary;

“(c) Suggest a specific work task that would resolve the deficiency;

“(d) Demonstrate that the objecting party participated at the local level orally or in writing during the local process.”

OAR 660-025-0100(2).

### III. DLCD REVIEW

#### A. Mark Bartlett – Four Objections

**Objection 1:** No written Citizen Involvement Plan (CIP).

**Summary:** The Department understands Mr. Bartlett's first objection to be that the City does not have an adequate CIP, or that, to the extent there is a CIP, it was not shared with the public; that the City did not engage in a public involvement process prior to entering into Periodic Review, which fails to satisfy OAR 660-025-0080(2), which requires that there be an adequate process

for citizen involvement in “all phases” of the periodic review process; that involvement only started during the evaluation and work program phase (roughly November 2007 through August 2008); and that responses to his concerns by the City were inconsistent or deficient.

**Objector’s Suggested Remedy:** Before continuing the periodic review process, construct a written citizen involvement plan that is functional and understandable and provide that plan to the public.

**Does the Objection Meet the Criteria for a Valid Objection:** Yes; in part.

**DLCD Response:**

The City has an “acknowledged or otherwise approved” CIP.<sup>1</sup> For the purpose of periodic review, the City’s Public Engagement Strategy and the proposed Citizen Involvement Committee (CIC) will be the CIP as contemplated in Statewide Planning Goal 1. To the extent that the City previously had an inadequate CIP, Mr. Bartlett has not established that the City’s proposed Public Engagement Work Program submittal is inadequate and therefore has provided no basis for DLCD to sustain this aspect of his objection.

Mr. Bartlett is correct that there must be an adequate process for citizen involvement in all phases of the periodic review process, including the evaluation and work plan development phase. However, the objection does not establish how using the City’s existing CIP during that phase is inconsistent with OAR 660-025-0080(1). The objection does not establish that the CIP does not provide for citizen participation consistent with the minimum citizen involvement opportunities required by the periodic review rule. OAR 660-025-0080(2) requires that a local government review its CIP to assure that it is adequate for the periodic review process. Although that rule requires a local government to afford interested persons an opportunity to comment during the periodic review evaluation, the rule, read in its context, does not imply that the local government must conduct this review prior to entering into the evaluation and work program phase of periodic review. Therefore, the City acted consistently with both Goal 9 of its comprehensive plan and the rule by undertaking an evaluation of the CIP during the evaluation and work program development phase. The City states, and DLCD agrees, that it used its acknowledged CIP during the evaluation and work program phase.

As described by the City, at the outset of periodic review process, the City worked to design a new CIP specifically for plan updates. In January 2008, the public process for community involvement accelerated, when the City hired staff dedicated to the periodic review process. BOP staff constructed a Public Engagement Strategy with the help of other bureaus, the

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<sup>1</sup> OAR 660-025-0080(1) requires in part that a local government use its “acknowledged or otherwise approved citizens’ involvement program to provide adequate participation opportunities for citizens and other interested persons in all phases of the local periodic review.” In its Evaluation, the City stated:

“Portland is required to use its existing state-approved citizen involvement program when beginning periodic review. This program is Goal 9 (Citizen Involvement) of our Comprehensive Plan. This goal is carried out, in part, by the ‘Legislative Procedures’ chapter of our zoning code. These provisions incorporate state public record and open meeting requirements, provide minimum 30-day notice of public hearings, and minimum 10-day availability of documents before a hearing. This 10-day document availability period falls short of a 21-day requirement for some stages described in the state periodic review rule (OAR 660-25).” Evaluation at 6.

Mayor's Office, and three public involvement consultants. The overall approach also included a strategic marketing communications program that built upon the 2007 visionPDX effort. Portland's Public Engagement Team developed a matrix of goals, outcomes, processes, and products for a series of eight community meetings, or "Listening Points," in May. These efforts culminated in the Portland Plan Leadership Summit, held June 6, 2008, and two Community Summits (designed to be more accessible to the public by being held on the weekend and designed as a grass roots effort), held Saturday, June 14. All told, nearly a hundred staff in eight bureaus<sup>2</sup> and more than six hundred members of the community came to these engagement activities to produce the Public Engagement Strategy.

With regard to the component of Mr. Bartlett's first objection that the City's responses to him were inconsistent or deficient, the suggested remedy does not address this alleged deficiency with a specific work program task. Therefore, the objection provides no basis for DLCD to find the City's submittal to be inadequate.

**DLCD Conclusion:** The valid portion of the first objection of Mr. Bartlett is rejected; the first objection of Mr. Bartlett in part does not comply with OAR 660-025-0100(2)(b) and is therefore not valid and as to that part, the Department must reject the objection pursuant to OAR 660-025-0100(3).

**Objection 2:** Failure of the BOP to include citizens in the process.

**Summary:** DLCD understands Mr. Bartlett's second objection to allege a violation of the participation requirement of Goal 2.<sup>3</sup> The objection details that Mr. Bartlett petitioned the BOP to participate as early as autumn 2007, but was informed that he could not participate in or attend the policy and technical meetings of the BOP and that he requested minutes pursuant to ORS chapter 192 (Records; Reports and Meetings)<sup>4</sup> but was told that none existed. The objection concludes that, "while the BOP may have met the very bare minimum according to the statutory requirements, these efforts were superficial, not meaningful."

**Objector's Suggested Remedy:** Considering that the written CIP is not yet ready to provide the public with a definition of their role in participating, extend the time for developing the work program.

**Does the Objection Meet the Criteria for a Valid Objection:** No

OAR 660-025-0100 provides that the remedy for resolving an alleged deficiency in the work program is a specific work task. OAR chapter 660, division 25 defines "work task" as "an activity, that

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<sup>2</sup> Bureau of Development Services, Bureau of Environmental Services, Bureau of Housing and Community Development, Bureau of Planning, Office of Sustainable Development, Portland Development Commission, and Portland Department of Transportation.

<sup>3</sup> Goal 2 provides in part:

"Opportunities shall be provided for review and comment by citizens and affected governmental units during preparation, review and revision of plans and implementation ordinances."

<sup>4</sup> The Public Meetings Law requires that "[t]he governing body of a public body shall provide for the sound, video or digital recording or the taking of written minutes of all its meetings (emphasis added)." ORS 192.650. Because the Department determines that the second objection is not valid, it does not need to determine whether ORS 192.650, which applies to "the governing body", would be applicable to the BOP in the circumstance described in the second objection.

is included on an approved work program and that generally results in an adopted amendment to a comprehensive plan or land use regulation.” OAR 660-025-0020(8). The suggested remedy proposes additional time for the whole process of developing the work program. It is incongruous that the evaluation and development of a work program, which is comprised of work tasks, could be a discrete work task under the rule.

In addition, the proposed remedy is premised on the erroneous assertion that no CIP has existed throughout this process. As described under Mr. Bartlett’s first objection, the City relied on its acknowledged CIP during the evaluation and work program development. The role for public participation was clearly defined during this phase and is clearly defined going forward under Task I of the work program. Therefore, the suggested remedy would not resolve the alleged deficiency.

***DLCD Conclusion:*** The second objection of Mr. Bartlett does not comply with OAR 660-025-0100(2)(c) and is therefore not valid and the Department must reject the objection pursuant to OAR 660-025-0100(3).

***Objection 3:*** Failure to enumerate and disclose all projects to be incorporated under the Portland Plan.

***Summary:*** In the third objection, Mr. Bartlett requests of the City “an enumeration of all work considered for inclusion under that comprehensive effort that comes to Council for a single vote called the Portland Plan.” He asserts that “these efforts are not inclusive of the public at this time in the way that the Goal and Statutes recommend or require.” DLCD understands the third objection to allege a deficiency in the evaluation and work program that results in a violation of the participation requirement of Goal 2.

***Objector’s Suggested Remedy:*** The BOP must be directed to “define all projects underway that will impact or be incorporated into the final ‘plan’ being brought before Council for approval [and] [p]rovide publicly the names of staff and participants, meeting schedules, locations etc...so the public can actually participate in or follow intelligently these as they develop.”

***Does the Objection Meet the Criteria for a Valid Objection:*** Yes.

***DLCD Response:***

The City submitted its “Locally-Adopted Periodic Review Work Program” that calls out five detailed work tasks. As noted, the periodic review work program is a subset of the work plan for the Portland Plan. Mr. Bartlett does not establish that all of the projects involved in the Portland Plan are or would be subject to the periodic review jurisdiction of the Department. The original and revised work programs (August 11, 2008 and December 31, 2008) contain all the required elements required by the periodic review statute.<sup>5</sup>

Any changes that the City makes to elements of the Portland Comprehensive Plan outside the scope of periodic review would need to be adopted as post-acknowledgement plan amendments rather than as periodic review work tasks. These amendments must comply with statewide planning goals and are subject to review for such compliance, including Goals 1 and 2. Also, the City indicates in its revised work plan that the new CIC may oversee the public

<sup>5</sup> ORS 197.628(2) directs LCDC to “concentrate periodic review assistance to local governments on achieving compliance with those statewide land use planning laws and goals that address economic development, needed housing, transportation, public facilities and services and urbanization.”

involvement process for other Portland Plan components and, thus, be equally inclusive of the public as the periodic review amendments.

***DLCD Conclusion:*** The third objection of Mr. Bartlett is valid, but it fails to demonstrate any violation of a statewide planning goal or rule. As a result, the Department rejects the objection.

***Objection 4:*** Lack of public representation in the evaluation and work plan development and request for substitution of CIC members.

***Summary:*** In the fourth objection, Mr. Bartlett asserts that the Portland Planning Commission has acted as the Goal 1 required Citizen Involvement Committee (CIC) since August of 2007 without authorization of DLCD or LCDC. He then objects to the new hybrid CIC, proposed in both the original and revised adopted work program, comprised of participants from the Planning Commission and the public.<sup>6</sup> He asserts that this is “not truly representative of the OAR Goal [1].”

***Objector’s Suggested Remedy:*** Portland instead should choose a representative citizen group to work with the BOP staff to construct a CIP that defines the participatory responsibilities for both the BOP and citizens. Then this group should formulate the selection criteria for a CIC committee and then select the committee members. Portland should allow this CIC to review the periodic review evaluation and work plan and to act independently of, rather than subordinate to, the BOP.

***Does the Objection Meet the Criteria for a Valid Objection:*** Yes.

***DLCD Response:***

Goal 1 clearly provides that a local government may assign to the planning commission the duties and responsibilities of developing, adopting, and implementing a CIP, which would otherwise be the responsibility of the Citizen Involvement Committee. However, it must submit its reasoning for doing so to LCDC and the CIAC. Mr. Bartlett has asserted that the City previously did not comply with all of the requirements before utilizing the planning commission as a committee for citizen involvement. Regardless, because a valid objection to an evaluation and work program must clearly identify an alleged deficiency in the evaluation or work program, as opposed to past practices of a local government, the department only considers the fourth objection as it relates to the adequacy of the future participation of members of the planning commission in the CIC. The objection fails to connect that historic circumstance with any deficiency in the proposed work plan submittal under review. To the extent the objection can be understood to contend that citizen involvement in development of the work program was thereby flawed, the objection does not establish how the work program fell short of the requirements for citizen involvement in OAR 660-025-0080(2)(a).<sup>7</sup> To the extent the objection can be understood

<sup>6</sup> The proposed CIC will consist of three members of the City Planning Commission and at least nine others members nominated by the Mayor and confirmed by the Portland City Council.

<sup>7</sup> OAR 660-025-0080(2) provides in part:

“Each local government must review its citizen involvement program and assure that there is an adequate process for citizen involvement in all phases of the periodic review process. Citizen involvement opportunities must, at a minimum, include:

to contend that in the future the CIC will be dominated by the planning commission members, the department does not see any adequate basis to predict that outcome. The fourth objection does not establish how the City's proposed "Public Engagement Work Program" submittal, as amended to address the CIAC recommendations for improvements to the work program for consistency with Goal 1, is not consistent with the applicable goal and rule requirements.

***DLCD Conclusion:*** The fourth objection of Mr. Bartlett is valid, but it fails to demonstrate any violation of a statewide planning goal or rule. As a result, the Department rejects the objection

### **B. Lynn Schore, et al.<sup>8</sup> – One Objection**

***Objection:*** Ms. Schore objects that the City is not enforcing the zoning code against the Portland Public Schools (PPS) for violations that she alleges result in segregation, concentration of poverty, and lack of equal access to education in the City; that the public is being denied the right to speak on this issue; and that the City plans to make changes to the zoning code, without public input, that will retroactively legalize PPS's actions.

***Objector's Suggested Remedy:*** Objector Schore lists eleven recommendations.

1. Make no changes to the Zoning Code now or in the near future, to allow for public discussion of the issues raised by the violations.
2. Do not hold any more private meetings regarding the PPS zoning violations and prepare public notes of all previous and future meetings on the subject.
3. That the City Attorney, the City Auditor, and the Oregon Attorney General conduct a full review of the Zoning Code violations.
4. Make public the list of school sites where PPS violated the Zoning Code developed between the PPS and BDS.
5. Make public the actual number of complainants, without identifying the complainants, and the specific complaints at each PPS school.
6. That the City Attorney, the City Auditor, and the Oregon Attorney General conduct a full review of the PPS violations of the City School Policy over the course of twenty school closures.
7. Establish web links to the following three documents on the City's website, the City Auditor's website, and the City Archives' website and make the same documents available at the BOP offices:

- City School Policy: City of Portland, Oregon. Adopted as Policy 11-63 of Exhibit A of Ordinance 150580
- February 2000 City Schools Agenda: Priority Strategies of Mutual Interest to the City of Portland and Portland School Districts
- 1957 Land for Schools Report

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"(a) Interested persons must have the opportunity to comment in writing in advance of or at one or more hearings on the periodic review evaluation. Citizens and other interested persons must have the opportunity to present comments orally at one or more hearings on the periodic review evaluation. Citizens and other interested persons must have the opportunity to propose periodic review work tasks prior to or at one or more hearings. The local government must provide a response to comments at or following the hearing on the evaluation."

<sup>8</sup> Lynn Schore's objection was co-signed by Steve Linder, Shei'Meka Newmann, Dixie Johnston, Maryann Schwab, Nancy Smith, Anne Trudeau, Annie Graves, and Andrea Linder.



8. Work with interested parties to develop a set of "search terms" that will link citizens with the above documents.
9. Convene a Citizen Summit, sanctioned by the City and on City property to discuss the above issues (this recommendation was presented to the City by SEPL in a letter dated 8/6/08).
10. In the long term, make a change to the Zoning Code to require a Conditional Land Use Review at all public schools in the City whenever a grade level change is made to a school.
11. In the long term, make a change to the Zoning Code to require a Conditional Land Use Review anytime a public school is changed from a neighborhood school to a magnet school, focus option school, or charter school.

***Does the Objection Meet the Criteria for a Valid Objection:*** No.

The Department determines that the objection fails to satisfy the rule criterion: "Clearly identify an alleged deficiency in the evaluation, work program or decision that no work program is necessary." OAR 660-025-0100(2)(b). The subject matter of this objection is outside of the scope of periodic review. Although the public facilities element of the Portland Comprehensive Plan includes goals and policies related to the enhancement of educational opportunities, and periodic review must include an update the public facilities element of the plan, this objection does not identify a deficiency in the evaluation or the work program. Rather, it asserts a problem with enforcement of the acknowledged zoning code.

The City has recognized the concerns of Ms. Schore and is addressing these concerns on an ongoing basis both as part of the Portland Plan development, and on a more immediate code enforcement basis.

***DLCD Conclusion:*** This objection is not valid and the Department must reject the objection pursuant to OAR 660-025-0100(3).

**C. Linnton Neighborhood Association (LNA), Pat Wagner**

***Objection:*** DLCD understands LNA to be alleging violations of Goals 1 and 2.

***Summary:*** In violation of Goal 1, LNA alleges that the residents were denied a seat on the River Committee and that the River Committee meetings were held at inconvenient times for residents; that the documentation of public outreach in the draft River Plan is inaccurate and, in some instances, untrue; that notifications of meetings are only posted on the City's website and are not sufficiently labeled or conspicuous to allow the layperson easy access to the information; that it is a conflict of interest for the chairperson of the River Committee to also be the chairperson of the Planning Commission; and that the Planning Commission was instructed to ignore public testimony. In violation of Goal 2, LNA alleges that the River Plan North Reach excludes involvement by a cross section of the affected citizens from the planning process, that there was less than thirty days notice for public hearings on the draft of the River Plan, and, while public comment was extended, no more oral testimony was taken.

***Objector's Suggested Remedy:*** LNA does not assert any specific work tasks to resolve these alleged deficiencies.

***Does the Objection Meet the Criteria for a Valid Objection:*** No.

The LNA has not satisfied the criteria for a valid objection. Ms. Wagner has not established that she, or the LNA, participated at the local level, orally or in writing, during the

local process leading to the City's evaluation and work program. The objection that the LNA asserts is in regard to the River Plan North Reach which is a planning process that is outside the scope of periodic review. Therefore, the objection fails to clearly identify a deficiency in the adopted evaluation or work program. Also, even if the objection addressed the periodic review evaluation and work program, it does not suggest any specific work tasks to be included in the Work Program that may resolve these deficiencies.

***DLCD Conclusion:*** This objection is not valid and the Department must reject the objection pursuant to OAR 660-025-0100(3).

Dated this \_\_ day of September, 2009.

Notice: Pursuant to ORS 197.633(3) and OAR 660-025-0110(4), this decision is final and may not be appealed.

**City of Portland**  
**APPROVED**  
**PERIODIC REVIEW WORK PROGRAM SUMMARY**

DLCD Periodic Review Team Leader: Darren Nichols Phone: 503.373-0050 x255  
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 Ex. 29635

Clackamas County Planning Manager: Mike McCallister Phone: 503-742-4522

Washington County Planning Manager: Brent Curtis Phone: 503-846-3519

Date Work Program Approved by DLCD: **September 30, 2009** **Order 001773**

Final Work Program Completion Date: **October 01, 2012** **Order 001773**

**Work Program Task Completion Summarized:**

T#, approved, date, order 0017xx, description

**Major Work Tasks Subject to Public Notice and DLCD Review**  
**(See OAR 660-25-130 - submission of completed work task)**

Task #	Work Program Reference	Task Summaries and Product Descriptions	Submittal Date (s)
1	CITIZEN INVOLVEMENT PROGRAM	<p><i>Implement: Citizen Participation Strategy consistent with Goal 1, and Committee for Citizen Involvement</i></p> <p><i>Subtask A: <u>Establish Community Involvement Committee</u></i></p> <p><i>Subtask B: <u>Review elements of the staff's citizen involvement program for sufficiency and possible improvements</u></i></p> <p><i>Subtask C: <u>Consultation and Recommendations to City Commission</u></i></p> <p><b>Products:</b>            1) <i>A Community Involvement Program consistent with the requirements of Goal 1, and approved by the Committee for Citizen Involvement</i>            2) <i>Appoint Community Involvement Committee</i></p>	<p>09/30/2009</p> <p>10/31/2009</p> <p>Ongoing</p> <p>10/31/2009</p>

Task #	Work Program Reference	Task Summaries and Product Descriptions	Submittal Date (s)
2	LAND USE INVENTORY AND ANALYSIS	<p><u>Research and Analysis to establish a solid factual basis for comprehensive plan updates in the periodic review process consistent with the requirements of Goal 2.</u></p> <p><b>Subtask A:</b> <u>Establish the amount of existing land supply for residential and non-residential uses by developing an inventory of constrained, highly constrained and unconstrained lands on a parcel specific basis.</u></p> <p><b>Subtask B:</b> <u>Evaluate the above to determine development potentials for housing and employment, including appropriate assumptions for infill and redevelopment. .</u></p> <p><b>Subtask C: Identify Employment Needs:</b>  A new Economic Opportunities Analysis will be prepared in accordance with requirements for same found in OAR 660, Division 9. Reexamine the adequacy of its existing industrial land base, identify "prime" industrial land, and characterize long-term and short-term supplies of industrial land suitable for different employment types. Assess the adequacy of its land base for non-industrial employment considering urban centers, institutional land needs (e.g., schools, hospitals and universities). Estimate amount of brownfields land that can be remediated and returned to short term supply.</p> <p><b>Subtask D: Identify Housing Needs.</b> Recognizing Metro's 20-year population forecast, residential urban growth report, and allocation of regional housing potential pursuant to ORS for the amount of housing affordable for different brackets of household income. Expected surpluses and deficiencies in different housing types and affordability ranges will be identified. Check the residential inventory for zoning potential of 10-units per acre, and whether half the remaining potential is for multi-dwelling or attached single dwelling structures under the provisions of OAR Chapter 660, Divisions 7 and 8.</p> <p><b>Products:</b>  1) Inventory and Analysis of Housing and Employment Needs:  2) Estimates of Jobs and Housing Capacity:  Final Report on Determination of development potential</p>	03/31/2009
3	ALTERNATIVE PATTERNS OF DEVELOPMENT	<p><u>Develop and evaluate alternative patterns of development as depicted by use, intensity, and urban form.</u></p> <p><b>Subtask A – Develop Evaluation Criteria and ESEE Measures</b>  Including state requirements for the examination of the economic, social, environmental, and energy consequences of different choices. Additional evaluation criteria will be derived from community values identified through the visionPDX project.</p> <p><b>Subtask B –Develop Alternatives</b>  Simplified analysis will be applied to different patterns of urban development. Several alternatives will be designed to emphasize particular community values.</p>	

Task #	Work Program Reference	Task Summaries and Product Descriptions	Submittal Date (s)
3	ALTERNATIVE PATTERNS OF DEVELOPMENT (continued)	<p><i>Subtask C- <u>Detailed Alternative Analysis</u></i>  <i>Detailed consequence analysis will be applied to a base case derived from a probable build-out of the existing comprehensive plan, and at least three other alternatives - each trying to achieve an optimum mix of community value.</i></p> <p><b>Products:</b>  <i>Consequence analyses of alternative distribution patterns of needed housing and employment</i></p>	04-2010
4	POLICY CHOICES	<p>Updates to Traditional Comprehensive Plan Elements, <b>including COORDINATION with Metro, the regional government</b></p> <p><i>Subtask A- <u>Physical Plan (New Comprehensive Plan Map)</u></i>  <i>A Physical Plan map to replace the existing Comprehensive Plan map. Other periodic review policy choices will be derived from the future development pattern depicted on the map.</i></p> <p><i>Subtask B- <u>The Economic Element</u></i>  <i>Complete and utilize the EOA to adopt long-term policies and shorter-term strategies for economic development. Establish employment districts. Identify sufficient vacant, partially developed, and re-developable land to meet expected employment needs.</i></p> <p><i>Subtask C- <u>Housing Element</u></i>  <i>Adopt long-term policies and shorter-term strategies for meeting identified housing needs. Consider alternative housing conservation policies, particularly policies aimed at preserving the existing stock of affordable housing. Identify sufficient vacant, partially developed, and re-developable land will be identified to meet expected employment needs.</i></p> <p><i>Subtask D <u>Public Facilities Element</u></i>  <i>New facilities plans* will be developed to meet service requirements of the physical plan. Updates to the new public facility plans are likely through post-acknowledgement plan amendment processes to take account of future, better forecasting and modeling within the next four years. Undertake School facility planning pursuant to 195.110 School facility plan for large school districts</i>  <i>*Sewer, drainage, and water projects, Portland International Airport; whether to continue or discontinue operation of the Portland Heliport.</i></p>	

Task #	Work Program Reference	Task Summaries and Product Descriptions	Submittal Date (s)
4	POLICY CHOICES (continued)	<p><b>Subtask E- Transportation Element</b>  <i>Amend the city's Transportation System Plan after updates to the Regional Transportation Plan is complete As authorized by the Regional Transportation Plan, adopt alternatives to the "Level of Service" standard for characterizing the adequacy of existing and proposed transportation facilities. These alternatives might apply citywide or only within designated areas. In the absence of further state guidance the City might also adopt standard methods for examining the transportation effects for proposed intensifications or urban development. Consider a system of modal preferences or desired mode splits as part of its street classification scheme.</i></p> <p><b>Subtask F- Population and Coordination with Metro Element</b>  <i>As a final subtask, and in conjunction with the finalization of the Economic and Housing elements, the city will coordinate with Metro to the extent necessary to obtain an allocation of both projected new jobs and dwelling units that are expected to be accommodated within the city limits. Once available, both twenty-year forecasts for employment and residential uses shall be "point" forecasts, that is, an absolute number as contrasted with a range forecast.</i></p> <p><b>Products:</b>  <i>Revised Comprehensive Plan Policies and Revised Comprehensive Plan Map</i></p>	<p>12-2011</p> <p>12-2011</p>
5	IMPLEMENTATION	<p><i>Using a combination of regulatory, government-to-government, private/public partnerships, by May, 2012 develop an array of implementation measures, including but not limited to:</i></p> <ul style="list-style-type: none"> <li>• Retention measures for prime industrial land and affordable housing stock,</li> <li>• Remediation programs for brownfields</li> <li>• Application of minimum density requirements to mixed use development or residential development in non-residential zones,</li> <li>• Form-based design standards,</li> <li>• Construction of additional streetcar lines,</li> <li>• Interagency agreements with special districts,</li> <li>• Establishment of new urban renewal areas,</li> <li>• A standard method for estimating traffic generation potential of proposed plan amendments,</li> <li>• Inter-bureau strategies to carry out plan objectives,</li> <li>• Adjustment of height, noise, and use limitations around airport.</li> </ul> <p><b>Products</b>  <i>Revised land use regulations and zone maps:</i></p>	<p>July 2012</p>

Additional Comments:

The dates above are established for the city to submit completed work tasks to DLCD. Interested persons or agencies are advised to contact Al Burns, City Planner, (503) 823-7700, if you are uncertain as to how you will be notified and involved at the local level. The city will provide you with notice of public hearings of those work tasks affecting your agency. However, agencies and other interested persons are advised to monitor subtasks related to that work task, particularly the adoption of needed amendments to the city's comprehensive plan and land use regulations. LCDC rules require that an objecting party participate at the local level orally or in writing during the local review process.

Federal and State Agencies, Special Districts, Affected Local Governments and Interest Groups Participating in Review:

<u>Agency/Interested Groups</u>	<u>Contact</u>
Dept. of Fish and Wildlife (ODFW)	Patty Snow
Division of State Lands (DSL)	Peter Ryan
Economic and Community Development. (ECD)	Paul Grove
Dept. of Transportation (ODOT), Region 1	Lainie Smith
State Historic Preservation Office (SHPO)	Stephen Poyser
Dept. of Water Resources (WRD)	Bill Fujii
Dept. of Environmental Quality (DEQ)	Greg Aldrich
Parks and Recreation Department (OPRD)	Jan Houck
Housing and Community Services (HCS)	Rick Crager
Dept. of Aviation (DOA)	Christopher Cummings
Dept. of Human Services (DHS)	Tom Pattee
Economic Revitalization Team (ERT)	Mark Ellsworth

**NOTE:** Enclosed for city's information and use are:

- 1) a copy of the current periodic review rule;
- 2) a sample "completed work task" notice to be sent by the local government to persons (if any) who participated at the local level or who requested notice;
- 3) copies (yellow) of Notice of Periodic Work Task, forms to be sent by local government to DLCD with each completed work task; and
- 4) list of the State Periodic Review Assistance Team Members.

Please contact Larry French at (503) 373-0050, extension 283 if you have questions or need additional forms.

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# Portland Plan Public Participation Phase I Progress Report

May 28, 2010



City of Portland Bureau of  
**Planning and Sustainability**  
Sam Adams, Mayor | Susan Anderson, Director







The Portland Plan Team  
is committed to providing equal access to  
information and hearings.

If you need special accommodation,  
please call 503-823-7700,  
the City's TTY at 503-823-6868, or the  
Oregon Relay Service at 1-800-735-2900.

**For more information about the  
Portland Plan Public Participation Phase I Progress Report,  
please contact:**

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E-mail: [debbie.bischoff@portlandoregon.gov](mailto:debbie.bischoff@portlandoregon.gov)  
A digital copy of this report can be found at:  
[www.portlandonline.com/bps](http://www.portlandonline.com/bps)

# Acknowledgements

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# Introduction

The purpose of this report is to document and evaluate the outreach and public participation activities for Phase I of the Portland Plan (Fall 2009 – March 2010). This document will help the Community Involvement Committee, staff, local decision-makers and the public at large review the work to date and provide an opportunity to reflect on lessons learned to improve the next round of Portland Plan outreach and engagement activities. Additionally, this report will serve as documentation for the Community Involvement Committee when they update the Portland Planning Commission on the City of Portland’s public engagement process as it relates to state-mandated periodic review.

The outreach and engagement approaches employed during Phase I confirm earlier principles, best practices, and relationships developed from previous efforts, such as visionPDX and Community Connect. Building upon visionPDX outreach principles, “depth, breadth, and sustainability”, Portland Plan outreach has focused on reaching as many diverse communities within Portland as possible



while emphasizing long-term relationship building<sup>1</sup>. Likewise, the Portland Plan outreach efforts are designed to maintain relationships with underrepresented groups and proactively work to remove barriers to participation by following the recommendations of Community Connect and the volunteer citizen committee to enhance community and government relations. Appendix A of the report highlights similar key findings and principles pulled from relevant and recent documents.

The evaluation of methods, approaches, and goals used in Phase I of Portland Plan outreach will create the baseline for future phases of Portland Plan outreach and engagement to improve upon. Lessons learned reported in this document will directly inform and shape the remaining Portland Plan process phases. Overall, Phase I of Portland Plan public involvement approaches and goals have been successful. Specifically, Portland Plan staff were successful at maintaining existing relationships with community members and organizations, creating many new connections with individuals and groups, involving as many people as possible, and utilizing creative and unique venues for various forms of participation for diverse communities. Despite the successes, the demographics of participants reveal obvious gaps in outreach. Feedback from communities historically underrepresented in planning processes indicates that Portland Plan staff needs to improve outreach strategies to engage the diverse non-geographic groups of Portland in relevant and culturally appropriate ways.

Already Portland Plan staff is incorporating lessons learned from Phase I into Phase II outreach and engagement strategies and activities.

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<sup>1</sup> “Community Engagement Report: October 2007”, visionPDX, Bureau of Planning, City of Portland

# The Role of Partners in Portland Plan Outreach and Engagement

As an overarching strategic plan for the future of the City, the Portland Plan will be most meaningful and enduring if it is developed with the participation of Portlanders who reflect the age, ethnicity, economic status and geographic distribution of the city as a whole.

Numerous partners inside and outside of the Bureau of Planning and Sustainability are working collaboratively to design and carry out an inclusive public participation program:

**Community Involvement Committee (CIC)** – Convened in July 2009, these 16 committee members serve as the “eyes and ears” of Portland’s many diverse communities and have come together to ensure that ALL Portlanders’ views are reflected as the Portland Plan is developed. CIC members advise City staff on outreach and engagement criteria, principles, and approaches; and serve as a sounding board to staff on ideas, messages, materials, etc. They also serve as ambassadors to the public, encouraging their respective communities to engage in the Portland Plan process. Four subcommittees of CIC members assist staff with ideas and input: Executive, Outreach, Communications and Workshop Design. Between July 2009 and March 2010, the group has met with Portland Plan staff eight times See report acknowledgements for list of CIC members.

**District Liaison Program** – This team of planners, each of whom is assigned to one of six districts within the city, cultivate an understanding of the issues, concerns and opportunities community members care most about in their respective districts. The District Liaisons play a key role in outreach and engagement for the Portland Plan because they can easily access the relationships they already have with residents, organizations, businesses and employees, institutions and others. They can also forge new relationships that strengthen their community networks and enhance understanding of their districts. In addition, the liaisons can “ground-truth” and validate issues as they are discussed in early drafts of the plan to ensure that they are consistent with what the liaisons hear in their everyday conversations with community members.

**Youth Planning Program** – BPS hires youth 14-21 years old to work alongside Portland Plan staff to assist in garnering youth viewpoints in long-range planning activities and to engage youth in planning and civic life in an empowered manner. The Youth Planning Program has designed and sponsored a number of activities to generate youth interest and involvement in the Portland Plan.

**Office of Neighborhood Involvement (ONI)** – This City bureau promotes a culture of civic engagement by connecting and supporting all Portlanders working with government to build inclusive, safe and livable neighborhoods and communities. ONI staff who work in Neighborhood Resource Center programs (including but not limited to the Diversity and Civic Leadership Program and programs for people with disabilities) help people get involved in neighborhoods and community, and support diversity and accessibility for all to participate in civic governance for under-represented communities. ONI staff also work on a public involvement best practices program to strengthen partnerships between community and government. ONI staff are sharing their expertise and knowledge in this process and are providing assistance in addressing equity

issues. The Mayor asked Commissioner Fritz and two of her bureaus (ONI and the Office of Human Relations) to help design and lead discussions related to equity in the next phases of the Portland Plan beginning in Phase II.

**District Coalition Offices** – Seven neighborhood coalitions facilitate community member participation services and related neighborhood crime prevention activities for neighborhood associations and other community members within their geographically defined areas. The Coalitions can provide basic information to neighborhood associations and others about the Portland Plan to help “open the door” to participation. Coalition offices can also serve as clearinghouses for documents for the public to review (for example, each coalition office has Portland Plan background documents available, recognizing that many Portlanders do not have internet access at home). Coalitions also provide newsletters and other communication channels to help spread the word to constituents about upcoming Portland Plan events. District Coalition Offices hosted unique outreach and activities related to Portland Plan that specifically engaged members of these geographic communities.

**Diversity and Civic Leadership (DCL) Program** – This program arose through ONI based on the recommendations of a Diversity and Civic Leadership Committee (DCLC). The committee wanted to see the neighborhood system improve by fully engaging residents of Portland from all cultural and socioeconomic walks of life. The pilot program, established in 2007, is based on the assumption that the quality of community participation is enhanced with full, equitable participation of underrepresented communities leaders and constituents. Recent programs include DCL project grants to build capacity of underrepresented groups and increase participation with City government; a leadership academy to train emerging leaders; and a DCL Advisory Committee to review and advise ONI on programming related to diversity outreach and engagement of underrepresented communities. DCL partners include Immigrant and Refugee Community Organization (IRCO), the Center for Intercultural Organizing (CIO), the Native American Youth and Family Center (NAYA), the Urban League, and the Latino Network. DCL Partners will receive grant funding from BPS beginning in Phase II to design and carry out culturally appropriate engagement activities for the Portland Plan.

**Other Active Groups** – There are a multitude of civically-minded groups that can provide venues and opportunities for public engagement in the Portland Plan. A few examples are the Citywide Land Use Group, which meets at least monthly and has dedicated numerous meeting agendas to the Portland Plan; the League of Women Voters; and the City Club. Examples of other not-for-profit partners are:

New Columbia & the Housing Authority of Portland  
Portland State University, Freshman Inquiry courses  
Elders In Action  
The Q Center  
Connecting Communities Coalition



# Approaches and Goals of Portland Plan Public Involvement

## Levels of Participation and Approaches Used

There are four levels of public participation built into the Portland Plan process as suggested by the CIC Outreach Subcommittee:

- Notification
- Information
- Presentations
- Interactive Activities

These levels are on a continuum, with each level building upon the previous level. Levels of participation may differ for different audiences, according to individual and group interests and desired levels of participation. Availability of staff and volunteer resources to carry out more intensive levels of engagement may be constrained during Portland Plan development and implementation.

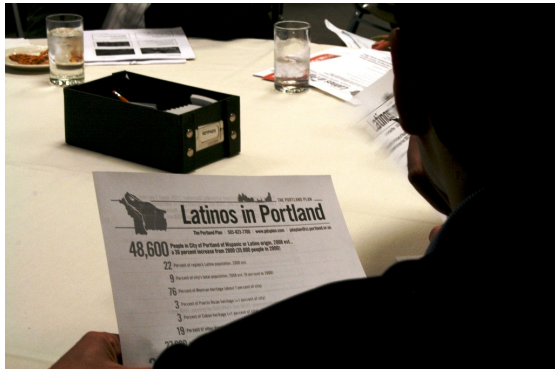


Table 1 below describes the different levels of participation including our commitment to the public and the approaches used for each.

**Table 1: Approaches Used for Various Levels of Participation**

Level of Participation	Commitment to the Public	Approaches Used
<p><b>1. Notification:</b> Notify interested and potentially interested individuals, organizations, and institutions of Portland Plan events</p>	<ul style="list-style-type: none"> <li>▪ Inform as many individuals, groups, and organizations as possible about the Portland Plan and upcoming events</li> </ul>	<p><b>Marketing and Communications:</b> Advertising; Direct mail, e.g. Curbsider magazine, Community newspaper inserts; E-mails to Master Mailing List (MML), print and other media</p>
<p><b>2. Information:</b> Provide information on the Portland Plan to educate interested and potentially interested individuals, organizations and institutions</p>	<ul style="list-style-type: none"> <li>▪ Prepare &amp; distribute information that is easily read and understood to diverse audiences</li> <li>▪ Utilize laypeople's terms</li> <li>▪ Provide translators and translated materials for non-English languages when possible and/or requested</li> </ul>	<p><b>Fact sheets &amp; Background reports:</b> One page fact sheets, 3-5 page overviews, and lengthy in-depth background reports for 13 topic areas; materials shared at workshops and also available online and at Portland-area public schools, libraries and neighborhood coalition offices.</p> <p><b>Survey:</b> Visually pleasing printed survey available at workshops, special events, online, and at various public schools, libraries, and neighborhood coalition offices.</p> <p><b>Brochures and informational boards:</b> These additional printed materials were utilized at various public engagement events and activities.</p> <p><b>Web site:</b> New website with fresh interface; Updated frequently with events and news</p> <p><b>Social Media:</b> Use of Facebook, Twitter, and Flickr to share information, post details for events, and provide images to the public on latest Portland Plan news</p> <p><b>Local media:</b> Portland Community Media provides live and repeated cable viewing of events along with coverage from independently programmed radio stations; also media in Oregonian, Portland Mercury, Oregon Public Broadcasting and KBOO.</p>

Level of Participation	Commitment to the Public	Approaches Used
<p><b>3. Presentations:</b> Attend meetings of interested groups, organizations, and institutions and provide presentations to solicit questions, comments, and suggestions to help shape the project, and to encourage attendees' participation in the Portland Plan process</p>	<ul style="list-style-type: none"> <li>▪ Staff will attend various community meetings to provide Portland Plan overviews and updates</li> <li>▪ Staff will solicit questions and comments from community members</li> <li>▪ Collect participant contact information for future Portland plan updates, events, etc.</li> </ul>	<p><b>Overview presentations at group meetings:</b> Staff and CIC members attend meetings of various community and neighborhood groups to provide project overviews, solicit community feedback, and encourage further participation in the process</p> <p><b>Hosted presentations:</b> Staff and CIC members attend meetings of interested organizations for a "special" presentation on the Portland Plan; most presentations allowed for group discussion and community feedback on topics of interest and overall process</p> <p><b>Special events:</b> Events designed for and carried out by organizations and groups interested in the Portland Plan with staff assistance; also includes staff tabling at other special events; e.g., Fix it Fairs</p>

Level of Participation	Commitment to the Public	Approaches Used
<p><b>4. Interactive</b>  <b>Activities:</b> Design and implement special programs and activities beyond basic information sharing and presentations that seek input from Portlanders from different backgrounds and interests</p>	<ul style="list-style-type: none"> <li>Design, identify opportunities for, and implement creative outreach strategies for various and diverse groups of Portlanders</li> </ul>	<p><b>Workshops:</b> Seven similar events, geographically dispersed with business-, youth- and Latino-targeted events, which included a PowerPoint presentation, audience polling with clickers, and group discussions</p> <p><b>Topical work sessions:</b> Community members invited to nine 1-2 hour sessions to discuss specific topics in depth for both public education and as public input for staff.</p> <p><b>Online and printed surveys:</b> Primary survey to solicit viewpoints on different aspects of life in Portland; survey made available at workshops and online, and was distributed in community newspapers and to neighborhood associations; submission deadline was March 31, 2010. Additional business-oriented survey and youth survey were made available online and in print to be distributed at various events and public spaces.</p> <p><b>Special outreach activities to non-geographic groups:</b> Staff working with outreach partners to design and conduct culturally appropriate materials and activities, with the aim of engaging communities that may not generally participate in City processes. Special outreach includes low income community, youth, immigrants, seniors and people with disabilities, and the LGTBQ community.</p>

## Engaging Non-Geographic Communities

The Community Involvement Committee (CIC) brainstormed various public participation approaches to facilitate widespread public education, input, involvement and collaboration for the Portland Plan. Portland Plan staff and partners are in the process of designing and implementing special outreach to non-geographic groups that will continue throughout all Portland Plan outreach phases.

The Portland Plan public participation strategy seeks to optimize the resources and tools available to welcome Portlanders who haven't been involved in City planning processes before. Facilitating broad participation in the process will require that we address common barriers, including logistical barriers (e.g., selecting appropriate meeting days and times for the audience; providing food and childcare at public meetings), mobility and transportation barriers (e.g., selecting locations that are on frequent transit routes and are in ADA accessible buildings), and communication barriers (using layperson's terms and providing interpretation; selecting images that convey inclusivity). Activities must be welcoming and comfortable, and recognize that people have different communication preferences and styles. An information and education component is also important so that newcomers understand how the City works and the significance of this planning effort and outcomes.

## Socio-Cultural and Issue-Oriented Groups

During Phase I of Portland Plan outreach, city staff focused on building relationships with organizations that work with or represent non-geographic communities. Culturally-based groups are best positioned to design specially-tailored approaches because they are familiar with their communities' needs, level of interest, and the relevance of Portland Plan issues to community members. Each organization can identify goals most appropriate for the particular community (i.e., how deeply or broadly do they want to get involved and at which points in the process?) to help shape a meaningful and culturally-appropriate education, outreach and engagement program.

Staff worked with Latino organizations to co-design and host an outreach event for the Spanish-speaking community and business people in early winter 2010. The evening workshop featured Latino leaders and community members similar to the Phase I public workshops. As part of this event, Portland Plan publications were translated into Spanish and distributed to participants.

Outreach and engagement activities to issue-oriented groups like those focusing on Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) groups, urban design/built form, the environment/climate change, education and the arts through hosted presentations and other special events have occurred in Phase I or are planned to occur in early Phase II. These discussions and future stages of policy development for the Portland Plan will draw upon reports soon to be published by the Coalition of Communities of Color and other sources which

*The term "non-geographic communities" includes culturally-based groups (e.g., youth, ethnic organizations, people with disabilities, faith-based groups) and issue-oriented groups (e.g., business and advocacy groups). These communities differ from neighborhood associations, which traditionally have served as a primary focus for public involvement in Portland, in that issues of primary concern may not be tied to the places where people live.*

highlight the economic, health, educational and other disparities for various populations in the city and county.

## Businesses

In Phase I, initial meetings were held with representatives of the business community to design a strategy for specific outreach and engagement activities for Portland's business community.



Feedback from the business community resulted in city staff and CIC members creating a business-oriented survey to better understand the challenges and needs of businesses in Portland. The survey was released in late-Phase I (March) and is available both online and in paper copies and will be tabulated after the survey closes at the end of May, with the input provided contributing to Phase II products.

One of the seven public workshops held in Phase I was a business issues focused workshop held December 3, 2009, early in the day in downtown to encourage business community attendance. About 120 people attended the event and provided their comments, which staff recorded and entered into the project database. Business affiliated organizations such as the Alliance of Portland Neighborhood Business Associations (APNBA) assisted staff in promoting Portland Plan events and the business survey. A similar workshop will occur in Phase II.

## Youth

A widely advertised youth planning workshop to get youth involved in Portland Plan processes, called "YouthBomb", was held on December 15, 2009 with 25 youth participants. Youth were also present at other workshops, and Youth Planners from the Youth Planning Program participated and assisted at the workshops. A youth-oriented survey was developed and distributed widely during Phase I. The survey was on the Portland Plan's website for youth engagement – [www.pdxyouth.org](http://www.pdxyouth.org). Hard copies of the surveys and drop-boxes were also distributed by Multnomah County Libraries' Teen Councils and Librarians and by youth-serving community organizations. The councils also assisted in outreach of the survey to youth. By the end of Phase I, over 750 completed youth surveys were collected. Youth input from the surveys were synthesized and provided to the Action Area Technical Advisory Groups for their consideration in February. Additionally, City of Portland Youth Planners continued to collaborate with partnering organizations such as SMYRC (Sexual Minority Youth Resource Center) to provide support and outreach about Portland Plan, and with the Multnomah County Youth Commission to assist in distributing and collecting completed youth surveys and spreading the word about the Portland Plan.



## Seniors

Estimated at 40% of the overall population nationally, seniors are a significant segment of our population with specific needs and desires, and are often not effectively engaged in public processes. Specific outreach and engagement to this community began in early Winter 2010 by providing Portland Plan presentations to local area senior and retirement communities. Key partner groups and agencies such as Elders in Action, Loaves and Fishes, and Senior District Centers' Program Managers helped to provide a venue for the elderly community to participate in Portland Plan processes. Surveys were made available at these venues and seniors completed estimated 200-250 surveys.

## People with Disabilities

The Connecting Communities Coalition partnered with City staff to organize a special forum in late-Phase I that functioned as a listening session to convey to Portland Plan staff the barriers to participation for people who identify as having a disability. Specific issues, concerns, and desires were voiced for improving livability for these Portlanders. As with other such events, the summary notes from this forum were entered into the Portland Plan database for review by staff in developing Portland Plan products. Additionally, Portland Plan staff, a CIC member and professionals who work with disability communities are working together to design and implement future outreach and engagement activities that are meaningful and that encourage more active engagement in the Portland Plan. This includes special publicity for events, providing materials in large print, Braille, and on a CD (for review using special computer programs that enhance readability) and making other accommodations as requested at events. Specialized outreach and engagement like the above mentioned forum held in Phase I may also be scheduled during Phase II and beyond focusing on topic areas of greatest interest such as housing, education and skill development, jobs and transportation.

## Education

There are many Portlanders active in the education of their children, students or employees at educational institutions, or interested in education overall. In Phase I, Portland Plan staff completed a few specific outreach events with parents at a Portland elementary school and with students at a charter school and a Portland State University class. Staff and a CIC member have begun to design and implement an outreach and engagement approach to reach parents and other Portlanders concerned about Portland's youth and schools. Phase II will have more outreach and engagement with the education community including developing additional strategies and activities with our Portland Plan education partners, e.g. Portland Community College, each of the city's school districts, and utilizing Parent Teacher Associations to get the word out for engagement in the Portland Plan.

## Public Participation Goals and Measures of Success

It is important to regularly evaluate and report back to the CIC, Planning Commission and others in the community to relate the effectiveness of the Portland Plan public participation and engagement efforts. The CIC Outreach Subcommittee identified goals and measures of success listed below that enable Portland Plan staff, Planning Commission and community partners to gauge ongoing success of public participation and engagement methods. The following is a Phase I evaluation of measures of success to be succeeded by concluding remarks and next steps.

This section first lists the goals and measures of success that are evaluated for Phase I. The following evaluation describes how the public participation goals have been met and opportunities for improvement. Each goal area evaluation references a table in the appendix that provides the data gathered/qualitative descriptions of how the measures were met or not in Phase I.

### Goal 1: Build on existing relationships

#### Quantitative Measures of Success

1.1	# of visionPDX organization/group participants who hosted a Portland Plan event
1.2	% of participants who answered positively to a workshop evaluation question that asks whether or not they had a high level of knowledge and involvement on Portland issues
1.3	# of staff from other City bureaus and agencies who participated in the Portland Plan outreach effort and # of City bureaus/agencies that devoted staff time informing and engaging their contacts and relationships in the Portland Plan

#### Qualitative Measures of Success

1.4	Describe the new and existing relationships built upon during the Portland Plan outreach process thus far
1.5	Describe the CIC members and Staff's involvement in maintaining existing relationships within the community
1.6	Ask CIC members report engagement efforts and relationships maintained throughout the community through Portland Plan outreach



**Goal 2: Engage broader/diverse groups with education and information and provide all interested with enough education so they can meaningfully participate**

**Quantitative Measures of Success**

<b>2.1</b>	% of positive responses on workshop evaluation forms that reflect adequate education received at presentations and events
<b>2.2</b>	% of targeted outreach groups successfully participated in an outreach event
<b>2.3</b>	# of outlets where Portland Plan materials were made continually available, other than internet. (I.e. Public libraries, universities, neighborhood coalition offices, DCL office, etc)
<b>2.4</b>	# of outreach documents translated into a non-English language (e.g., Spanish)
<b>2.5</b>	# of events where translator and/or non-English-speaking staff participated in outreach events
<b>2.6</b>	# of hours Phase I workshops were televised on Portland Community Media
<b>2.7</b>	# of YouthBomb surveys collected
<b>2.8</b>	# of attendees at YouthBomb workshop

**Qualitative Measures of Success**

<b>2.9.1</b>	Elaborate on the targeted outreach efforts to reach broader and more diverse groups with education and information
<b>2.9.2</b>	Describe the targeted efforts to reach the business community
<b>2.9.3</b>	Describe the targeted efforts to reach the aging and people with disabilities community
<b>2.9.4</b>	Describe outreach strategies such as Portland Community Media that help reach more diverse groups
<b>2.9.5</b>	Describe the targeted outreach to the homeless community
<b>2.9.6</b>	Describe the targeted outreach to renters
<b>2.9.7</b>	Elaborate on the partnerships and programs established with DCL for culturally-appropriate outreach
<b>2.10</b>	Describe the staff training completed to better reach and work with marginalized communities, such as the February cultural competency training
<b>2.11</b>	Describe the staff involvement of other city bureaus and offices who reached out to their constituents

### Goal 3: Provide multiple venues and means for community involvement and engagement

#### Quantitative Measures of Success

3.1	# of sources taken from data from “how heard about project” from completed surveys and meeting evaluation forms (if person notes from another organization or committee)
3.2	# of new Portland Plan workshop participants for each phase
3.3	# of organizations Portland Plan staff met with for the first time, and # of organizations Portland Plan staff met with multiple times within the process

#### Qualitative Measures of Success

3.4.1	Describe the different venues and approaches used for community involvement and engagement
3.4.2	Describe the various venues and approached utilized to distribute the survey
3.4.3	Describe the various social media networks utilized in the outreach effort and describe how utilizing social media has engaged community members and allowed for the community to provide feedback
3.5	Describe the other interactive tools used in the outreach effort

### Goal 4: Involve as many people as possible

#### Quantitative Measures of Success

4.1	# of total people reached through the Portland Plan engagement process
4.2	# of Phase I workshop participants
4.3.1	# of surveys completed online (General, Youth, Business Community)
4.3.2	# of surveys completed, mailed in (General, Youth, Business Community)
4.4	# of friends on Facebook
4.5	# of followers on Twitter
4.6	# of views on Flickr account
4.7	# of views on www.pdxplan.com

### Goal 5: With feedback and continuous engagement throughout Portland Plan development and implementation, ensure community members are being heard

#### Quantitative Measures of Success

5.1	% of people who complete evaluation forms at each stage of process who feel positive that their feedback at events, polling, etc. is being heard
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#### Qualitative Measures of Success

5.2	Describe how community participants might find their comments and opinions reflected in the Portland Plan products and processes
5.3	Describe efforts made by City staff to report results and findings of previous Portland Plan outreach phases through out the Portland Plan process
5.4	Describe follow-up activities conducted by staff for specialized outreach to ensure the opinions and needs of various communities are heard

# Evaluation of Phase I Public Involvement Goals

The public participation and engagement strategy has identified measurable goals which will enable the Bureau of Planning and Sustainability, Planning Commission, and community partners to gauge the ongoing success of public participation and engagement methods. Portland Plan staff recognizes constraints related to budget and staffing resources and have been working to make the most of opportunities through engaging new and existing relationships within the community. Portland Plan staff aims to complete as much comprehensive an outreach and engagement program as possible.

Quantitative and qualitative data related to the measures of success for the goals can be found in Appendix B. Phase I evaluation comments from the CIC highlighted later in this report along with specific comments listed in Appendix C, are sources that contribute to the below discussion of strengths and weaknesses of Phase I public participation efforts.

## **Goal 1: Build on existing relationships**

Previous planning efforts such as visionPDX and the District Liaison program have established important relationships with community groups and organizations. Additionally, CIC members bring their own established relationships through their professional and volunteer efforts. A successful public outreach and engagement effort will expand upon these existing relationships to best leverage diverse individual and group perspectives in the Portland Plan process.

### ★ **Successes**

Portland Plan staff continued to maintain relationships established before the Portland Plan outreach and engagement began with many neighborhood, business, professional and non-profit organizations. Staff coordinated with organization contacts in the sharing of Portland Plan information and announcements for distribution to interested organization members. Staff also coordinated on setting up project overviews and/or special hosted presentations with these organizations. Other city bureau staff including ONI staff and CIC members assisted Portland Plan staff with contacting and engaging organizations and groups with whom they have existing relationships including cultural and ethnic groups, residential developments, professional groups, and school communities. New relationships have been formed with senior groups, non-profit social service organizations and interest groups such as people with disabilities and the LGBTQ community. Initial outreach has taken place with some cultural/ethnic groups, e.g. Spanish speaking community.

Staff worked in Phase I with ONI and contacts from the Diversity Civic Leadership (DCL) partners to conduct a grant program to provide culturally-appropriate Portland Plan outreach and engagement. This grant program will be implemented beginning in Phase II.

Finally, City bureaus and partner agencies provided assistance with outreach and engagement publicity on events and participated in activities. Over 30 staff members from thirteen (13) different City agencies participated in getting the word out to interested public on topical work sessions along with Phase I workshop facilitation services. Partner agencies such as Portland

Public Schools and the Housing Authority of Portland also assisted in advertising Phase I Portland Plan workshops.

### ✓ *Areas for Improvement*

- Need more City bureau and partner agency assistance with outreach and engagement, as part of their own project outreach and outreach to employees
- Need to build relationships with new groups, especially under-served and non-geographic issue-oriented communities (acknowledging a slower start due to working out small grants with DCL partners)

### **Goal 2: Engage broader and more diverse groups with education and information, and provide all interested with enough education so they can meaningfully participate**

A well designed public engagement program will provide widely understandable and meaningful materials and information describing the project in a manner that encourages participation by those who are traditionally underrepresented in public processes.



### ★ *Successes*

Portland Plan Phase I outreach achieved successes and improvements in materials provided and approaches used in engaging broader audiences depending upon language and communication preferences, abilities and interest. Staff used a variety of approaches to accommodate various levels of engagement and for diverse groups, see Table on approaches used.

Of those who attended a Phase I workshop and filled out an evaluation card, 93% agreed or strongly agreed that the education received during the workshop was adequate. Staff completed outreach to more than 50% of the groups/organizations targeted in Phase I outreach. Many of these presentations and events organized in Phase I included the tailoring of presentations and materials provided to reflect language and communication preferences; e.g. Spanish language brochure and survey; large print handouts for seniors and others who are visually impaired; a survey designed by youth for youth; and information in Power Point presentations and handouts reflecting specific interests of a targeted audience.

Media was also used as a key tool to educate diverse groups about the Portland Plan. Portland Community Media repeatedly ran the Phase I workshops on cable access TV; articles and announcements appeared in different newspapers like the Portland Observer, and El Hispanic News; large articles and the Phase I survey were included in the Winter 2010 Curbsider magazine that went to every household in Portland.

Notebooks with Portland Plan materials including background reports for Phase I were distributed to all neighborhood district coalition offices, libraries and DCL partner organization offices within the City for public review.

### ✓ **Areas for Improvement**

- Continue to produce meaningful materials translated into other languages, large print, Braille, etc.
- Provide simplified easy-to-understand educational materials to newcomers that highlight why they might want to participate
- Continue diverse media coverage e.g. Latino, Asian newspapers, KBOO radio, etc
- Expand outreach to renters e.g. Community Alliance of Tenants

### **Goal 3: Provide multiple venues and means for community involvement and engagement**

To accommodate various needs as well as rapidly changing technology, a successful public involvement process will utilize many venues and output to advertise events, share information, and solicit feedback. Venues not traditionally used such as social media, the internet, local public television and radio, and large print materials allow us to reach a more representative sample of Portland's multiple diverse communities

#### ★ **Successes**

Portland Plan staff acknowledges that Portlanders have different preferences for engagement and provided diverse venues and opportunities for public involvement in Phase I. Table 1 summarizes the approaches we used from different types of printed materials, to different types of events/activities occurring throughout the city like hosted presentations and project overviews. People have had opportunities to participate formally at different events and/or interact with project staff and provide input via mailed surveys, by emailing and completing the survey on the project website and through Facebook, flickr and Twitter. Last but not least, staff recognizes that to increase diverse public participation at outreach and engagement events they need to be held at convenient and comfortable places for as many people as possible with certain amenities like being on a transit line, and refreshments, child care, and translation services provided. The later two provisions were strategically provided when most desired due to budget constraints.

### ✓ **Areas for Improvement**

- Need to better monitor/record/understand the # of first time participants in Portland Plan events/activities
- Continue to offer food/childcare/translators
- Explore ideas and implement additional interactive tools for engagement

### **Goal 4: Involve as many people as possible**

With Portland's population nearing 576,000 people and growing in size and diverse composition, it's important for the Portland Plan to involve as many people as possible in hopes that a representative sample will participate and provide their unique perspectives and ideas. It is important to also engage newcomers to government/public planning activities in addition to those who already engage in government matters. Overall, we will create a stronger, more meaningful plan with participation from Portlanders of different backgrounds and experiences.

#### ★ **Successes**

Phase I workshops were successful in drawing 900 people (though those in attendance were not representative of the socio-demographic characteristics of Portland as a whole). An additional

1,500 people were reached through community presentations and other outreach events. A total of 13,000 youth and adults completed the Phase I surveys by mail or online through the project web site. Over 248,000 views were made on the www.pdxplan.com web site. There are over 1,500 friends on Facebook, 825 followers on Twitter, and nearly 24,300 views were made on the Flickr account.

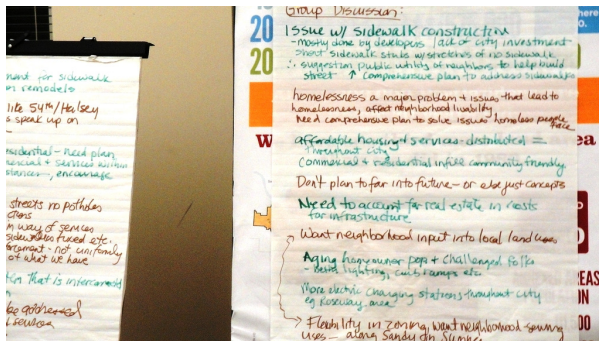
### ✓ **Areas for Improvement**

- Continue to engage more people especially non-geographic communities and first timers

### **Goal 5 – Being heard as community members with feedback and continuous engagement throughout Portland Plan development and implementation**

Community members, groups, and organizations are concerned about the transparency of how public input is utilized in planning processes in a meaningful way. A successful outreach effort will

demonstrate to the community transparency in how their voice and opinion is utilized in development of the Portland Plan.



### ★ **Successes**

Of those who attended a Phase I workshop and filled out an evaluation card, 95% responded positively or strongly agreed that the workshop provided a meaningful opportunity to voice opinions. Workshop

polling and survey results from Phase I are posted on the project web site and available to the public who do not have computer access. A diagram was included in the Phase I workshop presentation and posted on the web site illustrating how public input was being incorporated in the Portland Plan process and products. Survey results and comments are listed in a database that has Action Area subsections. Staff and technical working groups on the topic areas use this data to review and discuss these comments in development of specific work products.

### ✓ **Areas for Improvement**

Continue to demonstrate to public in documents/information provided in each phase, how their comments are being incorporated from previous input – report results and findings from previous phases on web site and in documents

Design and implement follow-up activities that incorporate previously received group input as part of specialized outreach to cultural/ethnic and other non-geographic groups (building relationships)

# Evaluation of Phase I Public Involvement Approaches

To begin evaluating Phase I of Portland Plan public participation activities, staff have asked the following questions:

Are we meeting our goals for successful participation?

Have the approaches used helped us to meet our goals?

## Approaches Used and Lessons Learned

A variety of outreach and engagement approaches has been used, and will continue to be used, throughout the Portland Plan public process. The table that follows describe the opportunities and challenges to the various approaches utilized. the different approaches and notes opportunities, limitations and lessons learned for the current and future phases of the Portland Plan process.

**Table 2. Evaluation of Approaches Utilized in Phase I of Portland Plan Outreach**

Opportunities	Limitations	Lessons for Next Phases
<b>Approach: Workshops</b>		
<ul style="list-style-type: none"> <li>▪ Attracts people who are civically engaged</li> <li>▪ Workshops held around city and at different times make it more convenient for people to attend because there are multiple choices</li> <li>▪ Postcard announcement of workshops to all single-family households, and other marketing communications efforts drew larger than normal crowds</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hard to draw people who are new to/uncomfortable with public processes</li> <li>▪ Hard to draw minority, lower income and non-English speaking populations; need to build relationships, communicate why folks should be involved and provide needed amenities e.g. interpretation services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advertise earlier and to diverse audiences for broader participation</li> <li>▪ Offer interpretation and childcare services, and make sure that advertising highlights this availability</li> <li>▪ Hold more workshops on Saturdays (and potentially on Sunday afternoons) to enable people to attend who cannot attend evening sessions</li> <li>▪ Locate workshops along transit routes and advertise accordingly</li> <li>▪ Have hosts who can invite and accompany newcomers</li> </ul>

<b>Approach: Overviews at Group Meetings</b>		
<ul style="list-style-type: none"> <li>▪ Quick introduction of or update to the Portland Plan for engaged community members in their setting, with hopes of engaging more people in the Portland Plan process</li> <li>▪ Tailored to group based on their needs and interests</li> <li>▪ Initiates dialog on best approaches for specific communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limitations to extent of information provided, group discussion and input to Portland Plan staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need to have up-to-date and meaningful materials to share with community groups</li> </ul>
<b>Approach: Hosted Presentations</b>		
<ul style="list-style-type: none"> <li>▪ Can be tailored to be meaningful in approach and content to each group/organization</li> <li>▪ CIC or other contacts with Portland Plan “host,” introduce event and lend grass roots support</li> <li>▪ Ideal approach to reach non-geographic groups: youth, seniors, labor, business, cultural, ethnic, disabilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity may limit number of hosted presentations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need to continue to build ongoing relationships such as with non-geographic groups to build trust and demonstrate that their voices are being heard</li> </ul>



<b>Approach: Hard Copy and Online Surveys</b>		
<ul style="list-style-type: none"> <li>▪ Accessible and inviting to people who prefer to participate privately</li> <li>▪ A revised survey for youth was developed</li> <li>▪ A revised survey is in process for business people</li> <li>▪ Accessible survey via internet</li> <li>▪ Survey handed out at hosted presentations and other outreach events</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not accessible to non-English speakers (in current format)</li> <li>▪ Many don't have internet access</li> <li>▪ People may desire more accessible information on topics before completing survey</li> <li>▪ Some people frustrated that they could only pick one answer</li> <li>▪ Survey questions don't necessarily get at issues of highest concern to some communities</li> <li>▪ Survey language may be difficult for some to understand</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consider translation of surveys into popular non-English languages and large print for the visually impaired.</li> <li>▪ Continue to provide materials at public libraries, colleges and neighborhood coalition offices</li> </ul>
<b>Approach: Special Outreach Activities with Non-Geographic Groups</b>		
<ul style="list-style-type: none"> <li>▪ Build relationships with partner assistance and solicit input from folks not usually engaged through neighborhood system or with City on planning</li> <li>▪ Design materials to be accessible and meaningful to specific groups</li> <li>▪ Incorporate unique perspectives into input received</li> <li>▪ Community expertise is available to consult and provide guidance on best practices for culturally-appropriate outreach and engagement (e.g., DCL partners, ONI, Connective Communities Coalition)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited resources to complete extensive and comprehensive outreach to all non-geographic groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need to ensure Portland Plan messaging/information is accessible and easy to understand for non-geographic and special-interest groups</li> <li>▪ Need to show how previous non-geographic group input from visionPDX will be incorporated and followed through in Portland Plan</li> <li>▪ Need to continue to build relationships with community organizations and encourage their participation in the Portland Plan development</li> </ul>

<b>Approach: Special Events</b>		
<ul style="list-style-type: none"> <li>▪ Tailored to specific needs and desires of particular groups in comfortable settings</li> <li>▪ Ideal approach to reach non-geographic groups: youth, seniors, labor, business, cultural, ethnic, and people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited resources to complete extensive outreach for special events</li> </ul>	<ul style="list-style-type: none"> <li>▪ Be strategic about special events to be held</li> <li>▪ Utilize CIC volunteers, partner agencies, and others to coordinate, participate in, and assist with special outreach events.</li> </ul>
<b>Approach: Social Media</b>		
<ul style="list-style-type: none"> <li>▪ Good medium to attract youth, young adults and others comfortable with new forms of engagement</li> <li>▪ Opportunities to continually update fans and followers with new information about PP</li> <li>▪ Allows for online dialogue, giving staff a sense of people's issues and concerns as well as a chance to hear praise and positive feedback</li> </ul>	<ul style="list-style-type: none"> <li>▪ Many Portlanders are unfamiliar and do not use social media</li> <li>▪ Not considered valid form of public testimony for Periodic Review requirements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff training needed</li> </ul>

<b>Approach: Marketing and Communication</b>		
<ul style="list-style-type: none"> <li>▪ Half-page ads in community and ethnic newspapers reached a more targeted audience</li> <li>▪ The Granny Franny postcard reached every household in PDX</li> <li>▪ The 27 Things/Survey insert in the Curbsider went to every single-family household in PDX</li> <li>▪ E-mails were sent by BPS and the Mayor to thousands of PDXers, inviting them to participate</li> </ul>	<ul style="list-style-type: none"> <li>▪ The number and variety of neighborhood newspapers, their size req. and deadlines are tough to keep track of in the thick of things</li> <li>▪ Postcard format doesn't allow much space for all the info</li> <li>▪ Curbsider audience may have a hard time switching gears between recycling message and PDXPlan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need to buy more ads in more foreign language papers, and Observer, Just Out, etc.</li> <li>▪ Postcard message/image was offensive to some seniors; type too small and grey</li> <li>▪ Timing of Curbsider drop didn't quite jive with workshops</li> <li>▪ Utilize marketing and communications staff from agency partners to assist with outreach and engagement to their constituents</li> </ul>
<b>Web site</b>		
<ul style="list-style-type: none"> <li>▪ Appeals to a much wider audience; easier to navigate; connects to social media and PCM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not everyone uses the internet</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adapt for visually impaired and have buttons for information in languages other than English</li> </ul>
<b>Approach: Local Media (televised and audio)</b>		
<ul style="list-style-type: none"> <li>▪ Many Portlanders tune into Channel 30</li> <li>▪ A good alternative for those who could not attend a workshop</li> <li>▪ Workshops repeatedly televised to educate and inform more Portlanders</li> <li>▪ Local media reaches underrepresented audiences with information and event announcements that would not otherwise be informed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ At 2-1/2 hours, it's a lot of static television</li> <li>▪ Some locations did not allow for live broadcast</li> <li>▪ PCM is limited in its ability to do crawls and other enhanced viewing options</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need to produce large print materials and send to various media partners in a timely manner</li> </ul>

# Community Involvement Committee Members' Evaluation of Phase I

To add an additional dimension to the Phase I outreach and engagement evaluation, Portland Plan staff posed the following three questions to CIC members during a regularly scheduled meeting in April 2010:

- 1. Please provide us with your comments on Portland Plan outreach and engagement efforts for Phase I. Please tell us what you liked about these efforts and make suggestions for improvement for us to consider in Phase 2 work.*
- 2. To help us complete the Phase I progress report, we need you to describe how you as a CIC member and Portland Plan ambassador have assisted us in our engagement efforts including capitalizing on your existing relationships with the community.*
- 3. Please provide us with any another comments or suggestions.*

Of the sixteen (16) CIC members who were emailed copies of the questions prior to and following the meeting, nine (9) replied. All member responses can be found in Appendix C. Below is a summary of key themes that emerged from CIC member responses.

## Overview of CIC Member Responses

CIC members successfully served as ambassadors of the Portland Plan to each member's respective communities. The role that CIC members played to reach out to their own constituencies served a critical role to maintain existing relationships and build creative new outreach strategies. Examples include tabling at large community events within a CIC member's neighborhood; integrating Portland Plan outreach with on-going work in the arts community; utilizing expertise on making materials more accessible to all communities and with less jargon; rallying support and additional input for creating a business-community survey; coordinating Portland Plan outreach events between local PTA groups and neighborhood associations; and serving on panels at academic and/or professional events on behalf of Portland Plan public engagement.

Overall, CIC members feel that the Portland Plan team and CIC are taking steps in the right direction to improve the engagement of underrepresented communities, "getting the word out", and maintaining strong relationships within the community. Additionally, CIC members feel that Portland Plan outreach and engagement efforts have improved from previous City efforts and remain sincere, frequently noting the quality of work by Portland Plan staff and the actions by staff to make processes as accessible and transparent as possible.

Despite marked improvements, CIC members feel there is still room to improve on specific engagement strategies. Specifically, all respondents commented on the lack of involvement of underrepresented communities such as ethnic minorities and low-income communities. Numerous responses noted that the majority of Portland Plan Phase I workshop participants identified as white and from middle and/or upper class income levels. All CIC member responses emphasized the need for Portland Plan staff to commit further time and resources to engage typically underrepresented communities of Portland.

Multiple CIC member responses noted concerns related to the transparency of the Portland Plan outreach and engagement process. In particular, concerns over jargon and the clarity of the Portland Plan in relation to other City of Portland planning initiatives such as visionPDX and the update of the City's state-mandated Comprehensive Plan. CIC members noted the need for Portland Plan staff to clarify the significance and meaning of the Portland Plan process in layman's terms. Transparency in regards to how participants' input will be reflected into future Portland Plan processes and documents was also noted by CIC members as being an area of concern that can be improved upon. In particular, multiple members noted that maintaining the public's trust in utilizing their input, including previous planning processes such as visionPDX, has been challenging during Phase I.

## Next Steps / Moving Forward

The first phase for Portland Plan outreach and engagement has been focused on setting the framework and approaches and establishing goals and measures of success. This has also been an opportunity to work out the “kinks” and refine public involvement approaches (which will be evaluated for each phase of the Portland Plan).

This phase has also focused on notifying and informing as many members of the public as possible of the Portland Plan process and beginning the conversation on current facts about Portland and initial input on priorities for the future.

This has also been a time to rekindle relationships developed as part of visionPDX; and figure out cultural/non-geographic outreach and engagement following up from visionPDX.

There is significant room for improvement and with valuable input to date from the CIC overall and the Outreach Subcommittee, along with staff and community insights from workshop evaluations, we have learned many lessons and will make adjustments accordingly into the next phase.

As this is the first progress report, it is the baseline for future reports to be completed after subsequent processes. Currently the Portland Plan team is improving Phase II outreach and engagement strategies based on suggestions formalized within this report. Future design and implementation of Portland Plan public involvement strategies will continue to be modified based upon previous phases’ accomplishments and lessons learned.

# APPENDIX A - PRINCIPLES TO FOSTER INCLUSIVE PUBLIC PARTICIPATION

This is a distillation of recommendations from visionPDX, Community Connect and other sources to apply to the Portland Plan public engagement process

Tap “experts” and leaders within under-represented communities (including but not limited to immigrant and refugee populations, youth, people in generational poverty and people with a variety of disabilities) to know the best ways to effectively draw these groups into our planning process. For example, to know how to effectively involve youth, we should consult with other youth. Our conventional public involvement techniques will continue to draw our usual participants; we will instead need to try new approaches and techniques to reach new audiences. We should consider contracting with organizations that work with under-represented groups to elicit their assistance in involving their constituents.

Anticipate, identify and remove barriers to participation. These may include logistical barriers (meeting location, time of day, lack of childcare, etc.) or psychological barriers (vocabulary, level of technical complexity, lack of diversity portrayed in presentation images, etc. In addition, it’s important to provide multiple ways for people to provide input, recognizing differences in comfort level and communication preferences. Recognize that not all Portlanders have internet access, so reliance on online communication may leave many Portlanders out of the process.

Promote culturally-appropriate direct outreach and communication strategies. These may include one-on-one relationship building, going where people already gather, building on existing networks, using customized approaches for different communities, providing translated materials and using alternative communication methods

Build in the time and budget to carry out these recommendations. Time and staff capacity are significant limitations to carrying out a fully inclusive public involvement program. To do this well requires building relationships over time, and designing individually tailored activities with diverse groups rather than relying on a few events that primarily attract mainstream participants.

Provide education: both to the public on the issues you’re working on and to staff on engaging and working with diverse audiences. Examples of the former: study circles, local issue forums, consensus conferences, charrettes, and other deliberative democracy techniques.

Build meaningful, long-term relationships. Bring people together with long-term collaboration in mind. Build relationships *before* crises hit. Build relationships with organizations so they can mobilize their own populations. [“It is very difficult to develop a relationship in the middle of a crisis” – Albina Ministerial Alliance board member Rev. T. Allen Bethel]

## APPENDIX B – Measures of Success Data

### Goal 1. Build on existing relationships

Quantitative Measures and Descriptions		Data
1.1	# of visionPDX organization/group participants	14 out of 55 organizations that participated in visionPDX stakeholder interviews, engagement interviews, and Vision into Action grants went on to host a Portland Plan workshop, presentation and/or discussion during Phase I
1.2	% of individual participants who answered positively to a workshop evaluation question that asks whether or not they had a high level of knowledge and involvement on Portland issues.	71% (19% "strongly agreed"; 52% "agreed")
1.3	# of staff from other City bureaus and agencies who participated in the Portland Plan outreach effort; and # of City bureaus/agencies that devoted staff time informing and engaging their contacts and relationships in the Portland Plan	<p>Workshop facilitators: PBOT (1); BES (3); PPR (2); and BDS (1). <i>4 Agencies, 7 staff members</i></p> <p>Work Session staff (City): PBOT (3); BES (10); PPR (4); POEM (1); BDS (1); Human Relations (1); Cable (2); ONI (2); OMF (2); Mayor's Office (2); Housing Bureau (3); Water Bureau (1); <i>13 bureaus and agencies; 33 staff members</i></p> <p>Work Session Staff (Partners): PDC (1); Port of Portland (1); WSI (1); HAP (1); Trimet (1); Multnomah County (1); PPS (1); Centennial (1); RACC (1); <i>9 partner agencies with 9 staff members</i></p> <p>Total of 33 agencies and bureaus that committed 40 staff members' time; and 9 partner agencies that committed 9 staff members' time.</p>
Qualitative Measures and Descriptions		Data
1.4	Describe the new and existing relationships built upon during the Portland Plan outreach process thus far.	<p>New relationships were formed with senior groups through specific retirement communities, Senior District Centers/Loaves and Fishes Program, Elders in Action. Also, non-profit organizations like Impact NW, IRCO, Coordinating Committee to End Homelessness, Connecting Communities Coalition/Commission on Disabilities, Q Center, and unions, charter school and PSU classes.</p> <p>Existing relationships were furthered with neighborhood and business associations and coalitions, citywide land use group, city agencies and staff and commissions and councils, the City Club, League of Women Voters, chambers of commerce, professional organizations like the American Institute of Architects, and partner agencies like Housing Authority of Portland. Also</p>



	<p>sustainability organizations like the Green Building Council, NW Ecobuilding Guild, and events like Fix it Fair, Youth Summit and city budget forums</p>
<p><b>1.5.1</b> Describe the CIC member's and Staff's involvement in maintaining existing relationships within the community.</p>	<p>CIC members used their existing connections to Arts, Education, Businesses and organizations, communities with disabilities, housing/residents, etc to plan and target outreach, engagement materials, activities and events with Portland Plan staff.</p> <p>See Measure 1.4 above for Staff's existing relationships which are generally based on traditional work on planning and sustainability projects</p>
<p><b>1.6</b> Ask CIC member's to report engagement efforts and relationships maintained throughout the community through Portland Plan outreach.</p>	<p>In general, CIC members effectively served as liaisons between the Portland Plan and their respective constituencies. Members have spearheaded numerous creative outreach strategies to assist Portland Plan staff maintain current relationships and build new relationships within the community.</p> <p>Overall, CIC members felt that the effort and methods for Phase I outreach were very good. More so, members felt that Portland Plan outreach is an improvement upon previous planning efforts and are building a solid framework for future phases of the Portland Plan and for future Portland planning projects.</p> <p>Nearly every CIC member noted that engagement of underrepresented communities needs to be improved, and that Portland's diversity was not reflected in the demographics of Phase I participants. Late timing and/or not establishing delicate relationships with various communities earlier in the process was also seen a concern during Phase I. And lastly, concerns about messaging, transparency of processes, and the use of jargon was mentioned numerous times as barriers during Phase I which could be improved upon in future Portland Plan phases.</p>

## APPENDIX B (con't)

### Goal 2. Engage broader and more diverse groups with education and information, and provide all interested Portlanders with enough education so that they can meaningfully participate

Quantitative Measures and Descriptions		Data
2.1	% of positive responses on evaluation forms that reflect adequate education received at presentations and events	93% (39% "strongly agreed"; 54% "agreed")
2.2	% of targeted outreach groups successfully participated in an outreach event.	59% (based on the number of groups in the Portland Plan outreach log and how many of them had completed an outreach event during Phase I)
2.3	# of outlets where Portland Plan materials were made continually available, other than internet. (I.e. Public libraries, universities, neighborhood coalition offices, DCL office, etc	All County libraries (16); Neighborhood District Coalition Offices (7); Senior Centers (11); DCL Partners (4); Universities (1): <i>Total of 39</i>
2.4	# of outreach documents translated into a non-English language (e.g., Spanish)	2 total (Brochure translated into Spanish and Phase I survey translated into Braille)
2.5	# of events where translator and/or non-English-speaking staff participated in outreach events	5 total (Four workshops provided Spanish translators; One hosted event at New Columbia provided Spanish translation)
2.6	# of hours Phase I workshops were televised on Portland Community Media	Approximately 17-20 hours. See also Measure 2.10.4
2.7	# of YouthBomb surveys collected	762
2.8	# of attendees at YouthBomb workshop	25
Qualitative Measures and Descriptions		Data
2.9.1	Elaborate on the targeted outreach efforts to reach broader and more diverse groups with education and information.	Local, community media was utilized such as Channel 30 Portland Community Media, three radio interviews by Portland Plan staff, and workshop broadcasts on radio stations for the hearing impaired community; A few organizations serving non-geographic communities hosted presentations and modified workshops with data, questions, and services specific to the community; designed and worked toward established of small grants for DCL organizations and others to reach and engage culturally diverse and other non-geographic groups.

<p><b>2.9.2</b></p>	<p>Describe the targeted efforts to reach the business community</p>	<p>The initial targeted business outreach has been a Portland Business Survey. Staff crafted a draft survey based on stakeholder input, which was reviewed, edited and added to by several partners: CIC members and their business cohorts, PDC, Portland Business Alliance, and the Mayor's office economic advisors among others. The survey was released in late March, and remains open for completion online and in print into June. It is organized around the nine Action Areas of the Portland Plan.</p> <p>Additionally, a Phase I workshop focusing on business interests was held on December 3, 2009 with 120 people attending. Presentations and updates have been provided to specific business associations and groups including chambers of commerce.</p>
<p><b>2.9.3</b></p>	<p>Describe the targeted efforts to reach the aging and people with disabilities community</p>	<p>Three hosted presentations were held at Senior residential communities (Russellville, Center Commons and Harvest Homes). Staff met with directors from Elders in Action, Multnomah County Aging and Disabilities, Hollywood Senior Center on 2/04/10 and 3/03/10. Staff meet with the Senior District Centers and Loaves &amp; Fishes program managers on 2/08/10 to brainstorm outreach to seniors. A brief Portland Plan overview was presented to the Elders in Action Commission on 2/17/10. Phase I surveys were distributed at all the Portland Senior District Centers and Loaves &amp; Fishes meal sites. Ultimately, approximately 250 completed surveys were collected. Survey drop boxes were created for this purpose and will be used for the Phase II survey. A Portland Plan Workshop: Senior Perspective is scheduled for June 3rd at NAYA.</p> <p>A 3/31/10 Forum with the Connected Communities Coalition with the Commission on Disabilities invited to attend. Over 40 people attended the event and provided their input on barriers to participation and issues and desires to improve livability for people with disabilities. This event and materials were recorded and replayed on Omni net radio.</p>
<p><b>2.9.4</b></p>	<p>Describe outreach strategies such as Portland Community Media that help reach more diverse groups</p>	<p>Portland Plan Phase I workshops were played live and replayed approximately 170 times on local cable access TV. Additionally, radio media was utilized; three radio interviews by Portland Plan staff were conducted on local public radio stations OPB and KBOO; and workshops were broadcasted on OmniNet radio, a radio station for the hearing impaired community</p>
<p><b>2.9.5</b></p>	<p>Describe the targeted outreach to</p>	<p>Sisters of the Road Café distributed and collected surveys; Youth Program regularly partners with</p>

	the homeless community	Outside In, a non-profit that works with the homeless youth population; Staff presented to the Coordinating Committee to End Homelessness that reached both homeless Portlanders and service providers to the homeless community; Presentation given to Impact Northwest, a non-profit that provides self-sufficiency programming to Portlanders in poverty including the homeless
<b>2.9.6</b>	Describe the targeted outreach to renters	The Bureau's community newsletter, The Curbsider, is sent to every Portland household which includes multifamily dwellings and apartment buildings; Special programming with Hacienda CDC reaches low-income, primarily Latino renting families; Loaves & Fishes assisted Portland Plan staff by providing related materials with deliveries to low-income rental units; New Columbia and other low-income housing projects hosted Portland Plan workshops and events.
<b>2.9.7</b>	Elaborate on the partnerships and programs established with DCL for culturally-appropriate outreach	Although the joint grant program created by BPS and the DCL partners will not go into effect until Phase II of Portland Plan Public Involvement, significant leg work was completed between the two groups during a variety of meetings and listening sessions. BPS staff were invited to open and/or board meetings of the DCL partners so that BPS could listen to concerns of the communities the DCL partners represent.
<b>2.10</b>	Describe the staff training completed to better reach and work with marginalized communities	February staff cultural competency training organized with the Office of Neighborhood Involvement. Approximately 40-50 Portland Plan staff attended the training.
<b>2.11</b>	Describe the staff involvement of other city bureaus and offices who reached out to their constituents	Other City bureau and office staff reached out to the constituents to attend March work sessions on the Action Areas draft directions/objectives, which were the preliminary products for upcoming Phase II workshops.

## APPENDIX B (con't)

### Goal 3. Provide multiple venues and means for community involvement and engagement

Quantitative Measures and Descriptions		Data
<b>3.1</b>	# of sources taken from data from “how heard about project” from completed surveys and meeting evaluation forms	Postcard/Mail (62); Email (35); Family, Friends, Word of Mouth (21); Neighborhood groups (21); School/University (18); Misc / Other (17); Flyer (12); PP Social Media (8); Newspaper (7); PP or City Website (7); Other City event (6); Street and lawn signs (5); Non-City or PP website (5); Radio (2); Public television (0)
<b>3.2</b>	# of new Portland Plan participants (participants who have previously never heard of Portland Plan before choosing to participate in this round)	Specific question was not asked during Phase I. Rather, the following question was asked and may possible relate to original measure: (71% answered workshop evaluation as already having a high level of knowledge and involvement on Portland issues)
<b>3.3</b>	# of organizations Portland Plan staff met with for the first time, and # of organizations Portland Plan staff met with multiple times within the process	<i>Data forthcoming...</i>
Qualitative Measures and Descriptions		Data
<b>3.4.1</b>	Describe the different venues and approaches used for community involvement and engagement	<p>Venues We chose venues where people are, where it is accessible by transit and within, and safe, familiar and comfortable. Outreach events were held at housing developments, organizations offices, downtown locations accessible by transit; e.g. IRCO, New Columbia, and the Q Center.</p> <p>Approaches We worked with organizations and groups to design hosted presentations that was formatted to be best understood and applicable in terms of interests to the particular group. We prepared materials in large print, different languages, and provided ASL and language interpreters, generally upon request. We provided PowerPoint presentations at some presentations.</p>
<b>3.4.2</b>	Describe the various venues and approaches utilized to distribute the survey	Brought surveys to senior centers and left drop-boxes, Handed out at Workshops, Handed out at N.A. meetings, Handed out at Hosted Presentations, Mailed out to all single family homes through Curbsider, distributed through district liaisons, available on website. See data for Measure 3.5.

<b>3.4.3</b>	Describe the various social media networks utilized in the outreach effort and describe how utilizing social media has engaged community members and allowed for the community to provide feedback	Portland Plan events were advertised using Facebook, Twitter, and the Portland Plan website; Photos of Portland Plan events are posted on Flickr which allows comments and cross-linking on social network sites; Social media networks allowed staff to post comments and tidbits of interesting feedback and polling responses from various Portland Plan events
<b>3.5</b>	Describe the other interactive tools used in the outreach effort	Utilized interactive polling at Phase I workshops (and a few hosted presentations) with hand-held clickers allowed for instant visibility of important topic areas and the values of the participants in the room compared to City averages; Cartoonists provided sketches to related to youth populations; Youth planners engaged in guerrilla style outreach by passing out surveys and Portland Plan materials on transit, along transit stops, at libraries, and at public schools; Library teen councils with the help of the Youth program formed a friendly competition on which branch could collect the most completed Portland Plan youth surveys where winning branch gets an ice cream party sponsored by Portland Plan staff.  Social media accounts were used try to spark online discussions, where as the Portland Plan website posted polling results of workshops within a day or so of the event.

## APPENDIX B (con't)

### Goal 4. Involve as many people as possible

Quantitative Measures and Descriptions		Data
4.1	# of total people reached through the Portland Plan engagement process	900 people signed in at workshops; 1500 people attended community presentations; 4,000 surveys submitted online; 9,000 surveys submitted by mail (source: Tom Armstrong's 4/2/10 memo) Survey mailed to every Portland household
4.2	# of Phase I workshop participants	Approximately 970 (See Appendix D for demographic breakdown of workshop and survey participants)
4.3.1	# of surveys completed online (General, Youth, Business Community)	3,498 (See Appendix D for demographic breakdown of online survey participants)
4.3.2	# of surveys completed, mailed in (General, Youth, Business Community)	Approximately 4,800
4.4	# of friends on Facebook	1,536
4.5	# of followers on Twitter	825
4.6	# of views on Flickr account	24,354
4.7	# of views on www.pdxplan.com	248,982

## APPENDIX B (con't)

### Goal 5. With feedback and continuous engagement throughout Portland Plan development and implementation, ensure community members are being heard

Quantitative Measures and Descriptions		Data
5.1	% of people who complete evaluation forms at each stage of process who feel positive that their feedback at events, polling, etc is being heard	Specific question was not asked during Phase I. Rather, the following question was asked and may possible relate to original measure: "This workshop provided a meaningful opportunity for me to voice my opinions", 95% responded positively (35% strongly agreed and 60% agreed)
Qualitative Measures and Descriptions		Data
5.2	Describe how community participants might find their comments and opinions reflected in the Portland Plan products and processes	City staff technical working groups along with CIC volunteers to compile, analyze, and form future phases of Portland Plan materials and documents; A master database exists where all written comments and event evaluations are entered and stored. Portland Plan staff, including technical working groups, utilize the cataloged comments for future direction settings; Portland Plan staff used neighborhood groups and coalitions to test run workshop materials, and gathered direct feedback to inform future Phase I workshops
5.3	Describe efforts made by City staff to report results and findings of previous Portland Plan outreach phases through out the Portland Plan process.	In depth research on equity within Portland Plan and previous Portland planning efforts was completed and then woven into Phase II materials and processes in response to equity concerns by various communities; Portland Plan website and social media advertise polling results and key themes heard within days of events; Based on feedback from community of people with disabilities, materials were created with larger font and are being prepared for Braille translation for Phase II.
5.4	Describe follow-up activities conducted by staff for specialized outreach to ensure the opinions and needs of various communities are heard	Based on responses from workshops with the senior community, drop-boxes and surveys were provided to various senior centers and retirement homes



## APPENDIX C – Comments from Community Involvement Committee (CIC) Members

CIC members were provided with a brief set of questions during the April 2010 CIC General Meeting to assist the Portland Plan staff to evaluate Phase I outreach and engagement.

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### 1. Please provide us with your comments on Portland Plan outreach and engagement efforts for Phase I. Please tell us what you liked about these efforts and make suggestions for improvement for us to consider in Phase II work.

“There were many aspects that made the process interesting and engaging. Having the Mayor at each presentation was certainly a plus – but also having facts about the city and of course the interactive survey – loved it. At the same time there were aspects I wish could have been different. I felt frustration with the inability to select multiple or varying choices on the survey. I think the inability to do this - skews the results. If the survey could have allowed your top 3 or top 2 picks I think you might have seen more support in secondary categories. I also had a concern that the questions and the focus of the survey was geared specifically to individual citizens – their personal needs, wishes, expectations... so on. This isn't a bad thing but misses the opportunity to engage the business community whose needs and wants are considerably different. Specifically questions relating to transportation, infrastructure and city process were lacking (or diminished) in the discussion – yet these topics are key to many businesses and frankly critical to the success of the city”

“I felt there were significant, sincere efforts made, but falling somewhat short due to lack of participation from the minority and underserved population. I believe there was confusion about the message and how this differed from VisionPDX, not to mention lack of clarity about the difference between Portland Plan and Comprehensive Plan. In other words, ‘same old, same old’ perception by many (my anecdotal take on it). It was also an overwhelming amount of information to digest and understand. Nevertheless, we had to start somewhere and lessons were learned from the first round that has hopefully informed the second round. I believe we have to get people focused in more detail and with enough time to discuss specific action areas, rather than trying to cover too much and thus diluting our efforts and causing frustration”

“I commend the BPS's effort to involve and engage the community; Outreach efforts were largely effective; applaud the multipronged approach, i.e. Workshops, surveys, mailings, etc.”

“May consider Google ads or Facebook ads if not done recently (they get a lot of traffic); Need better minority participation at workshops - example, need much more aggressive media approach (consider fliers, billboards, event incentives to bring people there. [Minority outreach] is being started now but is a little late for Phase I”

“I liked that input from community members regarding the outreach and engagement was taken into consideration and that parts of the process were improved; I liked that the historical under-representation of minority groups was addressed and tries were made to improve the outreach and engagement with these groups; Much work still needs to be done and increased efforts for this need to be an immediate high-priority; I liked that improved accessibility was taken into

consideration. This still needs improvement; There needs to be better and longer term education and marketing of involvement to unaffiliated community members; I liked that equity has been a focus. This still needs improvement and there needs to be evidence of accountability and responsibility.”

“I think the efforts have been outstanding between workshops, surveys, curbsides, group outreach, etc. It is a monumental task and there will always be those who either feel they weren't represented well or who didn't have a voice because of various barriers. I do think we can improve on hearing the voices of our racial/ethnic/religious minorities. However, there are significant barriers to overcome that make it not as easy as just offering them the opportunity. I believe there is a whole education process and the establishing of trust that must come first, but we have to start somewhere to establish relationships and I do believe the efforts have been significant and sincere”

“I think this is the best effort that Planning (pre-BPS) has ever made to engage the entire community --building on Vision PDX. I look forward to seeing the relationships now being forged serve as gateways to future involvement in City efforts (across bureaus). I think staff is doing an amazing job on a very tight time schedule; However, I think we're still scrambling to relate to groups we should have contacted a year or two ago and Connecting with much earlier in the game. That includes partnering with ONI, which has connections beyond the neighborhood system. I felt as though the neighborhood system was kept at arms length during the first phase of the process and that hindered ownership and involvement from that system; Staff's willingness and ability to set up “tailored” workshops. Kudo's to Marty for all her good work coordinating those efforts; The Mayor has done a nice job of emceeding overall and I think he handled the equity issue well at the SE workshop I attended; Most important to me – emphasis on equity issues – commitment to reaching people from all groups in our city. I'm holding my breath and hoping it won't be just words this time; Comments and suggestions from my fellow CIC members – I think the group has much to offer; However, asking us for our comments at the last minute or after the document is already printed and changes can't be made makes me feel like I'm rubber stamping things. I am sympathetic to how much work staff is trying to get done; I know updates on workshops are on the website, but I still feel like I don't have an ongoing big picture of where the gaps are? What groups do we still need to reach, etc.?; I like the mix of Portlanders being the face of the Plan; I still don't think we've satisfactorily answered the question of “why should I care?” How will it affect me? For some people; I like the clickers, the instant feedback about who is in the room.; People still ask me where do these numbers come from? Why should I trust them?, etc; I've lost track of what's happening with the DCL partners. Have small grants been awarded? That is a good concept, but it needed to be framed slightly differently for groups whose infrastructure is small and somewhat fragile.”

“Language” continues to present challenges in how Portlanders relate to people, place, and things... not languages of other countries, but the struggle communities, institutions, governments, and orgs experience as they try to capture/express fundamental paradigm shifts in US and global business-as-usual thinking and practices. Sustainability, like Equity, is a term, when fully described, probably needs to run throughout the Portland Plan. I believe it does, but having its word, Sustainability, linked solely with Natural Environment, has raised questions and perhaps a little confusion in some educational and business communities, who are understanding and utilizing “sustainability” across all sectors and themes; The diversity committee work and

presentations focused with Urban League, NAYA, Latino Network, IRCO, and the International group is great.”

“As a community member who has been involved with the Portland Plan process since 2008, I have seen Portland Plan outreach and engagement efforts expand and expand. City Staff have been highly responsive to suggestions by committee members (both full CIC and Outreach committee members) regarding including varied and diverse groups and individuals in varied and diverse workshops and other activities such as specialized presentations and questionnaires. I have seen, heard and experienced both invitation and encouragement to participate in the process. Even the technical processes have been inclusive, with technical meetings open to the community (with added expectation for focused contribution) that are now feeding into this next phase of the Portland Plan process. I am personally excited that we have made a direct invitation to those of the education community (including parents, teachers, administrators, non-teachers and student) to participate in Phase II of the Portland Plan outreach project. I have found City Staff to be very creative, especially given quite limited resources, with outreach activities and very willing to utilize contacts in the community. I am also impressed with their intent to link Portland's Vision Into Action (Portland's largest outreach effort to date) process to ongoing Portland Plan efforts. I know that this is not an easy task, for many reasons. And I have seen strong effort to accomplish this and a continue interest in ensuring public confidence that they will. I believe the Equity section of Phase II workshops reflects this commitment”

**2. To help us complete the Phase I progress report, we need you to describe how you as a CIC member and Portland Plan ambassador have assisted us in our engagement efforts including capitalizing on your existing relationships with the community.**

“My concern about the lack of business involvement on the Portland Plan is the reason I pushed for a different survey – a business focused survey. With my encouragement - business leaders met and brainstormed questions that could be included on this new survey and staff created drafts for review. I also understand planning vetted the survey with PBA and other business organizations. Further, I've leveraged my relationship with APNBA and CEIC boards to encourage business owners fill out the survey”

“I believe my greatest area of contribution was to engage with the arts community and attempt to bring them into the process. This is still a work in progress (I hope). I further did my best to talk up the process with people in my particular community and with many friends and acquaintances beyond that. I also posted or handed out flyers where I could, and participated in a Fix it Fair where I gained firsthand experience by speaking to people from a very different perspective than mine. I also attended two TAG work sessions that allowed me to more closely understand specific issues that will hopefully prepare me to become a better ambassador in the future”

“Provided input into workshop design; Assisted with outreach to various community constituencies; Provided feedback on Phase I workshops to BPS”

“Provided an outside viewpoint in review of marketing materials so that a person who is not as close to the planning process can understand (more clarity, less jargon); Suggestions for youth, make things Facebook and internet friendly; Suggest outside groups not traditionally included; Provide feedback for workshop structure to be clear and effective; I have tried to educate and involve uninvolved and under-represented community members; I have passed on many suggestions of my own and from what I have heard community members say regarding plan

texts, presentations and the process; I have attended many community meetings and Portland Plan related meetings to get other perspectives and points of view”

“I was only able to attend one workshop during the Phase I. I volunteered at the Fix It Fair in East Portland this winter. Also, because I am involved in EPAP I maintain regular updates and communication from the Portland Plan to the East Portland Action Plan. I also wrote a blog for the Portland Plan that I believe will be used at a later date”

I have reached out in the following ways: Reported on a monthly basis to my neighborhood association and the two business associations I attend. (I doubt in either case that my updates and reminders have caused anyone to attend workshop. However, they may have resulted in surveys being completed. APNBA reps are also present at those meetings; Coordinated with my fellow CIC member to set up a joint Abernethy PTA and HAND Portland Plan meeting.; Talked about the Plan and e-mailed information to my women’s book group (all live in NE except me); E-mailed workshop schedules and survey info with reminders to HAND and Division Vision list serves, sometimes business associations; Served on 4 member planning committee to set up Southeast Uplift workshop on the Portland Plan prior to the start of workshops; Reported on SEUL workshop to the Citywide Land Use Group and encouraged other neighborhoods and coalitions to hold workshops; Served on two panels on infill/neighborhood character/historic preservation for the Architectural Heritage center this spring – the first one I was the point person for info on the CIC, upcoming workshops, etc. The second one Steve Dotterer was also a panelist; Supplied information to 2 Latino women at PSU on how to become more involved, supplied them with contact info for Marty, etc; Updated the PIAC on the Portland Plan process early on; Attended 4 of the 7 Phase I workshops to listen in and see how people seemed to be responding. I facilitated a group at the Wilson High event.”

“Emailing announcements and invitation to participate to members in the Native American community, as well as PSU students, including the School of Education’s Leadership in Ecology, Culture, and Learning, and the senior capstones, “Environmental Education through Native American Lenses” and “Learning Gardens and Civic Engagement.”; Several students have attended more than one community outreach presentation and one student attended ALL of them in Phase I, changing his major at PSU from business to Urban Planning. His comments to me were that “there weren’t enough young people or people of color. Discussions at small groups were not well-informed.” He felt possibilities for creative, innovative ideas were limited... too rushed.”

“I have participated in several workshops, including one jointly conducted by the Abernethy PTA and Hosford Abernethy Neighborhood Association (HAND), encouraged by myself and others on the Committee. I am basically a walking commercial for the Portland Plan and encourage all in my immediate and broader community to participate in the process, as they see appropriate. I have contact those on my listserve, by verbal invitation throughout my day to day life, and handed out materials in the school setting.”

### **3. Please provide us with any another comments or suggestions.**

“I think there remains a disconnect between the CIC and the Mayor’s advisory group. I realize there is a little bit of cross-over between the groups – but given the large learning curve many of us have gone through on the CIC - I would suggest we have some joint sessions between the two

groups. Thank you for the opportunity to be involved on the CIC. I look forward to the positive future our efforts bring to the City of Portland”

“I can’t think of any additional suggestions at this time beyond the productive group discussions and comments already offered at meetings and which I know staff is diligently addressing in an effort to “get it right.””

“Unfortunately the respondents were overwhelming white and upper/middle class; My sense is that racial/ethnic minority groups feel excluded/marginalized; CIC meetings have not been well attended in general - maybe more flexibility regarding the meeting time and date”

“People in the community are anxious to see real, concrete suggestions, to make feedback to design; Community doesn't want to participate tremendously until it gets more specific”

“Outreach and engagement improvement tools like this sheet are continuing to be given out too late. Community members have made comments about feeling this tardiness is intended and having continued mistrust that Portland will do anything with their comments and involvement”

“I really appreciate all the efforts being put into the Portland Plan. There is a working attitude in our culture right now that the City Government is responsible to the community to keep them informed and involved. I do believe that is half of the picture. However, I also think there is a general malaise among the community regarding taking responsibility to be involved. In court or in the IRS one cannot plead “ignorance.” The point is, being aware of your responsibilities to the larger community rests just as much on the shoulders of individual citizens and groups. I say this because there is a tendency for the City to feel like they have to respond to every criticism for not being more transparent, for not being more aggressive, for not engaging every group, for not having the foresight to see every issue, etc. The Portland Plan is making great efforts to get the word out to the public. At some point the responsibility lies with the community to seek participation, engagement, and a public voice. The Portland Plan can provide the opportunity, but they can’t force people to pick up the pen, use the phone, or walk to the workshop. The Portland Plan can provide opportunities for engagement, but they can’t make a person care or feel engaged. That comes from someplace else. Okay...stepping down from my soap box now!”

“I may have more ideas before the meeting on the 11th. I can tell I’m experiencing participation fatigue. I hope my less involved counterparts aren’t feeling it as well.”

“A lot of energy and thought has clearly gone into development of presentations/PowerPoint and written literature/media/surveys, however, we’re still not reaching a large segment of the population – name/brand recognition?? “What is the Portland Plan and what is its relevancy to me?” We need to continue to get out the word, perhaps personalizing the message with multiple “faces of Portland – different ethnicities, ages, gender.” More tabling at a greater variety of events. Tapping into existing networks of expertise in diverse communities; I so appreciate Howard’s facilitation of meetings and the staff’s support and focus – the team brought together has a great feel and wish we had more time to hear more about their work and ideas. Never enough time ;-)) Thanks for all your work!”

“I think that BSP Staff are doing a great job. I am very impressed and thrilled by their commitment to making this Portland Plan processes a success. And their ability and interest in taking many different perspectives into account. Keep up the good work!”

## APPENDIX D – Demographic data from Phase I Workshops and Surveys

Data provided by Portland Plan staff

### What is your household income?

Workshop	Online Survey	Mail-in Survey	Total	2008 Citywide*	Household Income
13%	9%	-	10%	16%	Under \$20,000
21%	24%	-	23%	30%	\$20,000 - \$50,000
33%	36%	-	36%	38%	\$50,000 - \$100,000
21%	21%	-	21%	16%	Over \$100,000
12%	10%	-	10%		No response

\*Data from the American Community Survey, Census Bureau

### What is your racial or ethnic group?

Workshop	Online Survey	Mail-in Survey	Total	2008 Citywide*	Race or Ethnic Group
4%	2%	-	2%	8%	Asian or Pacific Islander
2%	1%	-	1%	7%	Black / African American
<1%	1%	-	<1%	4%	Native American
6%	1%	-	2%	9%	Latino/ Hispanic
75%	83%	-	81%	74%	White / Caucasian
4%	5%	-	5%	2%	Mixed/Other
10%	7%	-	8%		No response

\*Data from the American Community Survey, Census Bureau

## APPENDIX E – Presentations List for Phase I

Portland Plan staff has been tracking outreach and engagement events with the following document:

### Phase I

<b>Portland Plan Outreach and Engagement Events</b>	<b>Date</b>
DRAC – Institutional Facilities Coalition	07/08/09
City Club Civics101	09/23/09
Citywide Land Use Group	09/28/09
NECN Civic Youth Engagement Work session	9/29/09
Central City URA Study Community Workshop	10/12/09
Informal Group of interested American Planning Assoc. Planners	10/12/09
Russell/Parkrose/Wilkes Neighborhood Associations	10/15/08
Southeast Uplift Coalition	10/17/09
American Institute of Architects – Historic Resources Committee	10/21/09
Portland Business Alliance Land Use Task Force	11/03/09
Healthy Portland Workgroup	11/06/09
Landmarks Commission	11/09/09
City Club Civics101	11/10/09
Northwest Industrial Neighborhood Association	11/10/09
Friends of Cathedral Park Neighborhood Association	11/10/09
League of Women Voters (Portland Plan Study Circle)	11/13/09
Bureau of Development Services Land Use Division	11/16/09
Bureau of Development Services Land Use Division	11/16/09
Brown Bag for City of Portland Employees	11/17/09
East Portland Chamber of Commerce	11/18/09
Citywide Land Use Group	11/23/09
Portland Business Alliance, Land Use Group	12/02/09
Design Commission	12/03/09
Home Builders Association	12/10/09
Portland Development Commission (brown bag)	12/14/09
Portland Housing Bureau	12/15/09
Industrial and Commercial Brokerage Group of Norris, Beggs & Simpson	01/06/10
Madison South	01/07/10
Eliot Board Association	01/11/10
Hayhurst Neighborhood Association	01/11/10
Montavilla Neighborhood Association	01/11/10
Creston-Kenilworth Neighborhood Association	01/12/10
Transition PDX and Portland Peak Oil	01/13/10
Portland Multnomah Food Policy Council	01/13/10
District Coalition Directors & Board Chairs	01/14/10

<b>Portland Plan Outreach and Engagement Events</b>	<b>Date</b>
North Portland Land Use Group	01/18/10
Russellville Park (Retirement Community)	01/19/10
Coordinating Committee to End Homelessness (CCEH)	01/20/10
Abernethy PTA/Hosford-Abernethy Neighborhood Development (HAND)	01/21/10
Central Northeast Neighbors (CNN)	01/25/10
AFSCME	01/26/10
Northwest Ecobuilding Guild	01/27/10
Northeast Coalition of Neighborhoods	01/27/10
Oregon Environmental Council	01/28/10
NE Coalition Land Use and Transportation	01/28/10
Impact Northwest staff	01/28/10
IRCO staff	01/29/10
Portland State University Freshmen Inquiry class	02/01/10
Portland Plan Workshop: Latino Perspective (The Hispanic Metropolitan Chamber, El Hispanic News, Latino Network , Hacienda Community Development Corporation, Miracle Theatre, Multnomah County Health Department, and Verde)	02/02/10
Concordia Neighborhood Association	02/02/10
Senior District Centers' Program Managers, Elders in Action, and the Loaves & Fishes	02/08/10
Elders in Action Commission	02/17/10
Opal Charter School of the Portland Children's Museum (Grade 2)	02/18/10
Urban Forestry Commission	02/18/10
Cascadia Region Green Building Council	02/24/10
Eliot Tower Home Owners Association	02/25/10
Portland State University Freshmen Inquiry class (Chet Orloff)	03/01/10
Central Eastside Industrial Council – Land Use, Transportation and Urban Development Committee	03/02/10
SMILE (Sellwood Moreland Improvement League)	03/03/10
Sabin Community Association	03/18/10
Center Commons	03/11/10
Buckman Community Association	03/11/10
Portland Plan Workshop: New Columbia	03/15/10
SWNI - West Portland Crossroads Forum	03/15/10
East Portland Chamber of Commerce	03/17/10
Bosco-Milligan Foundation/Architectural Heritage Center program titled "Historic Preservation & The Portland Plan	03/20/10
Connected Communities Coalition Forum with the Portland Plan	03/23/10
Recode	03/23/10
Harvest Homes (Retirement Community)	03/20/10
North Portland Neighborhood Services Portland Plan Workshop	03/31/10





OFFICE OF MAYOR SAM ADAMS  
CITY OF PORTLAND

June 23, 2009

As Mayor and Commissioner of the Bureau of Planning and Sustainability, I request Council confirmation of the following appointments to the Portland Plan Community Involvement Committee to serve a term from July 2009 through December 2012:

Appointment	Position
Paula Amato	Member at Large
Judy Bluehorse Skelton	Member at Large
Liz Gatti	Member at Large
Judith Gonzalez Plascencia	Member at Large
Anyeley Hallova	Member at Large
Rev. Brian Heron	Member at Large
Jason Long	Member at Large
Shirley Nacoste	Member at Large
Rahul Rastogi	Member at Large
Ryan Schera	Member at Large
Angie Thompson	Member at Large
Jon Turino	Member at Large
Amy Cortese	Planning Commissioner
Lai-Lani Ovalles	Planning Commissioner
Howard Shapiro	Planning Commissioner / Co-Chair
(Linda Nettekoven)	At the request of the Mayor's Office
(Stan Penkin)	At the Request of the Mayor's Office
(District Coalition Member)	At the Request of Commissioner Amanda Fritz's Office
(Portland Business Alliance)	At the Request of Commissioner Amanda Fritz's Office

Respectfully submitted,

Sam Adams  
Mayor

SA:ca

*Subcommittee of  
Planning Commission  
- Not required to  
be sworn in.*

-9315

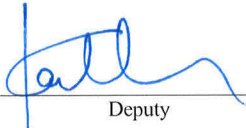
✓140

Agenda No.

REPORT

Title

Appoint members to the Portland Plan Community Involvement Committee to serve a term from July 2009 through December 2012. (Report)

<b>INTRODUCED BY</b>	CLERK USE: DATE FILED <u>JUL 02 2009</u>
Mayor Sam Adams	LaVonne Griffin-Valade Auditor of the City of Portland
<b>NOTED BY COMMISSIONER</b>	By:  Deputy
Mayor—Finance and Administration	<b>ACTION TAKEN:</b> <b>JUL 08 2009 CONFIRMED</b>
Position 1—Utilities	
Position 2—Works	
Position 3—Affairs	
Position 4—Safety	
<b>BUREAU APPROVAL</b>	
Bureau: of Planning and Sustainability	
Prepared by: Christine E. Appleberry Date Prepared: June 23, 2009	
Financial Impact Statement <input type="checkbox"/> Completed <input type="checkbox"/> Amends Budget <input checked="" type="checkbox"/> Not Required	
Council Meeting Date July 8, 2009	
Bureau Head: Susan Anderson	

AGENDA		FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:		
				YEAS	NAYS
<b>Consent</b> <input checked="" type="checkbox"/>	<b>Regular</b>	1. Fritz	1. Fritz	✓	
NOTED BY		2. Fish	2. Fish	✓	
City Attorney		3. Saltzman	3. Saltzman	✓	
		4. Leonard	4. Leonard	✓	
		Adams	Adams	✓	