

Community Involvement Committee

Meeting Minutes

June 15, 2011

Committee Members Present: Paula Amato, Jason Barnstead-Long, Liz Gatti, Brian Heron, Shirley Nacoste, Linda Nettekoven, Stanley Penkin, Howard Shapiro, Peter Stark

Absent: Judy BlueHorse Skelton, Judith Plascencia Gonzalez, Anyeley Hallova, Lai-Lani Ovalles, Rahul Rastogi, Ryan Schera, Alison Stoll

BPS Staff: Raihana Ansary, Eden Dabbs, Chris Dornan, Eric Engstrom, Emily Sandy, Deborah Stein, Marty Stockton

Visitors: Susan Blevins

Welcome

Howard began the meeting by noting that quorum attendance was not achieved. The 4/20/11 and 5/18/11 minutes still need approval. The CIC will look at them at the July meeting.

Announcements

Marty announced the following upcoming events:

- Planning and Sustainability Commission hearing and recommendation on Portland Plan: Factual Basis and Buildable Lands Inventory, Tuesday, June 28, 6:00 PM; 1900 Building, 1900 SW 4th Avenue, Room 2500
- Planning and Sustainability Commission briefing on Portland Plan Community Involvement Update, Tuesday, July 12, 12:30 PM; 1900 Building, Room 2500

Summer Outreach Schedule

- East Portland Exposition, Saturday and Sunday, July 23 and 24, 11:00 AM; Ed Benedict Community Park, Powell Blvd near NE 102nd Ave
- Sunday Parkways NW/Downtown, Sunday, July 24, 11:00 AM – 4:00 PM
- Ecotrust Sundown Concert, Thursday, July 28, 5:30 – 8:30 PM; Southside of the Ecotrust parking lot located at 721 NW 9th Ave

CIC Decisions and Follow up Actions

Stanley reported on the CIC Selection Subcommittee's progress. They received a few new applications and reached back to the 68 original applications to complete the applicant pool. After an evaluation ratings process, they narrowed down the field to 17, and from there to the final 7 interviewees. They are in the process of interviewing candidates to fill the CIC openings. Within a few weeks, they should have the two to three recommendations.

Stanley said that while not as racially diverse as a group as he'd like, there are other diversities represented such as profession, geographic location etc. Marty concurred, stating challenges with increasing the diversity of the applicant pool. Stanley said he's also evaluating the ability of people who can come into a 2-year old committee and contribute immediately. Marty said the standard

procedure is to put the selections on the Consent Agenda. Howard suggested not going on the consent agenda, and instead recommending them in person to City Council. This would provide a good way to get face-time with the City Council members.

Eric Engstrom recommended that perhaps a better way to get face-time is for the CIC to take the lead on a simplified executive summary. Jason is leading; Stan, Peter, Liz and Linda are tentative. Howard requested that Steve Dotterrer present the Census results as well.

Liz clarified that CIC would present to City Council, then would approve the new CIC selections. Other members were approved on the consent agenda in the past.

Stanley said it is a good idea to get in front of Council, but coinciding as it does with the release of the draft plan, the timing might not be right.

Marty stated that it is important that new members are on board for the 7/20 meeting. Also the PSC 7/12 briefing – having two briefings that close to each other, and adding City Hall would be likely a bit much – that said, it would be good to have time with City Council.

Eric Engstrom suggested that the CIC could help lead the briefing in December, prior to the presentation of the Draft Plan. CIC membership agreed with Eric's suggestion.

Portland Plan Draft

Stan felt disconnected from what the PPAG is doing. Howard responded that the PPAG meets quarterly, but attendance has been spotty.

Deborah Stein stated that much feedback has indeed come from the PPAG and PSC. There are multiple levels of review that the draft is presently going through. Also, the Equity TAG has reviewed all the strategies in depth, and has worked to make sure that Equity is included in all constituent strategies, EPA, Education, and HCN. Deborah added that the Draft Plan will include acknowledgement of the involvement of all partners.

Eden explained that the process of compiling various, potentially conflicting comments is long, difficult, and confusing. As much as the Communications Team wants to share this with the CIC, the only part actually written at this point is the introduction.

Howard asked the CIC membership to weigh in as thoroughly and vocally as the Equity TAG did. TriMet, the Port of Portland etc have all gone in front of the PSC to voice their side, and the CIC should not be any different.

Yesterday at PSC they had first exposure to the Census review. The data are still raw. Portland is growing, but not at the rate that it was before. The outlying area of “greater Portland” including Vancouver WA is growing quickly. The Census data so far show the African-American population at 6% of total, Asian at 7%, and Hispanic percentages are growing the fastest overall. These are very significant data for forming the plan, determining who is here at present, and how the numbers are trending. Howard asked for Steve Dotterrer to attend to speak further about the Census report. Census data is critical to the Portland Plan. Marty said she will share the two-page memo about the census with the CIC.



Communications Update / Brainstorm and Advice to Staff

Eden reported that she is working with Portland Community Media and just finished a summary video of the Phase III Portland Plan Fairs. Once the video is up and running on the Portland Plan website, Eden will send a link to the CIC. Eden described the video as fun, touching on strategies, showing fair content and showcasing community members who attended.

Eden referred to the timeline B+W handout about the transition from Phase III to Phase IV – phase III is finished, June and July is all about the draft plan – keep the momentum and awareness alive about the draft plan. In August and September, let the public know that the draft plan is online for viewing. Printed copies will be big and expensive, so emphasis on digital viewing. Budget alternatives are VIP presentation-level set for a small group, as well as a larger number of B+W hard copies for general requests. PSC hearing dates tentatively scheduled for Sept and October. This phase is about informing and education, not surveys, not collecting info or feedback. Message should be: here is the plan, filled with great ideas - open it and read it. If you have comments, there are formal non-BPS channels to direct them to. Whole back page shows directions on how to do this.

Peter asked if there was budget for one banner to place at various locations with the website. It could be the start of a campaign to maximize awareness of the progress of the Plan leading up to its adoption. Stanley agreed that there is a lack of broad awareness and penetration of message. Howard agreed that there are 30,000 people involved now, but 600,000 in Portland.

Eden said that there is value in keeping awareness alive in the Plan, and the quick strategic actions (5 years or less) that will be happening. As we move into Comp Plan, keep talking about managing the message and where the emphasis should be in community engagement.

Linda said it is important to note that this is an active plan and won't sit on a shelf. Portland is famous for creating and adopting plans, and not acting on them, at least for a long time.

Howard said the Portland Plan is somewhat composed of the Climate Action Plan, Comp Plan, etc. Shirley asked about population involved in creating and molding the Plan. Eden responded that 20,000 comments were submitted and recorded, and went into decision on the Plan. Eden looked for confirmation on methodology about banners, postcards etc.

Jason said that we need to form a Portland culture, that everyone is involved – thanks for taking part, and we still need your help. Connect from City Hall to grass-roots neighbor-to-neighbor actions.

Stanley said he really liked the Portland Timbers marketing campaign, and asked if help was needed from Weiden + Kennedy to aid in Portland Plan marketing. One of the most effective parts of the billboard campaign was that it featured Portlanders themselves, glorifying the fans in an effort to increase the local fan base. Eden said there is a small line item in the budget for marketing consulting, and asked the CIC what the best time for a splashy banner / billboard etc. Her main concern is that people get burned out on the message before the project is done. She wondered if it would be better to do this before it is adopted, or as/after it is adopted. CIC will want a visceral message, but timing is the key issue.

Jason said that March and/or April would be a great time to go for it. Linda said that the moment of adoption is a great time to get word out. Linda said that having the website out there in the fall, and then a big push in March, would be a good use of money. Eden agreed. Peter thought that quicker action would be better.

Eden handed out the plan outline. The strategies and definitions were basically the same as before, but “Education” is now titled “Thriving, Educated Youth.” Eden also handed out a specific Thriving Educated Youth packet. The intent was to show the layout as a template for all the other individual strategy reports. Eden said there is a shift in presenting the information, moving from pictures to a color-coded approach. Education is red, EPA is purple, Equity is yellow, and HCN is green. The challenge is to present dense content in a very accessible way. Lists such as “top 10” are popular ways to communicate in an easily accessible way.

Howard said his inclination is toward fewer words, even though the document already has a lot of visual elements. He advised Communications to look more toward “sound bytes”, acknowledging that it is tricky because there is so much info to communicate. Graphics are very important.

Eden said the Communications team is also looking increasingly at video as a method of communication about the Plan, likely in tandem with social networking, such as posting videos on Facebook. Her initial opinion is that any large-scale marketing or advertising should coincide with the Portland Plan’s adoption by City Council.

The Outreach Subcommittee is involved in PSC as well. The 4-page executive summary is different from the PSC presentation, and exists for two very different purposes, so it doesn’t necessarily make sense to combine them.

The Communications Team will handle the two-page “Curbsider teaser,” condensing versions of existing documents such as “How will we pay for it?” CIC members agreed that they would like to have reviewer status of the 2-page flier before approval and release.

Deborah mentioned that the 4-page executive summary containing the guts of the Draft Plan will come out in August, and not before the Draft Plan is completed and released. Marty stated that to meet Title 6 requirements, we need an executive summary that is translatable into various languages. Eden said that internally, we need to figure out what the summary will look like, confirm the timing, and share with CIC, youth planners, etc.

Brian pointed out that the average Portlander would be most interested in a message of “Come Win with Us” instead of “Here’s the Plan.”

Raihana opined that participating in the Summer Zoo Concert Series could add to outreach.

Eden and Liz agreed that at the July meeting they could help with planning for August.

Comprehensive Plan Update

Emily Sandy gave an update about the Comp Plan. Sandra Wood covered the big timeline before; they need to have the Plan itself completed by the fall of 2012. First product is a workplan draft of the Comp Plan with placeholders for things they need to accomplish. These placeholders largely do not include solutions. They are in the process of figuring out what the topics are, but the main focus comes from state-required things, such as figuring out the number and allocation of staffing. They are working to come up with a draft to present to targeted stakeholders, vs. the general open house group, plus mayor’s office and other political interests to vet, and to present formally to PSC. They get to work on pieces they prioritize to work on. With the Portland Plan pushing farther into the fall, the Comp Plan will get started later this year in outreach to the stakeholders.



While the Portland Plan provides focus for the Comp Plan, it is not everything that makes up the Comp Plan. Again, the Comp Plan is focused on state-required Periodic Review elements. Eden will be the Communications lead for the Comp Plan. There are fundamental differences between the Portland Plan and the Comp Plan; we will cover those differences later.

Eden talked about printed materials for the summer. The four-page report summary is due from the Communications Subcommittee in the next 1-2 weeks for the first event. Marty mentioned a conflict with the four-pager, along with the PSC briefing, as well as the Mayor's response on 7/9.

Deborah described the layout of the executive summary will include bullet points below each strategy and will focus on visual elements to communicate its points.

Howard said that the Portland Plan shouldn't be popularized, while the Comp Plan is a state-required Plan. The CIC should revisit these fundamental differences later.

Comments from the Public: Susan Blevins introduced herself to the CIC. She said she was very interested in the progress of the Portland Plan, though a lot of her friends and neighbors were not aware of the Plan at all. She said she would probably come to the next CIC meeting. The members welcomed her to do so, and encouraged her feedback.

Next Steps:

Next CIC meeting will be Wednesday, July 20, from 6:00 to 8:00 PM.

Howard adjourned the meeting.

Attachments

The following documents should be considered part of the minutes for this meeting:

- Phase IV Outreach
- Phase IV Communications Planning
- Portland Plan – Summer 2011 Outreach and Materials
- Table of Contents - Draft Plan
- Draft Portland Plan Video – Concept Statement
- Portland Plan Draft – Intro
- Portland Plan Draft - Styles

Timing	Portland Plan process	Public call to action (CTA)	Intent of outreach	Messages	Production/form factor (print, web, video, ads)
May 2011	5/15 survey closes	Last push to review strategies and complete surveys	Gather sufficient input, ensure stakeholders are aware of deadline.	Last chance to review strategies before draft plan	Brief summary in June Curbsider
June	Write draft plan	No CTA	Mild summer outreach: Express gratitude, show progress, build excitement	Thanks for your input, draft plan in production, coming this summer	Web updated with current messaging, strong public involvement summary
July	Write draft plan 7/31 draft plan published				Draft plan produced by AH with support from graphics (discuss online version)
August	Public and PSC read plan	Review draft Portland Plan at pdxplan.com. Come to PSC hearings with feedback. Build buzz between Oct-Nov	<ul style="list-style-type: none"> - Build awareness and confidence in plan with public and council members. - Highlight inspiring sections of plan (emphasis on equity). - Emphasize massive public input. - Demonstrate partner ownership. <p>Caution: Enough outreach to build awareness but NOT oversell.</p>	<p>Thanks for your great ideas, Portland!</p> <p>Check out the draft Portland Plan – a map to Portland’s healthy and prosperous future, shaped by thousands of community voices.</p> <p><i>Highlight:</i> <i>Inspiring sections of plan – with explanation for implementation</i></p> <p><i>Partner agency ownership of goals</i></p> <p><i>With more than 20,000 comments from Portlanders...</i></p> <p>The Portland Plan will drive public decisions and investments as the city grows and changes over the next 25 years.</p> <p>With plans for Portland’s job growth, education, health, housing, transportation and social equity – the Portland Plan includes something important to everyone.</p> <p>This draft plan reflects nearly 20,000 public comments from the past two years, as well as</p>	<p>July Web update: Load draft plan, highlight public involvement summary, feature on partners?</p> <p>Sept Postcard to all homes: Key messages</p> <p>Media briefings: Informal background meetings to go through the plan, get temp read (w/ Susan/Joe, 1-2 partners, mayor’s office, PSC member, DCL partner)</p> <p>Sept – Nov Radio ads: Abbreviated key messages OPB TV ads: Short partner testimonials Community paper ads: Abbreviated postcard messaging</p> <p>Nov PLAN: Production of Council draft plan</p>
September	Events: PSC hearings				
October	Ongoing revisions				
November					

Timing	Portland Plan process	Public call to action (CTA)	Intent of outreach	Messages	Production/form factor (print, web, video, ads)
				<p>extensive research and expert review.</p> <p>If you would like to weigh in further on the plan, please submit written testimony or join one of the PSC hearings.</p>	
December	Revise draft for Council (need extra month for holidays and production?)	No CTA; quiet time			Video: Highlights from all three strategies, importance of equity, highlights of public involvement. Holiday message: A Big Gift to the community
January 2012	Publish council draft of plan; Council review.	Loud time! Review Council version at pdxplan.com; testify at Council with support and feedback.	<ul style="list-style-type: none"> - Get public/partners to read it, testify at Council, watch it on cable access, learn about it in papers/media - Develop sense of ownership 	<ul style="list-style-type: none"> - This is my plan. I helped create it. It reflects my/our values and vision. It focuses our attention and resources on the most important priorities. It has an action plan to make things happen. We will hold ourselves accountable. It will not sit on a shelf. 	<p>Post revised plan on website; email blasts, blog posts</p> <p>Media briefings: Editorial boards (w/ Susan/Joe, 1-2 partners, mayor's office, PSC member, DCL partner)</p> <p>Media event?</p>
February	Revise draft	No CTA			
March	Council adoption	Testify at Council ?	<ul style="list-style-type: none"> - Pay attention 	<ul style="list-style-type: none"> - It's working its way through the process. - If you have comments, submit them formally in writing or testify at CC. 	
April	Publish final version of plan	Check out the Portland Plan. Find details for Comp Plan process online.		<p>Thanks for your input.</p> <p>"Your Portland Plan: Know it, use it, love it."</p> <p>"The Portland Plan: It's yours."</p> <p>"The Portland Plan: You own it."</p> <p>"myPlan, yourPlan, ourPlan ... the Portland Plan"</p> <p>So what does this mean for my neighborhood? Find out about the update to the city's Comprehensive Plan .</p> <p><clarify distinction between two plans></p>	

PORTLAND PLAN PHASE IV ROLLOUT COMMUNICATIONS CALENDAR														
TOOLS/WEEKS	Staff	1- May	1- Jun	1-Jul	1- Aug	1- Sep	1-Oct	1- Nov	1- Dec	1-Jan	1- Feb	1- Mar	1-Apr	1- May
Milestones/Events														
		5/15 - Phase 3 survey closes	Write draft plan; 6/28 PSC hearing on BLI and Factual Basis	Write draft plan; 7/31 publish Draft Portland Plan	Public & PSC read/study plan	PSC hearings; ongoing revisions			Revise for City Council	Publish Council draft of plan; Council review	Revise Council draft	Council adoption	Public final version of plan	
Curbsider														
	Julia, Jocelyn, Eden		Short msg in June											
Website														
	Julie, Eden		PSC hearings; Phase IV msg; clean up PI pgs	Upload draft plan; highlight PI; feature partner testimonials	Partner testimonials	Post re: PSC hearings				Post revised plan		Announce Council adoption	Celebrate!	
Collateral														
	Eden, Graphics		PSC flyer redux, bookmark, exec summary brochure	Print copies of draft plan						Print copies of revised draft plan	Print Council draft	Print final plan		
Advertising														
	Julia, Eden, Graphics			Place community paper ads		Comm. newspapers out		Place ads		Comm. newspapers out				Build ad concept and design; review
E-mail blasts														
PSC hearings/recommendation	Eden, PPPI, Susan, Sam	Draft eblast re: 6/28 briefing	Eblast re: 6/28 briefing		Eblast re: PSC hearings									
Council hearings/adoption								Eblast re: City Council hearings		Eblast re: CC adoption				
Social media														
	Eden, Marty			Ongoing Facebook, Twitter, blogging										
Media relations														

	<i>Julia, Eden</i>		Calendar advisory re: PSC briefings	Calendar advisory re: PSC briefings			News release								
Online calendars															
	<i>Joel, Julianne?</i>		Upload content												
Partner outlets															
	<i>Eden</i>				Send PSC announcement to partners					Send PSC announcement to partners					
BPS e-news															
	<i>Eden, Christine L.</i>														

Portland Plan – Summer 2011 Outreach and Materials

Summer Outreach Events

East Portland Exposition (July 23-24)
Downtown/NW Sunday Parkways (July 24)
Ecotrust Sundown Concert Series (July 28)
National Night Out (multiple events the week of 8/2/11)
Alberta Street Fair (August 13)
Multnomah Days (August 21)
Community Appreciation Festival; PPS at Wilson HS (August 27)
SE Sunday Parkways (August 28)
NE Sunday Parkways (September 25)

Proposed Summer Outreach Materials

1. **Bookmark:** Promotional of draft plan, very visual, encourages "summer reading" of the draft plan in prep for the Planning and Sustainability Commission hearings in the fall. If designed with use in mind, it could be part of the "swag" giveaways. Discussion around the bookmark's design has included: lamination (if it could still be recycled this way); adding a tassel...something to denote its bookmark use. This suggestion came from the CIC.

2. **Phase 4 four pager:** Right now we have the following: 1) "how were the strategies developed"; 2) how will we pay for it; 4) the timeline and 5) the February Curbsider handout. One thought is to take components of these, update, and put together in this 11x17 folded handout. This piece could act as an abbreviated "executive summary" of the draft plan, which Danielle Brooks (Title VI Coordinator for the City) has advised that translation of an executive summary may address compliance with Title VI. Outreach in Phase 4 will be both informing and educating the public on how to provide formal testimony on the draft plan to the Planning and Sustainability Commission (rather than City staff) and that our materials need to educate Portlanders on how best to do this (this part could also be incorporated into the PSC flyer below).

3. **Planning and Sustainability Commission flyer:** to announce scheduled hearing dates in the fall; possible reiteration of how to provide formal feedback to the PSC.

4. **Youth friendly material:** Reminder we had the youth coloring handouts last year. Perhaps we could encourage youth to write/draw to their City leaders (PSC). The Youth Planning Programs should be involved in the development of this piece and perhaps incorporated into their own outreach.

5. **PP brochure:** Continuation of the tri-fold red/generic brochure.

6. **Other:**....?

Note: Preparation of a large print version for at least items #2 and #3 and translation to Chinese, Russian, Spanish and Vietnamese of item #2.

Summer swag

1. Bookmark
2. Portland Plan buttons/pin
3. Other ideas: a magnet, mini snack-sized pretzel bags (kind of healthy) with Portland Plan stickers attached, mini color crayon boxes with Portland Plan stickers attached (if tied with the youth activity).

Summer supplies

Along with the canopy from last year, the following supplies will need to be purchased:

- two plain black table cloths
- two folding camping chairs
- one folding table

TABLE OF CONTENTS

1. A Roadmap to 2035: Equitable, Thriving, Healthy, Sustainable

2. Changing the Way We Work: Making Equity Real

Close the Gap • Increase Participation • Build Partnerships • Equitably Spend Public Money • Improve Accountability • Work for Racial and Ethnic Justice

3. Prioritize/Systems Thinking: Integrated Strategies

Thriving, Educated Youth

Shared Ownership of Youth Success • Promoting a Culture of High Expectations • A Full Spectrum of Wrap Around Support • 21st Century Learning Opportunities

Economic Prosperity and Affordability

Traded Sector Job Growth • An Urban Economy that Supports a Diverse Population • Broad Household Prosperity and Affordability

Healthy Connected Neighborhoods

Decisions that Benefit Health • Vibrant Neighborhood Hubs • City Greenways

4. Making it Happen: Implementing the Plan

5. Measuring Success: Indicators

Tables/Related

Strategies/Equity Actions (need actions to develop table)

Traditional Topics/Strategies Crosswalk (some of this will be in the TOC)

Partner Compact

Draft Portland Plan Video

Concept Statement

June 3, 2011

Background/Overview

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.

Objective/Purpose of Video

Video is an increasingly effective way to reach the greatest number of people with a compelling message in an accessible and engaging format. We want Portlanders watching the video to come away with a sense that this is *their plan*, developed in concert with their community(ies), addressing issues they care about and providing for their future and that of their children. Ideally, people will get excited about the depth and breadth of the plan and want to help make it happen – develop a sense of ownership. A secondary message/outcome will be how to comment through the formal PSC and Council process.

Target Audiences

The Portland of the future will look very different than today, so we aim to touch communities of color, immigrants, elders, people with disabilities, and the LGBTQ and faith-based communities. And we will continue our efforts to reach out to Portland's youth, who have made substantial contributions to the plan. So in addition to working with our long-standing partners and stakeholders in the community, we are adding new voices to the conversation.

Key Messages

- The Portland Plan is the people's plan, developed through many phases of public engagement (starting with visionPDX) and incorporating 20,000 comments from Portlanders all over the city.
- The plan addresses the needs and desires of the community as well as existing conditions and emerging trends.
- It pays special attention to disparities in access and opportunities, particularly in communities of color and East Portland.
- The Portland Plan will change the way the City does business, making equity a framework for decision-making.
- It will build upon our history of innovation, empowering Portlanders to Think Big and take ownership of their plan.
- Equity is the foundation of the plan, which is designed to ensure health, prosperity and access for all.
- Three integrated strategies around Healthy, Connected Neighborhoods; Economic Prosperity & Affordability; and Thriving, Educated Youth will guide our actions as we address our most pressing challenges while maximizing our investments for the future.

- We will hold ourselves accountable, measuring our progress with a set of common/meaningful indicators, and we will not do this alone.
- The Portland Plan will be implemented through a collaborative effort between the City and some 20+ partners, including Metro, TriMet, Multnomah County, the school districts, PDC, housing advocates and our partners in the diversity and disability communities.
- Portlanders can learn more about their plan by going online or by giving us a call. Comments can be made formally to the Planning and Sustainability Commission during the months of September and October, and to City Council in early 2012.

Format

- No more than 5-6 minutes
- Focus primarily on the strategies, illustrating them through a combination of interviews with partners, stakeholders and community leaders
- Use existing footage from the workshops, Speakers Series and fairs; b-roll; graphics and voiceover.
- The story line will follow a general narrative arc, starting with public process, segueing into the contents of the plan – the strategies – and finishing with a call to action.

A shot list, interview list and production schedule (complete with review cycles) are being refined to meet a completion date of July 31. Please see all three in the file below.

[..\WorkbackSchedules\PPVideo_Schedule_ShotInterviewList.xls](#)

Distribution

The video will be posted on www.pdxplan.com, Facebook, Twitter and other channels. Staff will also be able to use it for presentations. Other applications may apply.



Shaped by ancient glacial flows and people who have gathered at the confluence of the Columbia and Willamette Rivers since time immemorial to trade, fish, work, play and visit, Portland is a city with a rich and varied history. 🏡 As footpaths and wagon trails gave way to boulevards, streetcars and MAX lines, Portland's distinct neighborhoods, strong district coalitions and communities of people from all over the world have helped to create a city that is culturally vibrant, intellectually curious and innovative. 🍷 At the dawn of the 21st century, Portland is renowned throughout the world for its commitment to positive change and sustainable living.



THE PORTLAND PLAN

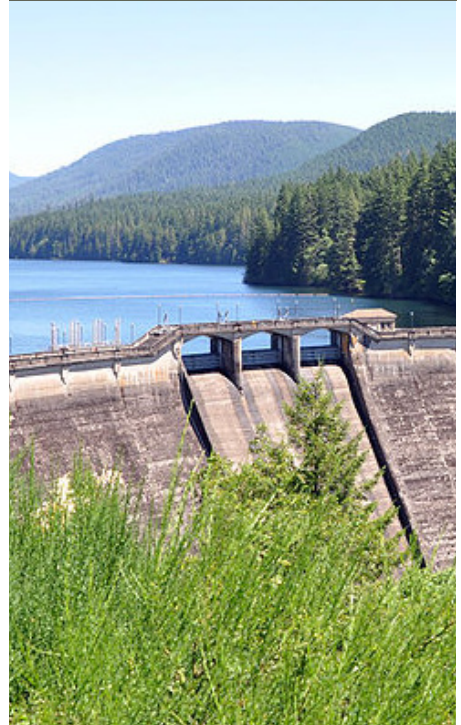
Portland was the first city in the United States to adopt a climate action plan in 1993 and the first to reduce greenhouse gas emissions by the mid-2000s.



With extensive light rail service and a 330-block Free Rail Zone, Portland's public transportation is accessible and affordable. More than 315 miles of developed bikeways accommodate the nation's highest percentage of bike commuters (7%).



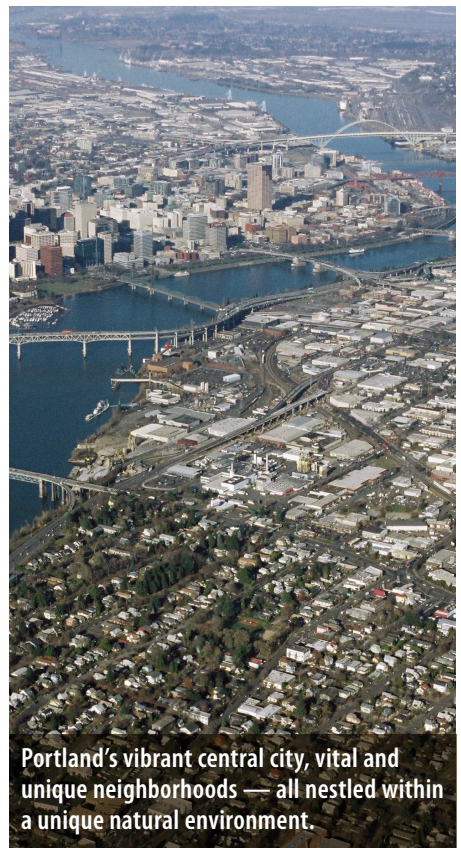
The Bull Run water supply is some of the purest and best tasting in the nation.



Portland's innovative recycling, energy efficiency and solar programs helped spark a clean energy revolution and the creation of a new sector of the economy — sustainable industries. Portland now boasts the largest concentration of green building professionals and wind energy and solar photovoltaic manufacturers.



More than 20 farmers' markets and 35 community gardens provide fresh, locally sourced ingredients.



Portland's vibrant central city, vital and unique neighborhoods — all nestled within a unique natural environment.



Portland has one of the highest library circulation rates in the nation. Among U.S. libraries serving fewer than 1 million residents, Multnomah County Library ranks first in annual circulation of books and other materials.



209 native bird species, 13 native species of reptiles and many other wildlife either live in or migrate through Portland's Metro area watersheds and about 15,000 Portlanders live within a few hundred feet of a stream or river.

75 percent of Portlanders live within a half-mile of a park or natural area.



Portland leads the way when it comes to well-planned, green cities in America.



The independent music, art and DIY scene draws visitors from across the country.



Since the late 1990s, crime rates have been steadily falling.

SO, WHY PLAN NOW?

1980s photo to come from Nicholas

1980 is the last time Portland developed a Comprehensive Plan for the city, and that plan helped foster many of these things that are admired most about our city today. Since that plan was laid, our city has grown by more than 200,000 people and gained 23,000 acres of land. And Portland continues to grow and change. By 2035, Portland is expected to grow by as much as 300,000 more people (nearly 50%), but our land area will remain the same.

Today, forty-five percent of our students are youth of color, and more than thirteen percent of our residents are immigrants from other countries. These trends are likely to continue, bringing vibrancy, diversity, opportunity and jobs, but they also pose challenges.

Our children aren't getting the education they need to carry our city forward into a 21st century of innovation. Our infrastructure – bridges, schools, roads, parks and reservoirs – need repair and attention. The disparities between white Portlanders and Portlanders of color are significant and growing. We must respond to the defining challenges of this era: a changing climate, increasing obesity and diabetes, high unemployment and low high school graduation rates.

Poverty, unemployment, pressure on our natural environment as well as stark disparities in access to education, green space and decent housing are standing in the way of Portland's brightest future. If we don't use an equity lens to make decisions moving forward, we risk perpetuating the inequities facing our people today.

As we make plans for tomorrow's city, we have tremendous opportunities to thoughtfully and intentionally chart a path toward a more equitable city – that is truly healthy, thriving and sustainable.

THE FACTS ABOUT PORTLAND

- ▶ Only 61% percent of Portland's high school students graduate on time.
- ▶ Only 1 out of 3 high school graduates continue their education after high school.
- ▶ Portland has 59 miles of unpaved roads, and the cost to just maintain our existing infrastructure is \$139 million per year.
- ▶ The "working poor" made up 23% of Multnomah County households in 2005-2007.
- ▶ Chronic disease rates have skyrocketed, and 45% [confirm] of Portlanders are overweight or obese.
- ▶ Displacement of lower income residents and people of color is taking place in many neighborhoods as prices rise.
- ▶ In 2008, carbon emissions in the City of Portland and Multnomah Carbon were 1 percent below 1990 levels, but total emissions need to be reduced to 40 percent below 1990 levels by 2030.
- ▶ This is a fact about streams or watershed health with an added element about location or access.

ACHIEVING OUR FULL POTENTIAL

We have a shared fate—as individuals within a community and communities within society.

PROSPERITY

We all win when everyone achieves their full potential—we all win when children graduate from school, when we all can access healthy food sources, and when business can thrive in our community. Our shared prosperity depends on everyone's participation.

RESILIENCE

Without healthy, thriving, prepared people we cannot achieve our highest goals, implement our best plans for averting (w/c) global climate change or secure Portland's position in the global economy. We want a city where we are better on a good day so we can bounce back from a bad day—that requires everyone's well-being, everyone's thriving, everyone's participation.

PREVENTION

When everyone has real access to opportunity—and they are connected to community institutions, programs and services—it prevents problems from occurring in the first place. The cost of doing nothing is profound, both socially and fiscally.

LEADERSHIP

Just as Portland has led innovation in environmental sustainability and green technology, Portland can take leadership in social sustainability. By focusing on ways to build equity and accountability we will be leading the development of 21st century business practice and tools, and that has value in a knowledge-based economy.

A ROADMAP TO 2035: EQUITABLE, HEALTHY, THRIVING, SUSTAINABLE

The Portland Plan lays out a strategic path forward. It will build upon our history of innovation, empowering Portlanders to think big and take ownership of their plan.

The Portland Plan is a five-year action plan with a long-term vision to help create a city with successful employment areas, distinctive neighborhoods, a vibrant downtown and an engaged community. But the promise of a thriving and sustainable city isn't realized unless all Portlanders have the opportunity to share in its bounty and help shape their city's future. So the Portland Plan aims to broaden and increase accessibility to education, jobs, nature, sustainability practices, and transportation and housing options for all Portlanders.

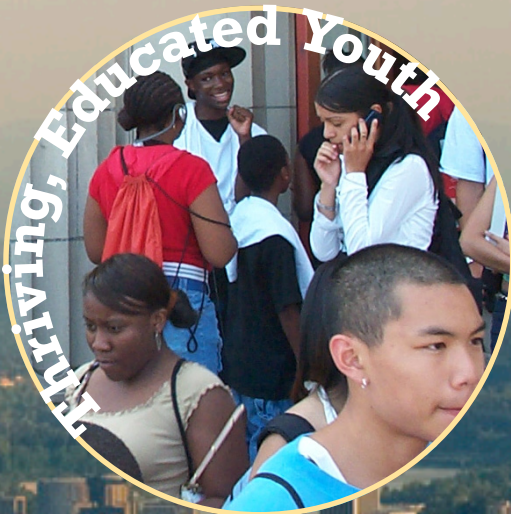
Developed through several phases of public engagement (starting with visionPDX) and incorporating 20,000 comments from Portlanders all over the city, the plan addresses the needs and desires of the community, as well as existing conditions and emerging trends.

The Portland Plan will change the way the City addresses its responsibilities, making equity a framework for decision-making. It focuses attention to disparities in access and opportunities, particularly in communities of color and East Portland.

This plan recognizes that we can't do everything. Today we must be strategic, focusing our time, energy and resources on the issues that Portlanders say matter most. The Portland Plan presents three integrated strategies that will guide our actions as we address our most pressing challenges, while maximizing our investments for the future. It details initiatives to create a city with more living wage jobs and a resilient economy. It specifies actions to build more sidewalks and green spaces for healthy Portlanders and foster healthy natural environment. It proposes a new approach to form community connections that support the achievements of all of our youth.

Each strategy builds on another. For example, we know that the key indicator of human health is a stable, living-wage job, and to get that job, you need education or workforce training. Likewise, to build a strong education system with community support, we need the participation of a thriving local economy and healthy and complete neighborhoods. This strategic plan is the result of thorough research, national best practices and extensive community input.

THREE INTEGRATED STRATEGIES



- Shared Ownership of Youth Success
- Promoting a Culture of High Expectations
- A Full Spectrum of Wrap Around Support
- 21st Century Learning and Opportunities



- Increase Traded Sector Job Growth
- Expand Urban Economy to Support a Growing Population
- Broad Household Prosperity and Affordability



- Decisions that Benefit Human and Environmental Health
- Vibrant Neighborhood Hubs
- City Greenways

The costs to build the future we want will be significant. With improved alignment and coordination between the City and partner agencies, who collectively spend \$9.7 billion annually, the plan will serve as a roadmap to guide future budget decisions and spend public resources in the smartest way possible. The plan does not assume any new public revenue will be made available. In many cases, proposed actions are underway. New initiatives will be discussed as priorities within the annual City budget process, sometimes re-directing funds from areas that no longer serve our greatest needs.

Just as Portland has led innovation in environmental sustainability and green technology—Portland can take leadership in doing what’s right for our people and this beautiful place we live, work and play. The strategies aren’t simple and they can’t be carried forward by a single government, agency, business or community acting alone. Together, we can do better. Together we can create a more equitable, sustainable, healthy and thriving Portland.



PORTLAND PLAN PARTNERS

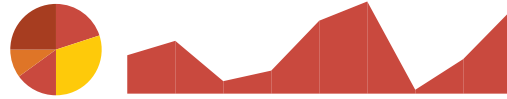
The City cannot tackle this ambitious agenda alone. The Portland Plan will be implemented through a collaborative effort between the City and some 20+ partners, including Metro, TriMet, Multnomah County, the school districts, PDC, housing advocates and our partners in the diversity and disability communities.

- City of Portland
- Multnomah County
- Metro
- TriMet
- Portland Development Commission
- Portland State University
- Mt. Hood Community College
- Portland Public Schools
- David Douglas School District
- Parkrose School District
- Reynolds School District
- Centennial School District
- Oregon Health & Science University
- Portland Community College
- Home Forward (Housing Authority of Portland)
- Oregon Department of Land Conservation and Development
- Oregon Department of Transportation
- West Multnomah Soil and Water Conservation District
- East Multnomah Soil and Water Conservation District
- Multnomah County Drainage District
- Worksystems, Inc.
- Multnomah Education Service District
- Port of Portland

Thriving, Educated Youth

The success of our public schools, vocational schools, community colleges and universities will determine our city's prosperity.

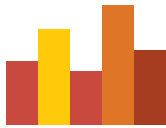




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IN PORTLAND TODAY



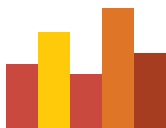
Only 1 out of 3 high school graduates continue their education after high school. Participation in post-secondary education, vocational training and workplace apprenticeships is disproportionately low for students of color, youth in poverty, and English Language Learning (ELL) students.



In the 2009-10 school year, at least 45% of students in Portland's public schools were students of color.



However, people of color far outnumber white students among youth who do not finish high school. Students of color also have lower rates of college attendance.



Graduation rates for youth of color, youth in poverty and English Language Learners (ELL) fall below the 61% on-time graduation rate for all students.



Many of Portland's youth do not have positive adult role models or mentors, stable housing, and financial and social support systems to succeed in school. The institutions and systems that identify and help at-risk youth to succeed in school are insufficient and hard to access.



Too few children participate in quality early childhood education, particularly those who live in poverty.



Volunteer and mentoring resources, and business partnership opportunities are not equitably distributed between different schools, and many schools lack these altogether.



Today, aging buildings and years of deferred maintenance are a concern for school districts. For example at least \$272 million is needed by Portland Public Schools for short-term stabilization projects, like fixing leaking pipes and roofs. This excludes costs associated with the full renovation of existing schools or constructing new schools to 21st century standards.



All youth (0–25 years) have the necessary support, systems and opportunities to thrive — as individuals and as contributors to a healthy community and prosperous, sustainable economy. Through a commitment to the Cradle to Career initiative, partners will sustain the civic infrastructure necessary to develop a shared community vision, make decisions based on evidence, collaborate on actions, align investments, and take responsibility for accountability over time.

2035 OBJECTIVES

1	Ready to learn: Every child in Portland enters school prepared to learn and supported inside and outside school, so that they can succeed academically, graduate from high school, enroll in post-secondary education or training and enter a career by age 25.
2	Equitable participation: Youth of color, youth in poverty, English Language Learning (ELL) youth, and first generation college students participate in post-secondary education, vocational training, and workplace apprenticeships at the same rate as all students.
3	Graduation rate: The high school graduation rate for all Portland youth is 95-100% on-time, and all schools provide a strong core curriculum and specialization options for K-12 students that build on innovation, creativity and entrepreneurship.
4	Stable funding: The Oregon state tax system is structured to provide stable, adequate funding for excellence in curriculum and teaching quality.
5	Mentorship: Parents, public agencies, public schools, higher education institutions, businesses and non-parent community members collaborate to offer volunteer and mentoring opportunities at every public school.
6	Comprehensive student support: At-risk youth have comprehensive, coordinated support systems and live in safe neighborhoods with ample workforce training, education and employment options.
7	Wrap-around services: Neighborhood schools offer appropriate wrap-around community services, before- and after-school programs, parental engagement and lifelong learning opportunities for all community members.
8	Early childhood education: All children have access to quality childcare, such as Head Start, pre-school, or in-home early childhood education, so they can enter Kindergarten ready to learn.
9	Reduce barriers to success: Scholarships and financial aid reduce financial barriers to post-secondary education and training. All students are provided with resources and knowledge on how to take advantage of these opportunities.
10	Arts education: All of Portland’s K-12 schools have regular access to arts education (dance, music, etc.), with expanded resources for training and professional development.
11	Learning environments: All school buildings in Portland provide a safe, warm learning environment that stimulates creativity and meets life safety regulations. Portland’s investment in education reflects pride of schools as honored places of learning.
12	Partnerships: Public agencies involved in education have clear roles and responsibilities and have established strong partnerships.

Thriving, Educated Youth

Improve student success through community-wide collaborative efforts, address the disproportionately negative outcomes experienced by youth of color and youth in poverty, and more tightly link schools and neighborhoods to benefit both.

SHARED OWNERSHIP FOR YOUTH SUCCESS

The Cradle to Career Initiative is a collaborative effort (already underway) by many educational, nonprofit and government partners to improve outcomes for all students, with an emphasis on communities of color and people in poverty. By jointly developing indicators of success and monitoring progress, partners can better target education resources.

PROMOTING A CULTURE OF HIGH EXPECTATIONS

To improve student success, community members, organizations, parents and educational and government partners will work together to create walkable, safe communities and neighborhoods that offer youth enriching activities, recreation and opportunities for positive relationships with supportive mentors.

A FULL SPECTRUM OF WRAP AROUND SUPPORT

A solid K-12 education, university or career training, mentorships and community support outside the K-12 classroom should be available to all students, regardless of race, ethnicity or income. These things are essential to building a strong workforce that is globally competitive, entrepreneurial and can respond to economic changes. It is also key to attracting businesses with family-wage jobs and increasing our talent dividend.

21ST CENTURY LEARNING AND OPPORTUNITIES

Investments are critical to transform the city's schools into quality learning spaces that inspire learning, have the capacity to support 21st century technology and provide desirable community gathering places. Quality multi-functional facilities create opportunities to serve all community members.

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KEY PARTNERS

- City of Portland
- Multnomah County
- Metro
- TriMet
- Portland Development Commission
- Portland State University
- Mt. Hood Community College
- **Portland Public Schools**
- **David Douglas School District**
- **Parkrose School District**
- **Reynolds School District**
- **Centennial School District**
- Oregon Health & Science University
- Portland Community College
- Housing Authority of Portland
- Oregon Department of Land Conservation and Development
- Oregon Department of Transportation
- West Multnomah Soil and Water Conservation District
- East Multnomah Soil and Water Conservation District
- Multnomah County Drainage District
- Worksystems, Inc.
- Multnomah Education Service District
- Port of Portland



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SHARED OWNERSHIP OF YOUTH SUCCESS

Many efforts have been made in the past to improve Portland’s educational system, but they have often occurred in isolation or focused on a limited piece of the education system.

In fall 2009, local educational leaders established a partnership to improve the educational outcomes in the region. Based on research of programs around the country, they developed Portland’s Cradle to Career Initiative, modeled after the successful Strive model in Cincinnati.

THE CRADLE TO CAREER INITIATIVE:

- Addresses the needs of learners from birth through adulthood inside and outside of the classroom
- Aligns the efforts of educational partners and institutions
- Uses evidence to set key milestones of success for students
- Continually assesses and tracks progress to key milestones and fine-tunes approaches and efforts over time.

The responsibility for supporting learners cannot rest on the shoulders of educational institutions alone. Implementing the Initiative will depend on the collaborative efforts of many partners, including nonprofit organizations and community members.

Institutional and community efforts need to be aligned to ensure that resources are not spread too thin. Being selective and focused is critical but challenging, when so many different agencies, organizations and institutions have worthy missions and programs to improve educational success.



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KEY POLICIES

- ▶ **Conduct outreach and dialogue with the public,** including youth, about education goals, desired outcomes, and potential plans for improving the success of our public schools.
- ▶ **Participate in a countywide, collaborative approach** that identifies strategic actions to improve student success.
- ▶ **Using community-generated feedback and current data, focus and align the City’s educational support efforts** with education partners for the greatest impact on key milestones that best predict positive outcomes for our city’s youth.
- ▶ **Invest in cost-effective, neighborhood-based student supports** with a proven track record of enhancing student success.
- ▶ **Support funding strategies to ensure increased affordability and access** of residents to early childhood and higher education.
- ▶ **Initiate an Education Policy in the Portland Comprehensive Plan that supports partnerships** with education organizations, while directing City resources toward appropriate and effective tools to enhance the lives of our city’s youth.

ACTIONS

	RELATED ACTION AREA	ACTION	PARTNERS
EQUITY	1 	Collect data that tracks youth outcomes on educational, social and community indicators to help ensure that Portland youth are on track to educational success and self-sufficiency.	Occae, bitatempor, ate sundand isseque sitae des sequamet adi tenectem quatatem es quatusam
	2 	Conduct an inventory of current services by neighborhood and continue to identify and enlist partners whose work affects youth outcomes in the short and long term.	Occae, bitatempor, ate sundand isseque sitae des sequamet adi tenectem quatatem es quatusam
	3 	Support the role of the Portland Schools Foundation as convener and facilitator of the Cradle to Career Initiative and help guide diverse agendas toward alignment.	Occae, bitatempor, ate sundand isseque sitae des sequamet adi tenectem quatatem es quatusam
	4 	Support the Metropolitan Education Partnership, which seeks to coordinate student teacher placement and professional development conducted by metro-area universities and partnering local school districts.	Occae, bitatempor, ate sundand isseque sitae des sequamet adi tenectem quatatem es quatusam
EQUITY	5 	Support pilot projects like the Dreamer School at Alder Elementary and the Wee Initiative in David Douglas.	Occae, bitatempor, ate sundand isseque sitae des sequamet adi tenectem quatatem es quatusam



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