



# 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



# Acknowledgements

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## Executive Summary

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Phase 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.*

#### **SUCSESSES**

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

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### 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
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**Marketing and Communications**

**Phases 1, 2 & 3**

- Need to buy more ads in more non-English language papers, and Observer, Just Out, etc.
- Utilize marketing and communications staff from agency partners to assist with outreach and engagement to their constituents

**Phase 2 Adaptations**

- 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
- 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

**Phase 3 Adaptations**

- The continuations of ads placed in the following cultural/minority papers: El Hispanic News, Asian Reporter, Portland Observer, Just Out, and Portland Family
- Partner agencies (PPS, HAP, PDC) helped get the word out with their e-newsletters, websites and social media channels

**Website**

**Phases 1 & 2**

- Adapt for visually impaired and have buttons for information in languages other than English

**Phase 3**

- Use of the website to communicate increasingly complex and technical information to an audience that was losing “buzz”.

**Phase 2 Adaptations**

- 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

**Phase 3 Adaptations**

- A series of blog posts were created to publicize and recap each of the speaker series events, which were streamed live on the web
- The fairs were promoted in a similar fashion with video and slide shows posted after each of the four events.

Table 2. Incorporating Lessons Learned into Subsequent Phases

Lessons Learned	Incorporating Lessons Learned
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**Local Media (televised and audio)**

**Phase 1**

- Need to produce large print materials and send to various media partners in a timely manner

**Phase 2**

- Successfully reach television and radio stations that represent non-geographic communities

**Phase 3**

- Continue a television and establish an online video presence

**Phase 2 Adaptations**

- Large print materials were created in Phase 2 and were made available at the same time as other Portland Plan materials.
- In Phase 2, initial contacts with non-English speaking radio stations were developed, however staff had a difficult time receiving follow up communications.

**Phase 3 Adaptations**

- 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.
- The Inspiring Communities series played 245 times for a total 439 hours
- The Community Fair Spanish PSA played 39 times.
- 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.







# 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>

Quantitative Measures and Descriptions		Data
<b>2.4</b>	Number of outreach documents translated into a non-English language (e.g., Spanish)	4 total (Curbsider translated into four languages: Spanish, Russian, Chinese, and Vietnamese. Materials also produced in large-print.
<b>2.5</b>	Number of events where translator and/or non-English-speaking staff participated in outreach events	1 total (compared with 5 in Phase 1 and none in Phase 2).
<b>2.6</b>	Number of hours Phase 3 Portland Plan Inspiring Communities Series events and fairs were televised on Portland Community Media	The Inspiring Communities Series played 245 times for a total of roughly 439 hours. The Community Fair Spanish PSA played 39 times.  Channel 11 reaches the Metro region to around 400,000 households.  Channel 22 reaches East and West Multnomah County to around 241,000 households.  Channel 23 and 30 reach East and West Portland to around 179,000 households.
<b>2.7</b>	Number of YouthBomb surveys collected	No YouthBomb survey in Phase 3
<b>2.8</b>	Number of attendees at YouthBomb workshop	No YouthBomb Workshop or youth specific event in Phase 3.
<b>2.9.1</b>	Elaborate on the targeted outreach efforts to reach broader and more diverse groups with education and information.	Continued the outreach approach of tabling at 19 community-sponsored fairs and events.
<b>2.9.2</b>	Describe the targeted efforts to reach the business community	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.
<b>2.9.3</b>	Describe the targeted efforts to reach the aging and people with disabilities community	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.



Quantitative Measures and Descriptions	Data
	<p>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.</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 3 has been to encourage people with disabilities to attend Phase 3 events, of which there was representation from this diverse community.</p>
	<p>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>
<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

<b>Portland Plan Outreach — Tabling Events</b>	<b>Date</b>
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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Bureau of  
Planning and Sustainability  
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Portland, Oregon 97201  
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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.