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# Portland Plan Public Participation Phase 4 Progress Report

July 10, 2012



City of Portland Bureau of  
**Planning and Sustainability**  
Sam Adams, Mayor | Susan Anderson, Director





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## Executive Summary

This report covers the public involvement for Phase 4 of the Portland Plan, from June 1, 2011 to date of adoption by the Portland City Council on April 25, 2012. This period was the most formal phase within the Portland Plan public involvement process with public hearings before both the Planning and Sustainability Commission and the Portland City Council. This phase also included the summer leading up to the publication of the proposed draft plan, during which staff informally shared information about the plan through summer fairs and events.

### *Successes*

- The Youth Planning Program's **My Voice, Our City youth survey solicited 178 recorded responses** through canvassing, focus groups and an online version of the survey
- Approximately **1,360 people attended 107 Portland Plan presentations** before neighborhood and business associations, interest-based groups and other community groups
- **Tabling at 21 community-sponsored fairs and events** resulted in **engaging over 700 Portlanders**
- Two of the three Planning and Sustainability Commission hearings were held in **community locations**; specifically the November 8, 2011 hearing was held at Jefferson High School in North Portland and the November 15, 2011 hearing was held at Parkrose High School in East Portland
- Approximately **180 letters and emails of testimony** were submitted to the Portland Planning and Sustainability Commission and **68 individuals provided testimony at the hearings**
- **Youth testimony** – The Youth Planning Program (YPP) organized eight City and County youth program leaders and youth from the community to speak at the three Planning and Sustainability Commission Portland Plan hearings
- **2,941 followers on Twitter**, which is 1,008 more than in Phase 3.

Although not reflected in the prior public participation progress reports, it is worth noting that the inclusion of community members in two of the Technical Action Groups (TAGs), specifically the Equity, Civic Engagement and Quality of Life TAG, otherwise known as the “Equity” TAG, and the Human Health, Food and Public Safety TAG strengthened the content development and later advocacy of those components within the Portland Plan. This lesson from the Portland Plan directly affected the public involvement approach to have community members comprise approximately half of the Policy Expert Groups’ membership for the Comprehensive Plan Update.

### *Areas to improve on in the Comprehensive Plan Update and for future planning efforts*

The complete timeframe for the public involvement process began in July 2009 and ended in April 2012, with Phase 4 beginning in June 2011 and running through the April 25, 2012 adoption date. Community Involvement Committee members gave strong feedback that the final phase was too long and not clearly defined from the summer months until the release of the Proposed Draft in October 2011. From June to October 2011, public involvement focused on providing information through tabling at community-sponsored fairs and events and presentations, but was not as dynamic in that there was not a draft plan to share nor was it appropriate for staff to take in community feedback. With the Planning and Sustainability

Commission public hearing dates uncertain, providing information to the public on how to prepare testimony lacked both energy and materials until a few weeks before the first hearing.

Once the Proposed Draft was released, less than a month was given for the community to prepare testimony for the first public hearing before the Planning and Sustainability Commission. For the Comprehensive Plan Update, the CIC recommends having the Proposed Draft available to the public a minimum of two months prior to the first hearing. The public comment period should also allow time for associations to use their monthly meetings to prepare a collective response, if so desired; and to avoid the holidays or other periods of time when organizations are not meeting.

### *Portland Plan Wrap Up*

There were four phases to the development of the Portland Plan. At the completion of each previous phase, staff evaluated the public involvement process and identified successes and areas for improvement. Following the first phase, each subsequent phase of public outreach was modified based on those findings. An all-volunteer Community Involvement Committee (CIC) was convened in July 2009 to help guide the Portland Plan process. This CIC will continue to advise staff on the public involvement process for the Comprehensive Plan Update, a long-range 20-year plan that sets the framework for the physical development of the city to help implement the Portland Plan. The CIC will provide both continuity and a shared experience and commitment to a responsive public involvement process.

Finally the public involvement successes mentioned above were achieved through relationship building and partnerships developed in the Portland Plan and other planning efforts. While Portland Plan staff worked hard to make these informal and formal connections, it is important to acknowledge that many individuals, as well as, business, neighborhood and community organizations coordinated with staff to gain information and provide input on the Portland Plan.

The Portland Plan is not just a City of Portland or government plan, it is a plan that individual Portlanders can, and must, help implement. In order to facilitate community organization, business and individual implementation of Portland Plan supporting actions, additional public involvement will be needed. Some additional public involvement to maintain awareness and interest in the plan, similar to that used for the Climate Action Plan, will be necessary. Additionally, the Comprehensive Plan Update will help to implement the Portland Plan.



## INTRODUCTION

The purpose of this report is to document and evaluate the outreach and public participation activities for Phase 4 of the Portland Plan public involvement process, from June 2011 through April 2012. This report, along with prior reports for other Portland Plan public involvement phases, will serve as documentation for the Community Involvement Committee when they update the Portland Planning and Sustainability Commission on the City of Portland's public engagement process as it relates to state-mandated periodic review.

## LOOKING BACK ON PHASES 1 THROUGH 3

Phase 1 of Portland Plan public involvement was focused on establishing a framework, determining goals, building a menu of public involvement approaches, and identifying measures of success. Additionally, Phase 1 focused on notifying and informing as many Portlanders as possible about the Portland Plan process. Key new relationships began to form during Phase 1, and staff recognized the importance of nurturing these relationships throughout Phase 2 and beyond. The Phase 1 progress report identified many areas of outreach and engagement that staff can improve on, namely less focus on broad notification and more focus on engaging new and under-represented communities.

Overall, Phase 2 of Portland Plan public involvement approaches and goals were successful. Specifically, Portland Plan staff maintained existing relationships with community members and organizations, created many new connections with individuals and groups, increased the number and diversity of people involved, and utilized creative and unique venues for various forms of participation. Despite the successes, the demographics of participants continue to reveal gaps in engagement. Staff is conducting outreach strategies with community partners to engage the diverse non-geographic groups of Portland in relevant and culturally appropriate ways. Lessons learned as reported in this document will directly inform and shape the Comprehensive Plan Update process and future planning efforts.

Specific to Phase 3, public involvement efforts focused on partnering with organizations, especially the Diversity and Civic Leadership Partners, to team up on outreach, improve communication of Portland Plan content and include more culturally appropriate engagement of diverse communities. The diversity of participants at the fairs and other Portland Plan presentations improved greatly, specifically among the Asian and Latino communities. Staff strived for a more targeted outreach to the business community and large employers as well as provided forums for community discussion and information sharing to a broader range of Portlanders. The low return rate for the eight surveys created for each strategy and the Equity Initiative is an area of improvement to address in subsequent planning efforts.

## EVALUATING PHASE 4

Phase 4 of Portland Plan public involvement was focused on the formal process of public hearings before both the Portland Planning and Sustainability Commission and City Council. During public hearings and work sessions, the Planning and Sustainability Commission reviewed the Proposed Draft, responded to public comment and directed staff to make revisions. The Planning and Sustainability Commission presented the Recommended Draft to City Council, which unanimously adopted the Portland Plan.

Overall, Phase 4 of Portland Plan public involvement approaches and goals have been positive. Despite the extended timeframe to Phase 4, the three Planning and Sustainability Commission public hearings were well attended and testimony was given either in person or through the 180 letters and emails received. A highlight was the testimony provided by the Youth Planners and the Multnomah County

Youth Commissioners, who gave the stories behind the strategies proposed to improve success and graduation rates. With an 'equity lens', youth chose to focus on the most vulnerable populations of youth who experience the greatest historic barriers to academic and life success. This public engagement shaped the Planning and Sustainability Commission's direction to staff in suggested changes that were incorporated in the Recommended Draft that went before City Council.

Portland Plan staff continued maintaining existing relationships with community members and organizations, for example the formal sponsorships between BPS and the Diversity and Civic Leadership Partners was renewed by City Council for Phase 4 and Portland Plan implementation that includes the beginning of the Comprehensive Plan Update process. Staff continued conducting outreach strategies with the Diversity and Civic Leadership Partners and other community partners to engage the diverse non-geographic groups of Portland in relevant and culturally appropriate ways. Lessons learned as reported in this document will directly inform and shape the Comprehensive Plan Update and other planning-related processes.

## Evaluation of Phase 4 Public Involvement Goals

### Public Participation Goals and Measures of Success

It is important to regularly evaluate and report back to the CIC, Planning and Sustainability Commission and others in the community to relate the effectiveness of the Portland Plan public participation and engagement efforts. Before the phases of the Portland Plan public involvement began, the CIC Outreach Subcommittee established goals and measures of success to gauge ongoing success of public participation and engagement methods. It is worth noting that during the evaluation of Phase 2 of Portland Plan public involvement, CIC members and staff reworded Goal 1 and Goal 5 for more clarity.

Portland Plan staff recognizes constraints related to budget and staff capacity and have been working to make the most of opportunities through engaging new and previously involved community members. Portland Plan staff aims to complete as much comprehensive an outreach and engagement program as possible, given these constraints.

Quantitative and qualitative data related to the measures of success for the goals can be found in Appendix A. Phase 4 evaluation comments from the CIC highlighted later in this report along with specific comments listed in Appendix B, that contribute to the following discussion of strengths and weaknesses of Phase 4 public participation efforts. The Public Participation Goals are as follows:

**Goal 1:** Build on new and existing relationships

**Goal 2:** Engage broader and more diverse groups with education and information, and provide all interested with enough education so they can meaningfully participate

**Goal 3:** Provide multiple venues and means for community involvement and engagement

**Goal 4:** Involve as many people as possible

**Goal 5:** Acknowledge that Portlanders are being heard, and show how their comments are being incorporated into the Portland Plan

## Goal 1: Build on new and existing relationships

A successful public outreach and engagement effort will expand upon these existing relationships to best leverage diverse individual and group perspectives in the Portland Plan process.

Areas of improvement identified in the **Phase 1** report include:

- *Need more bureau and partner agency assistance with outreach and engagement with their employees and constituents; and*
- *Need to build more relationships with new groups, especially under-served and non-geographic issue-oriented communities.*

Areas of improvement identified in the **Phase 2** report include:

- *Continue to seek bureau and partner agency assistance with outreach and engagement; and*
- *Continue to build new and ongoing relationships with under-served and non-geographic issue-oriented groups, including cultural groups, faith communities, homeless communities, renters and minority businesses.*

Areas of improvement identified in the **Phase 3** report include:

- *Continue to seek bureau and partner agency assistance with outreach and engagement; and*
- *Continue to build new and on-going relationships with under-served and non-geographic issue-oriented grounds including: cultural groups, faith communities, homeless communities, renters, and minority businesses.*

## SUCSESSES

Phase 4 of the Portland Plan included tabling at many of the summer fairs and events, such as the East Portland Exposition, several National Night Out locations, the Fix-It Fairs and the Gay Fair in the Square. This outreach approach continued to result in engaging over 700 Portlanders otherwise unlikely to participate in the Portland Plan process. Altogether, staff tabled at 21 fairs and events in Phase 4. Portland Plan staff continued to maintain relationships developed prior to the Portland Plan process as well as new relationships developed during Phases 1, 2 and 3. Many interest-based organizations, neighborhood coalitions and individual neighborhood and business associations received ongoing updates at their meetings on the progress of the Portland Plan. New to this phase, was the focus on the World Health Organization (WHO) Age Friendly Cities Global Network concept with Portland Plan staff serving on the steering committee and Portland State University graduate students working on an age friendly cities project that informed the Healthy Connected City strategy. The coordination with Cradle to Career and health partners was notable. See results for Goal 2 for engagement with Diversity Civic Leadership Committee organizations.

Portland Plan staff had intended to publish the Proposed Draft of the Portland Plan in mid to late-summer 2011, and much of the outreach strategy was geared towards summer availability of the Proposed Draft rather than the actual public release of October 2011. As a result of this delay, much of the engagement at the summer fairs and events and Portland Plan presentations to community groups was limited to general information on the Portland Plan rather than opportunities to discuss content and how

to testify before the Planning and Sustainability Commission, which would have made for a much more dynamic experience for the public.

Once the draft Portland Plan was available in Phase 4, Portland Plan staff had an opportunity to expand and improve outreach to a greater number of the City of Portland's 44 boards and commissions. Besides the Planning and Sustainability Commission and the Public Involvement Advisory Council, Portland Plan staff presented to and heard from the Human Rights Commission, the Portland Parks Board, the Bicycle Advisory Committee, the Freight Commission, the Historic Landmarks Commission, the Design Commission and the Small Business Advisory Council.

#### **AREAS FOR IMPROVEMENT**

- Continue to seek bureau and partner agency assistance with outreach and engagement.
- Continue to build new and ongoing relationships with under-served and non-geographic issue-oriented groups, including cultural groups, faith communities, homeless communities, renters, and minority businesses.
- Continue — and in some cases broaden — involvement with City of Portland boards, committees and commissions.
- Ensure there is adequate time between the public release of a draft document and the corresponding public hearings and public comment period, while factoring in time for organizations to meet and coordinate an official response, as well as, avoiding the holidays for the public comment period.

#### **APPLICATION TO THE COMPREHENSIVE PLAN UPDATE AND BEYOND**

All the areas of improvement bulleted above have application to the Comprehensive Plan Update and subsequent public involvement efforts for the bureau.

## Goal 2: Engage broader and more diverse groups with education and information, and provide all interested with enough education so they can meaningfully participate

A well-designed public engagement program will provide widely understandable and meaningful materials and information describing the project in a manner that encourages participation of those who are traditionally underrepresented in public processes.

Areas of improvement identified in the **Phase 1** report include:

- *Continue to produce meaningful materials translated into other languages, large print and Braille; and*
- *Provide simplified easy-to-understand materials to newcomers, highlighting why they might want to participate, continue diverse media coverage, and expand outreach to renters.*

Areas of improvement identified in the **Phase 2** report include:

- *Increase the percentage of participants from under-represented communities. For example, while Latinos make up 9 percent of Portland's population, only 3 percent of survey respondents identified themselves as Latino (see Appendix C for demographics of both workshop participants and survey respondents).*
- *Improve marketing for services available at outreach events and workshops. Services that would allow greater participation from under-represented communities (interpretation, child care, Braille) were underutilized.*
- *Utilize the accessibility checklist provided by ONI when choosing future sites for Portland Plan events to improve the general accessibility to all participants.*
- *Implement frequent and regular analysis of survey and/or workshop demographics to better target communities under-represented and to refocus outreach efforts.*
- *Increase outreach to and support from non-English language media, such as radio, newspapers, etc.*
- *Continue to outreach and engage renters and the homeless population.*
- *Continue to outreach and engage the business community, specifically engaging management-levels of larger businesses and employees in the area.*
- *Develop fewer and simpler survey questions that will be easier to understand than Phase 2 survey questions.*

Areas of improvement identified in the **Phase 3** report include:

- *Targeted outreach to faith-based organizations, especially those with high concentrations of newcomers and groups typically underrepresented in public processes*
- *IRCO's ENGAGE workshop attendees provided feedback on the format of and ability to be informed by the Portland Plan Fair they attended:*

- *Exhibits should be more interactive with fewer words and posters.*
- *With limited translated materials, the fair was not friendly to English-learners.*
- *Conduct more outreach to ethnic community organizations.*
- *Improve coordination with IRCO to translate advertisements and materials.*

## SUCSESSES

### Translated Materials

Portland Plan staff coordinated the translation of the final brochure into four languages: Chinese, Russian, Spanish and Vietnamese. Translated brochures were used at the various community events and in coordination with the Diversity and Civic Leadership Program (DCL) Program.

Informational brochures and the draft versions of the Portland Plan and corresponding summaries were also provided in large print, but were not available for the Planning and Sustainability Commission hearings. Ability advocates voices their concern that large print or html-friendly materials were not available in a timely manner. Portland Plan staff addressed this concern by providing large print materials of the Proposed Draft of the Portland Plan within a week of when these concerns were raised and large print materials were made available right on the onset of when the Recommended Draft of the Portland Plan was available to the public for the City Council hearings.

### Youth

The Youth Planning Program (YPP) conducted the following activities in support of the final draft of the Portland Plan. During this period, four Youth Planners that worked as paid intern staff at the Bureau of Planning and Sustainability (BPS). These Youth Planners developed all the methodology and tools, opinion polling/surveying, content, and analysis to contribute “youth voice” into the Portland Plan.

1. **My Voice, Our City Survey (MVOC)** – The survey included six open ended questions and was conducted over summer 2011. The targeted demographic was youth ages 13-25 in and around Portland. In total, 178 surveys were collected through the following means: 1) canvassing at: Lloyd Center Mall, Portland State University Campus, David Douglas HS and 162<sup>nd</sup> Max Stop; 2) small focus groups were conducted with: Multnomah Youth Commission and Groundwork Portland Green Teams; and 3) an online version was created on surveymonkey.com.
2. **Portland Plan Youth Testimony** – The Youth Planning Program organized eight City and County youth program leaders and youth from the community to speak at the three Planning and Sustainability Commission Portland Plan hearings in November 2011. Youth testimony was provided by four Youth Commissioners from the St. Johns, Sellwood, and East Portland communities of Portland; three Youth Planners from Eliot, Lents, and Powellhurst neighborhoods; and one youth community member from the Mill Park Neighborhood.

Building on the findings of the MVOC survey, Youth Planners and Youth Commissioners wanted to give Portland Plan staff and commissioners the stories behind the strategies proposed to improve success and graduation rates. With an ‘equity lens’, youth chose to focus on the most vulnerable populations of youth who experience the greatest historic barriers to academic and life success. Youth of color, low income, queer, and immigrant or refugee youth represented their own experiences in the public testimony given. Additionally, youth from more privileged backgrounds spoke in support of recognizing the deep disparities between

our communities and neighborhoods, and to leverage our collective resources and power to include youth at the center to develop solutions to these issues.

3. Youth-led Portland Plan Work Session – Eighteen youth attended from different neighborhoods of the city to give their final input and perspective to planners writing the final draft of the Portland Plan. This four-hour session included dinner, raffle prizes, break out activities, and games to build a sense of trust in the space (for both youth and adults), in order for youth to share openly and honestly about what works and what does not for them in their city. Portland Plan staff, City staff from various offices and a Planning and Sustainability Commissioner attended to observe youth input. Youth Planners facilitated and led all discussions. Adults listened while the youth provided feedback through their participation in engaging activities.

#### Diversity & Civic Leadership Program (DCL)

Collaboration with the Diversity & Civic Leadership Program (DCL) and its five member organizations: the Center for Intercultural Organizing (CIO), Immigrant and Refugee Community Organization (IRCO), Latino Network, Native American Youth and Family Center (NAYA), and the Urban League of Portland.

Portland City Council renewed a sponsorship program in February 2012, in which the DCL member groups receive funds to conduct culturally meaningful and appropriate public engagement for future Portland Plan implementation efforts, including involvement in the Comprehensive Plan Update. A synopsis of each DCL partner's desired outcomes, overview of approaches and efforts for Portland Plan involvement follows.

#### The Center for Intercultural Organizing

The Center for Intercultural Organizing (CIO) seeks to increase immigrant and refugee community involvement in public policy decisions made at the city level by utilizing the Portland Plan to build community capacity and educate the community about key policy decisions that have a direct impact on their lives. CIO has an existing program, the Pan-Immigrant Leadership and Organizing Training (PILOT) program, and participants in this program will work with staff and board members to review, analyze and publicly present the contents of the Portland Plan.

In tandem with this work, CIO and its constituents will develop a multimedia campaign that offers explanations of the Portland Plan components to present to the immigrant and refugee community and the public-at-large.

#### *What's happened within Phase 4...*

- Advocated for stronger equity language in the final Portland Plan as it went to the Council for final approval.
- Educated and briefed key immigrant and refugee stakeholders about the Portland Council for final approval.
- Supported the development of the Office of Equity and Human Rights as it went to Council for approval.
- Supported the implementation of the Office of Equity and Human Rights after approval, including meeting with the newly-appointed Director.



## The Immigrant Refugee Community Organization

The Immigrant and Refugee Community Organization (IRCO) plans to educate and engage communities about the Portland Plan while learning ways to actively influence its design and content. The organization also plans to identify ways to advocate for important community issues in Portland that may be outside the scope of the Portland Plan. IRCO plans to train staff and community leaders about the Portland Plan, utilizing existing ENGAGE meetings. The October Community Needs Assessment Conference helped inform the discussion of community issues and the connection between those issues and the Portland Plan. Further community meetings with the Slavic, African and Asian communities and those who have been underrepresented throughout the process will be scheduled. IRCO also suggests holding a collective community event for the constituents of all DCL partners.

## Latino Network

The Latino Network seeks to increase the Latino community's voice and vision in public policymaking and utilize Portland Plan involvement to help achieve this objective. Latino Network uses the popular education and self-determination models for community engagement. Both take more time and resources but yield richer inputs and stronger community capacity building opportunities. In addition to the care this approach requires, the level of effort needed to engage the Latino community is significant given the community history of fear of government, language barriers, concentration of young people, and high concentrations of poverty.

Latino Network's participation in the DCL Portland Plan grant coincided with the roll out of their first formal civic engagement program called Líderes which sees Latino community members develop their leadership and civic engagement capacity. The capacity built through the first grant cycle was felt to be significant and the Latino Network Líderes program now feels well positioned to continue to grow their community's capacity for involvement and Latino Network's participation in future BPS work.

### *What's happened within Phase 4...*

Latino Network has been actively engaged in the Portland Plan process, the transition into the Comprehensive Plan Phase and vital Latino community issues that address Portland Plan objectives.

Latino Network staff members have met one on one with BPS staff in an effort to better understand the complexities of the process and transition into the Comprehensive Plan Phase. Additionally, staff have met with BPS staff in combination with fellow Diverse Civic Leaders partners to understand public participation opportunities. Latino Network staff continues to share updates with stakeholders, educate community members about the ongoing development of the Plan, and provide information about opportunities for engagement. Latino Network Program Director, Cynthia Gomez, attended the City Council Hearing and provided invited testimony about the collective experiences of Diversity & Civic Leadership partners involved in the public participation process.

Latino Network was actively engaged in recruiting Latino community members for the Comprehensive Plan Policy Expert Groups advisory committees. Challenges included daytime meetings, language barriers, a complex application process and time commitments. Additionally, the use of the word "expert" brought questions from perspective applicants as to the abilities and skills of community members to fulfill committee obligations. Since no community members stepped forward to apply, Cynthia Gomez and Jackeline Luna applied and were accepted to the Infrastructure Equity Policy Expert Group. In order

to be successful, Latino Network is currently working with BPS staff to ensure the environment, culture, time, space and language barriers are addressed.

Lastly, Latino Network is working on a variety of fronts on community issues and policy development related to the Portland Plan. One such example is our work to shape the outreach efforts and next steps outlined in the Urban Food Zoning Code Updates. Staff worked in partnership with Upstream Public Health to address concerns that low income and communities of color were not being informed of the updates or opportunities related to changes to food codes. Latino Network (including DCL partners) saw the changes as an opportunity to engage disenfranchised groups in market gardens, community gardens, farmers markets, food membership distribution sites, and raising animals and bees. Program Director, Cynthia Gomez submitted testimony to the Planning and Sustainability Commission and will also provide testimony in June to City Council addressing more specific concerns related to revisions of the document that took into account suggestions set forth by Latino Network, Upstream Public Health and DCL partners. The specific items we seek to be added to the language of the policy document are to engage community specific organization in outreach.

#### Native American Youth and Family Center

The Portland Youth and Elders Council (PYEC) wants to bring a clearer understanding to the Native American community of the benefits of contributing perspectives for how the City can best serve their needs. This effort is also intended for the Native American community to recognize how the City can have direct influence on the well-being of the community's families and children. The PYEC intends to develop leadership within their grassroots advocacy group to help individuals become better equipped to share information with the broader community. This leadership development will lead to more effective teaching, coalition building and exponentially shared knowledge. PYEC will host work sessions and also suggests a united DCL event for communities of color.

#### *What's happened within Phase 4...*

The Portland Youth and Elders Council have been actively engaged with PSU Age Friendly Advisory Group working on an aging initiative that was included in the Portland Plan. NAYA staff members have been continually educating and updating community through general council meetings and steering committee discussions. NAYA staff members have been working with the Office of Equity and Human Rights to advance human rights issues in the Portland Plan.

#### Urban League

The Urban League plans to engage African Americans, other people of color and low income community members in determining priorities for the Portland Plan. Their goal is to ensure that equity is reflected throughout the plan and through the development of an "equity tool" used to evaluate priorities and actions. The Urban League plans to utilize an African American community needs assessment survey and promote a comprehensive approach to reduce disparity by including measurable improvements to economic, social and health outcomes and conditions as part of the Portland Plan. Outreach and involvement will include the development of a survey(s), canvassing, various methods of advertising and notification and a hosted meeting(s) with Portland Plan staff.

### *What's happened within Phase 4...*

The Urban League continued to conduct outreach and encourage engagement by the African American community in the Portland Plan. They distributed informational flyers about the Portland Plan in all our tabling events over the year to raise awareness about the Plan. The League helped organize a presence at City Hall to testify in favor of the passage of the Portland Plan by City Council; about 20 members attended a packed hearing, and the Urban League provided testimony.

The Urban League continued to provide input in the development of the Office of Equity and Human Rights (OEHR), by participating in the Creation Committee, the Search and Orientation for the new Director. We have ensured that our community is aware of establishment and development of the OEHR, and how it is establishing goals and strategies, to implement the Portland Plan and ensure accountability to the community. We have worked to ensure that the Portland Plan and the Equity Initiative is at the heart of the work of the Office.

In March, the Urban League submitted three applications to the Comprehensive Plan Update's Policy Expert Groups (PEGs). Two applicants were from our Social Justice and Civic Leadership (SJCL) cohort. The Urban League has secured places on the Education and Youth Success, the Economic Development and the Infrastructure Equity PEGs. We are also working on the Health and Equity Network to coordinate participation of equity advocates in the PEGs.

The Urban League has worked during the last quarter on finalizing the draft of a Racial Equity Strategy Guide, that will help City leadership and bureaus develop and implement equity strategies designed to improve outcomes in service delivery, planning, programs and city operations for communities of color and other marginalized communities. The guide will help inform the work of directors, staff, and policy makers and build a consciousness to develop an equity framework and achieve more equitable outcomes. Through this process, we are hopeful that this process will be a 'norm' and that the operational standards of the institutions will reflect that in determining the on-going work of each bureau.

In addition, to beginning to implement a key strategy of the Portland Plan, Thriving Educated Youth, the Urban League is in partnership on the Cradle to Career initiative in which the City of Portland is a key participant.

### AREAS FOR IMPROVEMENT

- Drafts released for public comment and other outreach material should be available in large print and html-friendly versions at the time of public release.
- Youth participation in Phase 4 was highly visible and had three distinct engagement approaches. Youth testimony that was built upon experience and data collected in the My Voice, Our City survey had a significant impact on both the tone of the Planning and Sustainability Commission hearings and the commissioners' direction to Portland Plan staff on the Recommended Draft that went before City Council. Future planning efforts should aim for the youth engagement that occurred within Phase 4 of the Portland Plan.

### APPLICATION TO THE COMPREHENSIVE PLAN UPDATE AND BEYOND

All the areas of improvement bulleted above have application to the Comprehensive Plan Update and subsequent public involvement efforts for the bureau.

### Goal 3: Provide multiple venues and means for community involvement and engagement

To accommodate various needs as well as rapidly changing technology, a successful public involvement process will utilize many venues and output to advertise events, share information, and solicit feedback. Venues not traditionally used such as social media, the internet, local public television and radio, and large print materials allow us to reach a more representative sample of Portland's diverse communities.

Areas of improvement identified in the **Phase 1** report include:

- *Need to monitor and record the number of first-time participants;*
- *Continue to offer food, childcare, and translators; and*
- *Explore ideas and implement additional interactive tools for engagement.*

Areas of improvement identified in **Phase 2** report include:

- *Develop a new tool to determine the number of first time Portland Plan participants;*
- *Develop and implement a new tool to collect data on participants of Portland Plan events other than workshops and surveys;*
- *Improve marketing of services such as childcare and translation services so they may be better utilized; and*
- *Consider and implement new interactive outreach tools in Phase 3.*

Areas of improvement identified in **Phase 3** report include:

- *Coordinate more with venues to advertise events to those who use or visit the facility. For instance, flyers announcing the Portland Plan Fair at IRCO were created but not displayed at IRCO. Also consider translating flyers.*

### SUCSESSES

Portland Plan staff participated in 21 community events (see Appendix D for the list of all events), including multiple National Night Out events, street fairs, trade fairs, and the Fix-It Fairs. These community fair events allowed Portland Plan staff to reach approximately 700 Portlanders who might not have otherwise been involved. New to Phase 4, Portland Plan staff began tracking the number of contacts with use of a hand held counter while tabling. Tracking the number of contacts provided both additional quantitative information to the public participation data and to highlight at which events Portland Plan staff engaged more Portlanders.

During November 2011, more than 68 people provided testimony at the three hearings before the Planning and Sustainability Commission, while 180 letters and emails of testimony were sent in to the commission. Two of the three Planning and Sustainability Commission hearings were held in community locations; specifically the November 8, 2011 hearing was held at Jefferson High School in North Portland and the November 15, 2011 hearing was held at Parkrose High School in East Portland. The community locations were more accessible to specific community groups, such as, CIO, Urban League and the members of the East Portland Action Plan (EPAP). Unfortunately, the hearing at Jefferson was scheduled for the same evening as the Northeast Coalition of Neighborhoods Land Use Chairs meeting.

Each of the three hearings was structured with a presentation by Portland Plan staff, testimony and then discussion by the Planning and Sustainability Commissioners. The last hearing held at the 1900 Building had the largest attendance and a notable turn out by the Portland Commission on Disabilities (PCOD) emphasizing their frustration about feeling largely unheard despite working with Portland Plan staff, and that their feedback had not been reflected in the version of the draft before the Planning and Sustainability Commission. During and immediately following the hearings, several individuals and community groups were consulted on revisions to the draft before advancing it to City Council.

#### AREAS FOR IMPROVEMENT

- Continue to coordinate more with venues to advertise events to those who use or visit the facility. At both Planning and Sustainability Commission hearings at Jefferson High School and Parkrose High School, the public that attended were there due to announcements received from their neighborhood, business and/or community organization affiliations, but not from the public schools.
- Consider the date and time of hearings, workshops and verify that the scheduling does not conflict with the local organizations regularly scheduled meetings.

#### APPLICATION TO THE COMPREHENSIVE PLAN UPDATE AND BEYOND

All the areas of improvement bulleted above have application to the Comprehensive Plan Update and subsequent public involvement efforts for the bureau.

## Goal 4: Involve as many people as possible

With Portland's population nearing 576,000 people and growing in size and diversity, it's important for the Portland Plan to involve as many people as possible in hopes that a representative sample will participate and provide their unique perspectives and ideas.

Areas of improvement identified in the **Phase 1** report include:

- *Continue to engage more people, especially non-geographic communities and first-timers.*

Areas of improvement identified in the **Phase 2** report include:

- *Develop new tools to better measure and keep track of the number of Portlanders engaged at public events;*
- *Identify new groups and communities that have yet to be involved in the Portland Plan process; and*
- *Implement more focused outreach to the disabilities community, to the education community and to the business community.*

Areas of improvement identified in the **Phase 3** report include:

- *Continue to engage more people, especially non-geographic communities and first-timers; and*
- *Develop new tools to better measure and keep track of the number of Portlanders engaged at public events.*

## SUCSESSES

The Portland Plan hearings before Planning and Sustainability Commission resulted in 68 individuals providing testimony at the hearings, while 180 letters and emails of testimony were submitted to the Planning and Sustainability Commission. There were approximately 1,360 attendees to the 107 Portland Plan presentations before neighborhood and business associations, interest-based groups and other community groups. Portland Plan staff began tracking the numbers of contacts while tabling at the 21 community-sponsored fairs and events, which resulted in engaging over 700 Portlanders. As mentioned within the previous goal, new to Phase 4, Portland Plan staff began tracking the number of contacts with use of a hand held counter while tabling. Tracking the number of contacts provided both additional quantitative information to the public participation data and to highlight at which events Portland Plan staff engaged more Portlanders. Additionally, staff continued to engage more Portlanders through social media, increasing Facebook fans, Twitter followers, and the number of views on the Portland Plan Flickr account and pdxplan.com (see Appendix A for all figures).

## AREAS FOR IMPROVEMENT

As stated in previous progress reports, continuing to engage more people, especially non-geographic communities and first-timers is a constant area for improvement.

## APPLICATION TO THE COMPREHENSIVE PLAN UPDATE AND BEYOND

All the areas of improvement bulleted above have application to the Comprehensive Plan Update and subsequent public involvement efforts for the bureau.

## Goal 5 - Acknowledge that Portlanders are being heard, and show how their comments are being incorporated into the Portland Plan

Community members, groups and organizations are concerned about the transparency and meaningfulness of how public input is utilized in planning processes. A successful outreach effort will demonstrate transparency and how community voices and opinions were utilized in the development of the Portland Plan.

Areas of improvement identified in the **Phase 1** report include:

- *Continue to demonstrate to the public in documents and information provided in each phase, how their comments are being incorporated from previous input; and*
- *Report results and findings from previous phases on website and in future Portland Plan documents.*

Areas of improvement identified in the **Phase 2** report include:

- *Develop evaluation forms for specialized events (instead of only workshops); and*
- *Continue to report back and demonstrate to participants in workshops and events that previous input is being incorporated into current materials and proposals.*

Areas of improvement identified in the **Phase 3** report include:

- *Share analysis of public feedback in a timely manner. Simply posting the survey results and public comments from the Portland Plan Fairs on the website did not clearly demonstrate to the public how their feedback was being factored into drafting of the plan.*

## SUCSESSES

During November and December 2011, Portland Plan staff met with several groups to discuss the Proposed Draft of the Portland Plan. Specifically, a meeting was had with CIO to go over testimony received, which resulted in the addition of a gentrification and displacement section that called out Portland Plan actions focusing on this issue. The Equity TAG, which now included several community members, was involved with further review and refinement of the gentrification and displacement section. Portland Plan staff also met with Age-Friendly stakeholders including Portland State University's Institute on Aging, Elders in Action and AARP following testimony received to coordinate on revisions, which resulted in the addition of the section on Portland being a place for all generations. The East Portland section was another added to the draft that went before Council, due to coordination with various community stakeholders and neighborhood groups.

During the Planning and Sustainability Commission hearings, staff memoranda updated the commission on both the public testimony received and the staff analysis and response to the public testimony. It is worth noting that copies of the 180 letters and emails of public testimony were attached to each subsequent staff memorandum. In their entirety, these staff memoranda were posted on the website and provided at later hearings. Additionally, Portland Plan staff summarized the memoranda in presentations at the hearings to the Planning and Sustainability Commission. This process was replicated at the City Council hearings. The response time to the public feedback was greatly improved, partially due to the requirements of the formal hearing process and lessons learned from Phase 3.

## AREAS FOR IMPROVEMENT

Continue to report back and demonstrate to participants that previous input is being incorporated into current materials and proposals.

## APPLICATION TO THE COMPREHENSIVE PLAN UPDATE AND BEYOND

All the areas of improvement bulleted above have application to the Comprehensive Plan Update and subsequent public involvement efforts for the bureau.



## Evaluation of Phase 4 Public Involvement Approaches

To begin evaluating Phase 4 of Portland Plan public participation activities, Portland Plan staff asked the following questions:

- Are we meeting our goals for successful participation?
- Have the approaches used helped us to meet our goals?

### Approaches Used and Lessons Learned

A variety of outreach and engagement approaches has been used, and will continue to be used, throughout the Portland Plan public process. Table 1 below shows the opportunities and limitations of a new approach to Portland Plan public involvement, “Various community locations for public hearings”. Table 2 reviews the various approaches used in Phase 4 that were also used in Phases 1,2 and 3, in particular the lessons learned and how Portland Plan staff and CIC members have responded to prior and new lessons learned.

*Table 1. Evaluation of New Approaches Utilized in Phase 4 of Portland Plan Outreach*

Various community locations for public hearings		
Opportunities	Limitations	Lessons for Next Phases
<ul style="list-style-type: none"> <li>▪ Varying the public hearing locations, may provide options in closer proximity to people who wouldn't typically attend an evening public hearing located downtown Portland</li> <li>▪ Promoting a public hearing through the venue and local community groups could draw Portlanders that would not otherwise be aware of hearing and/or planning efforts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Can conflict with local events in the targeted geographic area, as well as, community and interest-based groups in the near proximity</li> <li>▪ The formal nature to a public hearing may not be of interest, may be intimidating and information presented may be overly technical for Portlanders to provide testimony</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve directional signage</li> <li>▪ Coordinate with venues and local community groups on scheduling, promotion and providing additional information where there is an interest</li> </ul>

*Table 2. Incorporating Lessons Learned from Phase 2*

<b>Workshops</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>▪ Advertise earlier and to diverse audiences for broader participation</li> <li>▪ Announcement distribution at numerous locations citywide did not result in increase in participation</li> <li>▪ Evaluate holding more workshops on Saturdays (and potentially on Sunday afternoons) to accommodate people who cannot attend evening sessions</li> </ul>	<p><b>Phases 1 &amp; 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Provide more targeted outreach when offering interpretation and childcare services so that people take advantage of these services</li> <li>▪ Have hosts who can invite and accompany newcomers</li> <li>▪ Phase 2 workshops were well-advertised in advance with a “Save the Date” flyer that provided dates, times, and locations of Phase 2 workshops (with the exception of the business-focused workshop)</li> <li>▪ Stronger relationships with partner agencies resulted in increased advertising to partner agencies’ constituents and thus more diverse participants</li> <li>▪ Holding more workshops on weekends and in the evenings did not result in increased attendance</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ The business-focused workshop was expanded to three events: the main event, one hosted by APNBA and the other hosted by NINA.</li> </ul>
<b>Overviews at Group Meetings</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phases 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>▪ Need to have up-to-date and meaningful materials to share with community groups and let people know how they can meaningfully plug in to the process</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ With limited resources, it has been difficult for Portland Plan staff to produce frequently updated meaningful materials for specific community groups</li> </ul> <p><b>Phases 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Improve communication around the Portland Plan and its relationship to the Comprehensive Plan and other planning efforts</li> <li>▪ Continue relationship with periodic check-ins and follow up to questions and feedback provided</li> </ul>
<b>Hosted Presentations and Town Halls</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>▪ Need to continue to build ongoing relationships such as with non-geographic groups to build trust and demonstrate that their voices are being heard</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>▪ Continue Town Hall events</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Two successful Town Hall events: one for the LGBTQ community and one for the arts community, both were covered generously by the media</li> <li>▪ Make sure format for “town halls” meet the expectations of the public i.e. attendees have the opportunity to provide input directly</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ One Town Hall event was held for the disabilities community.</li> </ul> <p><b>Phase 4 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Town Hall events are more appropriate in earlier phases of a project</li> <li>▪</li> </ul>

<b>Hard Copy and Online Surveys</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>▪ Consider translation of surveys into popular non-English languages and large print for the visually impaired.</li> <li>▪ Continue to provide materials at public libraries, colleges and neighborhood coalition offices</li> <li>▪ Next survey needs to be shorter and more easily comprehensible by the public</li> <li>▪ Focus survey outreach to renters and homeless</li> <li>▪ Monitor demographics of who's completing surveys so staff can respond with additional targeted outreach to those groups not completing the survey</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Surveys were translated into four non-English languages for Phase 2: Spanish, Vietnamese, Russian, and Chinese</li> <li>▪ Unfortunately the Phase 2 survey was longer and, by some accounts, harder to comprehend</li> <li>▪ Survey outreach to renters was improved by sending copies in the Curbsider newsletter to every household in Portland; the surveys were mailed to only single-family households in Phase 1</li> <li>▪ There were no improvements in Phase 2 to focus survey outreach to the homeless community. Staff lacks the relationships and tools to access the homeless community. This is an area for improvement for Phase 3.</li> <li>▪ Demographic questions were incorporated into all Phase 2 workshops and surveys unlike Phase 1 which failed to ask demographic questions for mail-in surveys</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Advised the Office of Management and Finance to translate their survey in the February's issue of the Curbsider into four languages (Chinese, Russian, Spanish and Vietnamese) paired with culturally appropriate outreach.</li> </ul> <p><b>Phase 4 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Conducted a youth specific survey through canvassing, focus groups and an online version</li> </ul>
<b>Special Outreach Activities with Non-geographic &amp; Community Groups</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>▪ Need to ensure Portland Plan messaging/information is accessible and easy to understand for non-geographic and special-interest groups</li> <li>▪ Need to show how previous non-geographic group input from visionPDX will be incorporated and followed through in Portland Plan</li> <li>▪ Need to continue to build relationships with community organizations and encourage their participation in the Portland Plan development</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>▪ Need to assist organizations with outreach efforts as requested</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Stronger relationships with organizations who advocate for non-geographic communities, the new DCL grant program, and the visible equity work produced by staff have helped gain trust in the communities and will hopefully encourage increased participation</li> <li>▪ Translating the Phase 2 brochure and survey into four non-English languages made the messaging and information more accessible to specific non-geographic communities</li> <li>▪ Newly created graphics that display visionPDX as part of the foundation to Portland Plan content have been incorporated into outreach materials and the website</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Translated the Curbsider into four non-English languages and made the messaging and information more accessible to specific non-geographic communities</li> </ul>

<b>Social Media</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phases 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>▪ Staff training needed</li> <li>▪ Promoting and documenting events</li> </ul>	<p><b>Phase 1 &amp; 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Unfortunately no staff training has taken place due to limited resources</li> <li>▪ Social media used to promote Phase 2 Workshops with a contest promotion on Twitter</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Promotion and documentation of the speaker series, the PSC hearings and work sessions, and the Portland Plan Fairs</li> <li>▪ Social media was employed to make connections to similar initiatives and efforts, our partner organizations and bureaus, CIC members and youth planners, as well as, essays and editorials that offered food for thought</li> </ul> <p><b>Phase 4 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Portland Plan staff has participated in social media training and incorporating social media in public involvement has greatly improved since Phase 1</li> </ul>
<b>Marketing and Communications</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phases 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>▪ Need to buy more ads in more foreign language papers, and Observer, Just Out, etc.</li> <li>▪ Utilize marketing and communications staff from agency partners to assist with outreach and engagement to their constituents</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Half-page ads were placed in the following cultural/minority papers: El Hispanic News, Asian Reporter, Portland Observer, Just Out, and Portland Family</li> <li>▪ Informally, agency partners have increased outreach efforts to both their staff and their constituents; however no formal relationships were established with the marketing and communications staff at our partner agencies</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>▪ Continuation of ads placed in the following cultural/minority papers: El Hispanic News, Asian Reporter, Portland Observer, Just Out, and Portland Family</li> <li>▪ Partner agencies (PPS, HAP, PDC) helped get the word out with their e-newsletters, websites and social media channels</li> </ul>

<b>Website</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phases 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>Adapt for visually impaired and have buttons for information in languages other than English</li> </ul> <p><b>Phase 3</b></p> <ul style="list-style-type: none"> <li>Use of the website to communicate increasingly complex and technical information to an audience that was losing “buzz”</li> </ul>	<ul style="list-style-type: none"> <li>Due to both budget constraints and portland online’s inability to host non-English characters, information in languages other than English was not made available on the Portland Plan website</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>A series of blog posts were created to publicize and recap each of the speaker series events, which were streamed live on the web</li> <li>The fairs were promoted in a similar fashion with video and slide shows posted after each of the four events</li> </ul> <p><b>Phase 4 Adaptations</b></p> <ul style="list-style-type: none"> <li>A Portland Plan video was created to promote and summarize the plan</li> <li>The website has been transitioning to incorporate more html-friendly material to better accommodate the visually impaired</li> </ul>
<b>Local Media (televised and audio)</b>	
<b>Lessons Learned</b>	<b>Incorporating Lessons Learned</b>
<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>Need to produce large print materials and send to various media partners in a timely manner</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>Successfully reach television and radio stations that represent non-geographic communities</li> <li>Continue a television and establish an online video presence</li> </ul>	<p><b>Phase 2 Adaptations</b></p> <ul style="list-style-type: none"> <li>Large print materials were created and were made available at the same time as other Portland Plan materials</li> <li>Initial contacts with non-English speaking radio stations were developed, however staff had a difficult time receiving follow up communications</li> </ul> <p><b>Phase 3 Adaptations</b></p> <ul style="list-style-type: none"> <li>Experimented with radio, placing :15 and :30 spots on OPB and KRYP respectively. With the Spanish-language radio station appearance, extra investment into value-added spots and on-air promos with Spanish-speaking staff and Colored Pencils organizers were leveraged.</li> <li>The Inspiring Communities series played 245 times for a total of 439 hours</li> <li>The Community Fair Spanish PSA played 39 times</li> <li>Contracted with Portland Community Media to videotape the fairs, but this time instead of broadcasting live and showing each fair in its entirety, PCM created a fun and breezy video that acted as a kind of visual montage of the events, with an into and closing call to action by the Mayor. The video was featured on the BPS YouTube channel.</li> </ul>

## Community Involvement Committee Members' Evaluation of Phase 4

To add an additional dimension to the Phase 4 outreach and engagement evaluation, Portland Plan staff posed the following three questions to CIC members in April for their input:

1. *Please provide us with your comments on Portland Plan outreach and engagement efforts for Phase 3 (September 2010 to May 2011). Please tell us what you liked about these efforts and make suggestions for improvement for us to consider in Phase 3 work.*
2. *To help us complete the Phase 3 progress report we need you to describe how you as a CIC member and Portland Plan Ambassador have assisted us in our engagement efforts including capitalizing on your existing relationships in the community.*
3. *Please provide us with any another comments or suggestions.*

Of the sixteen (16) CIC members who were emailed the above questions, 6 CIC members replied. Additionally, an hour of the May 16, 2012 CIC meeting was devoted to a Portland Plan debrief with a particular emphasis on the public involvement within Phase 4. The same evaluation questions were used to structure the debrief discussion at this meeting, so that more CIC members' perspectives could be incorporated. All member responses can be found in Appendix C. Below is a summary of key themes that emerged from CIC member responses.

### OVERVIEW OF CIC MEMBER RESPONSES

The CIC members who completed the Phase 4 evaluation offered valuable comments about the Portland Plan process. Several CIC members shared their disappointment in Phase 4 compared to earlier phases, partially due to that the outreach was less focused on events (workshops, fairs, forums, etc.) that created a lot of anticipation. Another CIC member emphasized the frustration with the Proposed Draft of the Portland Plan not being available until October 2012, when it was intended to be published in summer 2011.

Many CIC members stated the timing of Phase 4 felt out of line compared with the previous phases and that the comment period did not give neighborhood or other organizations enough time to come together and discuss the plan and still have time to prepare testimony. Another CIC member added that there should have been more effort to either continue community interest and involvement or at least clearly state and explain the gap between the high-level of involvement with previous phases and how it differs when entering a formal phase that includes public hearings.

One CIC member voiced concern about the continued confusion around the many initiatives taking place and the many different advisory groups (CIC, PPAG, Central City Plan, Quadrant Plan, etc.).

Another CIC member stated that the key strengths of the effort was the staff continued to learn throughout the process, improving outreach strategies and creating new relationships and building on them across the phases. There is still room to grow and it will be important to find ways to maintain those new relationships via liaison planners or other joint efforts with the Office of Neighborhood Involvement (ONI) and other bureaus in the future.

## Next Steps & Moving Forward

There were four phases to the development of the Portland Plan. At the completion of each previous phase, staff evaluated the public involvement process and identified successes and areas for improvement. Each phase of public outreach was modified based on those findings. An all-volunteer Community Involvement Committee (CIC) was convened in July 2009 to help guide the Portland Plan process. This CIC will continue to advise staff on the public involvement process for the Comprehensive Plan Update, a long-range 20-year plan that sets the framework for the physical development of the city to help implement the Portland Plan. The CIC will provide both continuity and a shared experience and commitment to a responsive public involvement process.

In Comprehensive Plan Update, staff will continue to:

### Lessons within Goal 1

- Continue to seek bureau and partner agency assistance with outreach and engagement.
- Continue to build new and ongoing relationships with under-served and non-geographic issue-oriented groups, including cultural groups, faith communities, homeless communities, renters, and minority businesses.
- Continue — and in some cases broaden — involvement with City of Portland boards, committees and commissions.
- Ensure there is adequate time between the public release of a draft document and the corresponding public hearings and public comment period, while factoring in time for organizations to meet and coordinate an official response, as well as, avoiding the holidays for the public comment period.

### Lessons within Goal 2

- Drafts released for public comment and other outreach material should be available in large print and html-friendly versions at the time of public release.
- Youth participation in Phase 4 was highly visible and had three distinct engagement approaches. Youth testimony that was built upon experience and data collected in the My Voice, Our City survey had a significant impact on both the tone of the Planning and Sustainability Commission hearings and the commissioners' direction to Portland Plan staff on the Recommended Draft that went before City Council. Future planning efforts should aim for the youth engagement that occurred within Phase 4 of the Portland Plan.

### Lessons within Goal 3

- Continue to coordinate more with venues to advertise events to those who use or visit the facility. At both Planning and Sustainability Commission hearings at Jefferson High School and Parkrose High School, the public that attended were there due to announcements received from their neighborhood, business and/or community organization affiliations, but not from the public schools.
- Consider the date and time of hearings, workshops and verify that the scheduling does not conflict with the local organizations regularly scheduled meetings.

Lessons within Goal 4

- Continue to engage more people, especially non-geographic communities and first-timers.

Lessons within Goal 5

- Continue to report back and demonstrate to participants that previous input is being incorporated into current materials and proposals.



## APPENDIX A - Measures of Success Data

### Goal 1. Build on new and existing relationships

Quantitative Measures and Descriptions		Data
<b>1.1</b>	# of visionPDX organization/group participants	<p>8 out of 55 visionPDX organizations were involved with Portland Plan during Phase 4</p> <p>6 out of 55 organizations that participated in visionPDX went on to host a Portland workshop, presentation/discussion during Phase 3</p> <p>10 out of 55 organizations that participated in visionPDX stakeholder interviews, engagement interviews, and Vision into Action grants went on to host a Portland Plan workshop, presentation and/or discussion during Phase 2</p>
<b>1.2</b>	Percent of individual participants who answered positively to a workshop evaluation question that asks whether or not they had a high level of knowledge and involvement on Portland issues.	<p>Phase 3 – Inspiring Communities Series, Question #2: 187 responses, 21 strongly agree, 96 agree = <b>63% positive</b></p> <p>Phase 3 Portland Plan Fairs, Question #2 and #3: Question 2: 27 responses, 10 strongly agree, 15 agree = 93% positive. Question 3: 27 responses, 9 strongly agree, 13 agree = 81% positive. Total = <b>87% positive</b></p> <p>Phase 2 – 68% (24% “strongly agreed”, 44% “agreed”)</p> <p>Phase 1 - 71% (19% "strongly agreed"; 52% "agreed")</p>
<b>1.3</b>	Number of staff from other City bureaus and agencies who participated in the Portland Plan outreach effort; and number of City bureaus/agencies that devoted staff time informing and engaging their contacts and relationships in the Portland Plan	<p>Phase 3 fair facilitators: PBOT (2); BES (3); PPR (1); Human Relations (1); ONI (1); PDC (1); Portland State University (1); Oregon Department of Human Services (1); <i>six bureaus and two agencies; 11 staff members</i></p> <p>Phase 2 workshop facilitators: PBOT (2); BES (3); PPR (1); and BDS (1); Human Relations (1); Cable (2); ONI (2); OMF (1); Housing Bureau (3); <i>10 bureaus and agencies; 15 staff members</i></p> <p>Additionally in Phase 2, 8 community member volunteers were trained by partner agency ONI and used as facilitators for the workshops.</p>
<b>1.4</b>	Describe the new and existing relationships built upon during the Portland Plan outreach process thus far.	<p>With the Portland Plan brochure translated into Spanish, Russian, Chinese and Vietnamese, new connections were made to non-English speakers through outreach efforts at community-sponsored events and through coordination with the Diversity &amp; Civic Leadership Partners.</p> <p>New relationships were formed with the World Health Organization (WHO) Age Friendly Cities Global Network concept with Portland Plan staff serving on the steering committee and Portland State University graduate students working on an age friendly cities project that informed the Healthy Connected City strategy. The coordination with Cradle to Career and health partners was notable.</p> <p>Relationships continued with the Citywide Land Use Group, American Institute of Architects, the Portland Business Alliance, City Club and neighborhoods and business associations.</p>

Quantitative Measures and Descriptions		Data
<b>1.5.1</b>	Describe the CIC member's and Staff's involvement in maintaining existing relationships within the community.	CIC members used their existing connections to arts, education, businesses organizations, communities with disabilities, housing/residents, etc to plan and target outreach, engagement materials, activities and events with Portland Plan staff.  See Measure 1.4 above for staff's existing relationships which are generally based on traditional work on planning and sustainability projects.
<b>1.6</b>	Ask CIC member's to report engagement efforts and relationships maintained throughout the community through Portland Plan outreach.	In general, CIC members effectively served as liaisons between the Portland Plan and their respective constituencies. Members have spearheaded numerous creative outreach strategies to assist Portland Plan staff maintain current relationships and build new relationships within the community.

Goal 2. Engage broader and more diverse groups with education and information, and provide all interested Portlanders with enough education so that they can meaningfully participate

Quantitative Measures and Descriptions		Data
<b>2.1</b>	Percent of positive responses on evaluation forms that reflect adequate education received at presentations and events	Phase 4 – did not include evaluation forms at the hearings Phase 3 – Inspiring Communities – 91% (39% “strongly agreed”, 52% “agreed”); Portland Plan Fairs – 84% (42% “strongly agreed”, 42% “agreed”) Phase 2 – 92% (32% “strongly agreed”; 60% “agreed”) Phase 1 - 93% (39% "strongly agreed"; 54% "agreed")
<b>2.2</b>	Number of targeted outreach groups successfully participated in an outreach event.	Number of Phase 4 events for targeted outreach to the following groups not targeted in Phase 1: Sexual and gender minorities- 3 events Senior/aging community- 3 events Faith-based community- 2 events Education communities & institutions- 10 events With the listed groups above, some level or communication and/or coordination occurred. The emphasis in Phase 4 has been to encourage people to attend Phase 4 events, of which there was representation from these diverse communities.
<b>2.3</b>	Number of outlets where Portland Plan materials were made continually available, other than internet. (I.e. Public libraries, universities, neighborhood coalition offices, DCL office, etc	All County libraries (16); Neighborhood District Coalition Offices (7); Senior Centers (11); DCL Partners (4); Universities (1): <i>Total of 39</i>
<b>2.4</b>	Number of outreach documents translated into a non-English language (e.g., Spanish)	4 total (Brochures translated into 4 languages: Spanish, Russian, Chinese, and Vietnamese). Materials also produced in large-print.
<b>2.5</b>	Number of events where an interpreter and/or non-English-speaking staff participated in outreach events	1 total (compared with 5 in Phase 1, none in Phase 2 and 1 in Phase 3).

<b>Quantitative Measures and Descriptions</b>		<b>Data</b>
<b>2.6</b>	Number of hours Portland Plan hearings at Planning and Sustainability Commission and City Council were televised on Portland Community Media	3 Planning and Sustainability Commission hearings and 2 work sessions were aired a combined 37 times 2 City Council hearings were aired a combined 9 times
<b>2.7</b>	Number of My Voice, Our City surveys collected	178 youth-surveys were collected in Phase 4
<b>2.8</b>	Number of attendees at the Portland Plan Youth Work Session	18 youth participated in the Portland Plan Youth Work Session
<b>2.9.1</b>	Elaborate on the targeted outreach efforts to reach broader and more diverse groups with education and information.	Tabling at a variety of community events citywide was the primary outreach effort to reach broader and more diverse groups in Phase 4. Events included the East Portland Exposition, street fairs, National Night Out events, a trade fair and the Fix-It Fairs.
<b>2.9.2</b>	Describe the targeted efforts to reach the business community	Providence was given a presentation on the Economic Opportunities Analysis (EOA). Hosted presentations were held with Gunderson, the Portland Business Alliance, Central Eastside Industrial Council, and the Small Business Advisory Council. Portland Plan staff met with several business associations, including the Woodstock and Broadway Business Associations. Portland Plan staff tabling at the RMLS Technology and Trade Fair.
<b>2.9.3</b>	Describe the targeted efforts to reach the aging and people with disabilities community	New relationships were formed with the World Health Organization (WHO) Age Friendly Cities Global Network concept with Portland Plan staff serving on the steering committee and Portland State University graduate students working on an age friendly cities project that informed the Healthy Connected City strategy. The coordination with Cradle to Career and health partners was notable. Staff regularly attends the Portland Commission on Disability (PCoD) quarterly meetings and provides Portland Plan announcements and updates. Staff continues to work with the Connecting Communities Coalition and the PCoD to encourage involvement in the Portland Plan through activities and technical support and feedback on Portland Plan products.
<b>2.9.4</b>	Describe outreach strategies such as Portland Community Media that help reach more diverse groups	Portland Plan Phase 4 hearings were played live for 3 Planning and Sustainability Commission hearings and work sessions, as well as, the City Council hearing and decision and replayed for all hearings and work sessions approximately x times on local cable access TV.
<b>2.9.5</b>	Describe the targeted outreach to the homeless community	Portland Plan staff worked with agencies and organizations that address issues in the homeless community and housing. A couple homeless advocates testified at the Portland Plan hearings.
<b>2.9.6</b>	Describe the targeted outreach to renters	The Bureau's community newsletter, The Curbsider, is sent to every Portland household which includes multi-dwellings and apartment buildings included information about the Portland Plan. Portland Plan staff tabled at several events where both home owners and renters were present.

Quantitative Measures and Descriptions		Data
<b>2.9.7</b>	Elaborate on the partnerships and programs established with DCL for culturally-appropriate outreach (DCL partners include: the Native American Youth and Family Center, the Latino Network, the Urban League of Portland, the Immigrant and Refugee Community Organization, and the Center for Intercultural Organizing)	In February 2012, Portland City Council approved the renewed sponsorship agreements with the 5 DCL organizations for culturally-specific Portland Plan outreach activities through Portland Plan implementation, which includes the Comprehensive Plan Update. See Goal 2 for more information on the qualitative measures and descriptions.
<b>2.10</b>	Describe the staff training completed to better reach and work with marginalized communities	Staff attended a number of useful trainings including City Public Involvement Network sessions on “Leading an Inclusive Public Involvement Process” and the East Portland Action Plan.
<b>2.11</b>	Describe the staff involvement of other city bureaus and offices who reached out to their constituents	Other City bureau and office staff reached out to the constituents to attend the Planning and Sustainability Commission hearings held in November 2011 and City Council hearing held in April 2012, such as the Bureau of Environmental Services and Portland Bureau of Transportation by emailing their networks, the Office of Neighborhood Involvement (events calendar), the portland online web site announcements and the Mayor’s home page.

### Goal 3. Provide multiple venues and means for community involvement and engagement

Quantitative Measures and Descriptions		Data
<b>3.1</b>	Percent of sources taken from data from “how heard about project” from completed surveys and meeting evaluation forms	Phase 4 did not track this data at the hearings Phases 1, 2 and 3 – Email (24%); Curbsider Newsletter (18%); Community Group (13%); Family, Friends, Neighbor (12%); Other (12%); City Website (10%); Face book/Twitter (6%); Newspaper (4%)
<b>3.2</b>	Number of new Portland Plan participants (participants who have previously never heard of Portland Plan before choosing to participate in this round)	Phase 4 did not track this data at the hearings Phase 3 – Portland Plan Fairs, Question #2 and #3: Question 2: 27 responses, 10 strongly agree, 15 agree = 93% positive. Question 3: 27 responses, 9 strongly agree, 13 agree = 81% positive. Total = 87% positive Phase 2 - 31% answered the workshop evaluation that they did not have a high level of knowledge and involvement on Portland issues. Phase 1 - 29% answered workshop evaluation in Phase 1 as already having a high level of knowledge and involvement on Portland issues)
<b>3.3</b>	Number of organizations Portland Plan staff met with for the first time, and # of organizations Portland Plan staff met with multiple times within the process	56 organizations in total participated in group meetings or hosted presentations with Portland Plan staff. Of these, 36 organizations had hosted presentations in Phases 1, 2 and/or 3. 14 organizations held two or more group meetings or hosted presentations in Phase 4.

Quantitative Measures and Descriptions		Data
<b>3.4.1</b>	Describe the different venues and approaches used for community involvement and engagement	<p><u>Venues</u> For hearings, venues were chosen where people are, where it is accessible by transit and within, and safe, familiar and comfortable. Outreach events were held at many different locations throughout the city. Tabling events were also selected based on the diversity of population to be reached and varying locations throughout the city.</p> <p><u>Approaches</u> Staff worked with organizations and groups to design hosted presentations that were formatted to be best understood and applicable in terms of interests to the particular group. Materials were prepared in large print and different languages, and provided ASL and language interpreters, generally upon request. Tabling at community events was continued in Phase 4.</p>
<b>3.4.2</b>	Describe the various venues and approaches utilized to distribute the survey	<p>Canvassing at: Lloyd Center Mall, Portland State University Campus, David Douglas HS and 162<sup>nd</sup> Max Stop</p> <p>Small focus groups with: Multnomah Youth Commission and Groundwork Portland Green Teams</p> <p>As well as online on surveymonkey.com</p>
<b>3.4.3</b>	Describe the various social media networks utilized in the outreach effort and describe how utilizing social media has engaged community members and allowed for the community to provide feedback	<p>Portland Plan events were advertised using Face book, Twitter, and the Portland Plan website; Photos of Portland Plan events are posted on Flickr which allows comments and cross-linking on social network sites; Social media networks allowed staff to post comments and tidbits of interesting feedback and polling responses from various Portland Plan events; Social media such as Facebook and Twitter also allowed staff to cross-advertise events with partner agencies that solicited public comments and was generally well-received; Portland Plan website was updated to allow open comments which was utilized by several Portlanders.</p>
<b>3.5</b>	Describe the other interactive tools used in the outreach effort	<p>The Portland Plan website also included a new open comments component that many members of the public have utilized; and Portland Plan staff greatly expanded on the number of community fairs and events that were tabled at which provided ample opportunity to engage hundreds of Portlanders who may not otherwise have participated in Portland Plan.</p>

#### Goal 4. Involve as many people as possible

Quantitative Measures and Descriptions		Data
<b>4.1</b>	Number of total people reached through the Portland Plan engagement process	Approximately 68 individuals testified at the Planning and Sustainability Commission hearings and 180 letters and emails were submitted Approximately 1,360 attendees to Portland Plan presentations; and 700 Portlanders contacted at community events
<b>4.2</b>	# of Phase 4 workshop/fair participants	None
<b>4.3.1</b>	# of surveys completed online	See 4.3.2 below
<b>4.3.2</b>	# of surveys completed, mailed in	178 youth surveys, some of these included online submission
<b>4.4</b>	# of “fans” on Face book	Phase 4 – 2,005 (166 more than Phase 3) Phase 3 – 1,839 Phase 2 – 1,737 Phase 1 – 1,536
<b>4.5</b>	# of followers on Twitter	Phase 4 – 2,941 (1,008 more than Phase 4) Phase 3 – 1,933 Phase 2 – 1,176 Phase 1 - 825
<b>4.6</b>	# of views on Flickr account	Phase 4 – 64,562 Phase 3 – 48,000 accumulative Phase 2 – 10,657 Phase 1 - 24,354
<b>4.7</b>	# of views on www.pdxplan.com	Phase 4 - 521,202 over the last 12 months (7/11-7/12) Phase 3 – 444,000 page views, with spikes in May (47,000) and June (57,000) Phase 2 – 118,222 Phase 1 - 248,982 (when website was created through 1 <sup>st</sup> phase)

#### Goal 5. Acknowledge that Portlanders are being heard, and show how their comments are being incorporated into the Portland Plan

Quantitative Measures and Descriptions		Data
<b>5.1</b>	Percent of people who complete evaluation forms at each stage of process who feel positive that their feedback at events, polling, etc is being heard	All public testimony received was responded to in staff memoranda to the Planning and Sustainability Commission and City Council

Quantitative Measures and Descriptions		Data
<b>5.2</b>	Describe how community participants might find their comments and opinions reflected in the Portland Plan products and processes	City staff technical working groups along with CIC volunteers to compile, analyze, and form future phases of Portland Plan materials and documents; A master database exists where all written comments and event evaluations are entered and stored. Portland Plan staff, including technical working groups, utilize the cataloged comments for future direction settings; Portland Plan staff used neighborhood groups and coalitions to test run workshop materials, and gathered direct feedback to inform future Phase I workshops
<b>5.3</b>	Describe efforts made by City staff to report results and findings of previous Portland Plan outreach phases through out the Portland Plan process.	In depth research on equity within Portland Plan and previous Portland planning efforts was completed and then woven into Phase II materials and processes in response to equity concerns by various communities; Portland Plan website and social media advertise polling results and key themes heard within days of events; Based on feedback from community of people with disabilities, materials were created with larger font for improved readability. Information on CDs and Braille were provided on request (there were no requests).
<b>5.4</b>	Describe follow-up activities conducted by staff for specialized outreach to ensure the opinions and needs of various communities are heard	Portland Plan staff met with the Portland Commission on Disability and the Aging Friendly Cities Global Network to address gaps in the Proposed Draft. Staff also responded feedback from CIO to address gentrification and displacement within the Portland Plan, which draft language was later reviewed by the Equity, Civic Engagement and Quality of Life Technical Action Group.

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## APPENDIX B - Comments from Community Involvement Committee (CIC) Members

CIC members were provided with a brief set of questions in April to assist the Portland Plan staff to evaluate Phase 2 outreach and engagement. Below are their direct responses.

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- 1. Please provide us with your comments on Portland Plan outreach and engagement efforts for Phase 4 (June 2011 to April 2012). Please tell us what you liked about these efforts and make suggestions for improvement for us to consider in Phase 4 work.**
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“Phase 4 was very different from the other three phases as it was less focused on outreach via public workshops, fairs, forums etc. that created a lot of anticipation and excitement. The outreach seemed to be more on a one to one basis, which is fine and effective, but also felt like it was somewhat under the radar. With much of the Phase 4 focus being on refining and parsing the plan, the process dragged and lost some of its momentum. By the time we got to the nitty gritty of Phase 4, I felt a sense of fatigues setting in within our group, the public and staff.

While this process is an enormous undertaking, nearly three years on top of several years of Vision PDX is a long time to maintain interest. I don't know what the alternative is as so much data has to be obtained and digested, but in the future there should be more conversation about how to streamline such a process without diminishing the quality of the final product.”

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“The outreach and engagement efforts that were conducted were positive, and I was pleased with the efforts by Portland city staff to address comments and suggestions from the CIC and other involved committees.”

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“Quite honestly, this was my weakest phase for involvement. I was gone for a three month pilgrimage July-September, 2011. I do recall that the feedback process with the planning commission went very well. I liked the level of participation by the community, the way the meetings were held, the way comments were affirmed as well as commented on and followed up on, as necessary, and the final summary by the commission at the end of the forums. I did miss a number of meetings in this period, but I did get a sense that the CIC and the city staff had developed a good rapport. More than any other time it felt like the city really was relying on our comments and feedback and making sure that we were given enough lead time in order to make comments that could be addressed by city staff. This wasn't always the case, as the work has been monumental, but, in general, the CIC seemed to have a critical role in providing feedback.”

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“Phase 4 ended up being a bit of a disappointment to me. The Draft Concept Plan was not ready until the fall (Oct?) and the public was originally given a month to respond to the Plan and attend one of the three public hearings scheduled during November. The timing seemed seriously out of line – the public's chance to comment on the final draft was very short. In a number of cases the comment period didn't give neighborhoods or other organizations enough time to come together to discuss the plan and still have time to prepare testimony. After protests from the community the comment period was extended until

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Dec 28<sup>th</sup>, but that time of the year is often filled with other distractions and family obligations which make it hard to capture public attention.”

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- Efforts consisted of extensive tabling at events, multiple hearings, opportunities for written feedback, and a youth survey
  - Good faith attempt to reach a diverse audience – a variety of methods at different times/dates, etc.
  - Multiple opportunities for interaction
- 

”There was a sense that Phase 4 was rushed. Although this is understandable given the amount of time associated with the other 3 phases, there was a surge of comments at the end when everyone thinks “this is the final draft”. That being said I think planning made reasonable efforts to extend the period to allow for additional comments. In the future we should anticipate an extended comment period as part of the final draft – even if it’s necessary to shorten the other phases to do so.”

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**2. To help us complete the Phase 4 progress report we need you to describe how you as a CIC member and Portland Plan Ambassador have assisted us in our engagement efforts including capitalizing on your existing relationships in the community.**

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“I continually engaged with the arts community and brought it into the process. I initiated a successful Arts Town Hall Workshop at the Gerding Theater at which there was an enthusiastic, standing room crowd upwards of 140 people with much valuable input gathered.

I am always talking up the Portland Plan with people in my particular community and with many friends and acquaintances beyond that. I facilitated the Portland Plan game with a small group and brought awareness to some people who otherwise would not have been engaged. I also posted or handed out flyers where I could and, during Phase 1, participated in a Fix it Fair where I gained firsthand experience by speaking to people with a diverse perspective. This experience gave me a greater understanding of some specific issues and helped me become a better ambassador for the Portland Plan.

I participated in some earlier TAG group discussions and was a regular member of the Arts TAG group. For the Phase 3 Fairs, I worked with staff in developing the fair concept. I reached out to a number of groups and garnered the participation of the Creative Advocacy Network (CAN), RACC and the National College of Naturopathy Medicine, as well as helping to engage “Colored Pencils” involvement in providing music. I attended the Zoo fair as a Portland Plan “Ambassador” and engaged with attendees at the event.”

I actively attended CIC meetings and worked on several subcommittees as well as helping to develop an evaluation process for new members joining the CIC which was also subsequently used for the PEG selection process.”

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”When information was sent out by the city during Phase 4 about the Portland Plan and related engagement efforts I continued to talk with Portland community members about the plan. I commented

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at CIC meetings, and provided written and spoken testimony at Planning and Sustainability Commission meetings about issues with engagement and ways to improve engagement. I also attended and invited others to promotional events for the Portland Plan in support of the plan and its public involvement process overall.”

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“I have kept some relationship with the EPAP, but it has been limited this past year.”

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“I provided regular updates on the Plan process at my monthly neighborhood meetings as well as at the two business association meetings I attend each month. I urged people to comment at the appropriate time. I worked with our liaison planner and my coalition land use staff person to hold a discussion on the draft plan at my neighborhood meeting and later worked with other members to organize testimony on the Plan.”

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- I personally attended some of the events where tabling occurred, and also one of the hearings
  - Communicated about the PDX Plan to my constituents including the OHSU, LGBT, and Sellwood neighborhood communities
- 

“Similar to the other phases I used my relationships with various business and neighborhood boards I sit on. Given that there appears to be strong neighborhood representation on the CIC, my primary focus has been on the business side and specifically small business and the central eastside. Part of my role within these organizations is to provide a progress report – which I have diligently provided every month.”

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### 3. **Please provide us with any another comments or suggestions.**

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“I have said since early in the process that there has been a good deal of confusion around the many simultaneous initiatives taking place and the many different groups involved (CIC, PPAG, Central City Plan, Quadrant Plan etc.). Even as we conclude our work on the Portland Plan, some of that confusion still exists for CIC members, and most certainly for most of the public. The complexity of this is far beyond the understanding of a large majority of our population, including even many of those who take an interest.

How we continue to communicate the transition from PP to the Comp Plan and what the Comp Plan means is imperative to the public buy in and our ultimate success. There is no magic answer, but we must be cognizant of that.”

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“With it being the last phase of a relatively long public involvement process, Phase 4 was much too long, at least with the way it was conducted. It was the longest running phase, but it had the least public outreach and engagement of the phases. While this might have been because the focus of Phase 4 was on compiling the previous information for the Portland Plan document and its release, there should have

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been more effort to either continue community interest and involvement or at least more clearly state and explain the gap between the high-level of involvement with previous phases and the ending of Phase 4. For instance, bulletins or teasers could have been sent out more often giving updates and factoids regarding the data gathered, involvement efforts, and positive directives and steps made from everyone's efforts."

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"The work of the Youth Planners was outstanding based on their testimony at the November hearings. I wish the Plan had been available for review for a longer period of time so more and better discussions could have taken place among groups. I think we wasted a fair amount of time reassuring people that the Proposed Actions for the various cluster areas in the back of the Plan were only samples and not to be seen as firm recommendations that they needed to challenge or wonder about. I think those confused the public more than they helped. I found the response of the Planning and Sustainability Commission very heartening – both their responses to individual testifiers and their recommendations for changes that went back to staff. Despite my previous complaints I felt the public did have a real impact on the Plan during that set of hearings. That was also due to the careful follow up by staff.

I wish we could have sent a stronger signal in the Plan and during Phase 4 that the community needed to be ready to partner in implementing many of the actions and aspirations contained in the Plan. I do think setting the stage for ownership and implementation of the Plan is part of public involvement.

BPS staff did an outstanding job overall and I think BPS did its best job ever at involving a broad range of stakeholders and community groups in a citywide planning effort. When I think back on all the special meetings, tabling, etc. that went on, I continue to be amazed. One of the key strengths of the effort was that staff continued to learn throughout the process, improving outreach strategies and creating new relationships and building on them across the phases. That said, there is still room to grow and it will be important to find ways to maintain those new relationships via liaison planners or other joint efforts with ONI and other bureaus in the future. I think there was a disappointing dichotomy among Portlanders – either they ended up feeling worn out by the time the Plan was finished (in some cases too tired to comment on the final product) or remained oblivious to the entire process. (Oh to have the Timbers' advertising budget.) Because we met monthly and deadlines were constantly being adjusted from above I felt we were often consulted when it was too late to really make a difference on a given communications piece, etc. or learned of things after the fact – despite staff's best intentions to do otherwise.

Overall the process was too long, especially given the Comp Plan process which must follow. I wish the Plan development could have been phased differently, perhaps with only 3 phases instead of 4. Perhaps the final strategic directions could have been unveiled as part of the Concept Plan instead of being handled in a separate phase. I don't have time to look back over my materials at this point, but I would like to think more about how the community involvement might have been better structured and the process shortened. I think some people started feeling as though they'd seen the material before and wondered why they were looking at it again. Phase 1 which established some common understanding of where we were as a City before we tried to decide where to go was very important.

I remember the workshops for Phase 2 as being less than ideal -- some of the settings were too noisy and crowded, and the quality of the facilitation varied considerably from table to table. The community oriented, drop in sessions that were central to Phase 3 were well done, but I'm wondering if we could have used them to roll out the Concept Plan itself with opportunities to focus in detail on sections of it

according to our areas of special interest. I still think we are left with a number of unresolved issues that I hoped might have been more deeply explored during the PDX Plan process.”

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- More time for public comment between draft and final publications
  - Engaging minority communities continues to be a challenge
  - The BPS staff is amazing – competent, and professional!
  - The CIC consists of a group of diverse and dedicated individuals
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“There remains a fine line between providing examples of how the Portland Plan will be used vs. the appearance of endorsement for one project or another. I was concerned early on that the final drafts inclusion of specific examples led to response comments of “what about my project?” This was not the intent of the examples. I would have suggested a more generic maybe only visual example of how the Portland Plan will be used. This avoids the overly detailed comments that would be more beneficial during the comprehensive planning phase.

## APPENDIX C - Youth in the Portland Plan Summary

### SUMMER 2011-SPRING 2012 - YOUTH PLANNING PROGRAM

The Youth Planning Program (YPP) conducted the following activities in support of the final draft of the Portland Plan. During this period, four Youth Planners (YP) that worked as paid intern staff at the Bureau of Planning and Sustainability (BPS). These Youth Planners developing all the methodology and tools, opinion polling/surveying, content, and analysis to contribute “youth voice” into the Portland Plan.

#### 1. My Voice, Our City Survey

- 6 open ended questions, conducted over Summer 2011
- Targeted Youth ages 13-25 in and around Portland
- Collected 178 surveys via:
  - 1) canvassing at: Lloyd Center Mall, Portland State University Campus, David Douglas HS and 162<sup>nd</sup> Max Stop
  - 2) small focus groups with: Multnomah Youth Commission and Groundwork Portland Green Teams
  - 3) online on surveymonkey.com

#### YPP Recommendations and Survey Results

Life Learning in practice – Our schools, City, and County government should support youth towards

1. **Great Careers** – how to get there, includes good schools to get us there with college and vocational programs in mind;
2. **Family** – how to create and maintain a healthy family as I define it (parents, brothers, sisters, kids, aunts, uncles, other relatives, also my future children and partner);
3. **Paying the Bills** – learn about how to pay rent, utilities, banking, cell phones, internet, and other resources to make it through life;
4. **Fun** – opportunities to explore the world around the city as well as outside of Portland, exercise, healthy activities, culture, events, music, shopping - which also make up a full life.

#### 2. Portland Plan Youth Testimony

- Organized 8 City and County youth program leaders and youth from the community to speak at Planning and Sustainability Commission PP hearings (11/8, 11/15, 11/29)
- 4 Youth Commissioners from St. Johns, Sellwood, and East Portland Neighborhoods.
- 3 Youth Planners from Eliot, Lents, and Powellhurst Neighborhoods
- 1 youth from community from Mill Park Neighborhood

Building on the findings of the MVOC survey, Youth Planners and Youth Commissioners wanted to give PP authors and decision makers the stories behind the strategies proposed to improve success and graduation rates. With an ‘equity lens’, youth chose to focus on the most vulnerable populations of youth who experience the greatest historic barriers to academic and life success. Youth of color, low income, queer, and immigrant or refugee youth represented their own experiences in public testimony. Additionally, youth from more privileged backgrounds spoke in support of recognizing the deep disparities between our communities and neighborhoods, and to leverage our collective resources and power to include youth at the center to develop solutions to these issues.

“I felt that **Portland Plan is our plan**. I testified as a YP, and I was able to speak from my experience. I **suggested jobs for young people in city bureaus**. I mentioned that if Police Bureau could create a similar Youth Planning Program, then youth violence that is happening in our community could be reduced. More **youth could give input about how to solve the violence issues in our community**. It will be easier to collect information from youth, because youth understand better to work with other youth.” - Sumitra Chhetri

“We were able to talk about the **Thriving Educated Youth strategy** and gave our ideas on **factors** that would be considered while talking about **increasing graduation rate**. We suggested that it would be important to consider each group of students depending on their **specific situations**. There is no “one size fits all in this case.” Graduation rate for immigrant students should be looked in different way from student who started their education in the US.” - Marius Ibuye

“One day, we need to have good youth/adult partnerships and make sure that youth are really part of this city, so that in 25 years we can be what you are now, so that we can make these decisions that you are making, so we can be really caring about the city we have lived in, that we live in and that we will be living in. Youth/adult partnerships are necessary so that youth can learn from adults and adults can teach youth. [As a result] youth will be like *Wow! I am part of this city, I have a purpose that I am not going to drop out school and I am going to go to college. And I am going to be part of this city.*” – Ray Kennedy

### 3. Designed and facilitated Youth in the Portland Plan Session

- 18 youth attended from different neighborhoods of the city to give their final input and perspective to planners writing the final draft of the Portland Plan.
- 4 hour session included dinner, raffle prizes, break out activities, and games to build a sense of trust in the space (for both youth and adults), in order for youth to share openly and honestly about what works and what does not for them in their city.
- Planners (Stein, Bump, Cunningham, and Williams), City Staff from various offices (Catalani and Raad), and PSC Member Chris Smith attended to observe youth input.
- Youth Planners facilitated and led all discussion. Adults did not talk at all. They just listened. We got ideas from youth through engaging activities, not just endless talking.

Planners were able to make real-world connections with youth who experience the life success barriers we discuss. It was no longer a theoretical exercise of “what-if’s” – rather authors of the PP engaged directly with the residents for whom the TEY, EPA, and HCC strategies were developed to mitigate historic disparity. The session provided honest and concrete experiences which surveys, polls, or open public input would not have been able to illicit. YP’s reflected on the difference between the Portland Plan

meetings that adults have, and the engagement youth have designed. We found adult crafted meetings can be difficult for people to understand, because they are often not accessible to youth and those from under-represented communities. We avoid using jargon, prioritizing ice breakers, art and drawing, and activities to aid small group discussion in order to help make it more understandable, and as a result we increase the quality of the input given. We have also found that this type of listening with youth and the community has helped us develop lasting relationships with youth, youth groups/community organizations, and their families; making it easier to approach folks in the future to participate civically.

### **Next steps towards youth involvement in the Comp Plan Update**

#### **Youth Atlas in the David Douglas School District**

- We designed and implemented a planning education curriculum for youth that includes:
  - Housing - apartments, single family, and what is around them;
  - Streets - how we use them to get around;
  - Sidewalks - not enough, sometimes we don't feel safe;
  - Transportation - car traffic and transit;
  - Bikes – safety and infrastructure through bike tours led by SRTS
  - Places for youth to go - community centers, fun places, shopping etc
- Conducted 1 hour session, once per week from October 2011 to May 2012.
- Hiring youth from this class to work as Youth Planners Summer 2012 to gather experiences, perspectives, and stories to contribute to the Comp Plan Update regarding what works and what's missing in DDSD neighborhoods for youth academic and life success. Expect a report (to be released in September) with findings.

## APPENDIX D - Presentations List for Phase 4

Portland Plan staff has been tracking outreach and engagement events with the following document:

### Phase 4

Portland Plan Presentations	Date
Sunnyside Neighborhood Association	6/13/2011, 9/08/2011
Woodstock Neighborhood Association	6/16/2011, 12/15/2011, 2/16/2012, 2/29/2012
SE Uplift – Land Use + Sustainability Chairs	6/20/2011, 9/18/2011, 10/17/2011, 1/17/2012, 2/20/2012, 4/16/2012
Citywide Land Use Group	6/27/2011, 11/28/2011, 1/11/2012, 3/26/2012, 4/23/2012
East Portland Neighborhood Office (EPNO)	6/29/2011, 4/04/2012
Sun Schools Coordinating Council	7/01/2011
Human Rights Commission	7/06/2011, 11/02/2011
Asian Family Center	7/08/2011
Summer Youth Connect	7/08/2011
Northeast Coalition of Neighborhoods – Land Use and Transportation Chairs	7/28/2011
South Portland Neighborhood Association	8/03/2011
Reed Neighborhood Association	8/18/2011
Superintendents Council	8/19/2011
World Health Organization – Age Friendly Cities Global Network	9/11/2011, 10/24/2011, 3/19/2012
Eastmoreland Neighborhood Association	9/15/2011, 11/14/2011, 1/09/2012, 2/07/2012, 3/12/2012
Hosford-Abernethy Neighborhood Development (HAND)	9/20/2011, 11/15/2011
Transition PDX	9/21/2011
Portland Providence	9/27/2011
Portland Parks Board	10/05/2011
Diversity & Civic Leadership Partners	10/11/2011
Bicycle Advisory Committee	10/11/2011
Swan Island Business Association	10/12/2011
Portland State University (Judy BlueHorse Skelton, instructor)	10/19/2011
Oaks Bottom Lions	10/25/2011
Healthy Kids, Healthy Communities Steering Committee	10/25/2011



<b>Portland Plan Presentations</b>	<b>Date</b>
East County School District Superintendents	10/26/2011
North Portland Land Use Group	10/27/2011
Freight Commission	11/03/2011
Brentwood-Darlington Neighborhood Association	11/03/2011
Northwest Industrial Neighborhood Association (NINA)	11/08/2011
Southwest Neighbors, Inc (SWNI)	11/09/2011, 3.20/2012
Buckman Community Association	11/10/2011, 12/08/2011
Historic Landmarks Commission	11/14/2011
Central Northeast Neighbors – Land Use and Transportation Committee	11/14/2011
Immigrant Refugee Community Organization (IRCO)	11/15/2011
St. Johns Boosters	11/15/2011
American Institute for Architects (AIA) Historic Resources Committee	11/16/2011
Portland Business Alliance – Small Business Council	11/16/2011
Sellwood-Moreland Improvement League (SMILE)	11/16/2011
Design Commission	11/17/2011
Rose City Park Neighborhood Association	11/17/2011
Portland Business Alliance	12/06/2011
Central Eastside Industrial Council (CEIC)	12/06/2011
Gunderson	12/15/2011
Neighborhood Coalitions Directors and Chairs	1/12/2012, 2/09/2012
Portland State University, USP 311 – Intro to Urban Planning (Greg Schrock, instructor)	2/02/2012
Public Involvement Advisory Council	2/07/2012, 3/06/2012, 4/03/2012
Portland State University, PA 519 – Civic Engagement (Dan Vizzini, instructor)	2/14/2012
Small Business Advisory Council (SBAC)	3/14/2012
Mt. Scott-Arleta Neighborhood Association	4/04/2012
Hillsdale Neighborhood Association	4/04/2012
PDX Community Advisory Committee	4/05/2012
Richmond Neighborhood Association	4/09/2012
Portland State University, USP 311 – Intro to Urban Planning (Elizabeth Morehead, instructor)	4/17/2012
Sullivan’s Gulch Neighborhood Association	4/19/2012
Rebooting Democracy Conference	4/22/2012

<b>Portland Plan Outreach - Tabling Events</b>	<b>Date</b>
East Portland Exposition	7/23/2011, 7/24/2011
Sunday Parkways – NW/Downtown	7/24/2011
Ecotrust Sundown Concert	7/28/2011
Sellwood Concert in the Park	8/01/2011
National Night Out – Unthank Park	8/02/2011
National Night Out – Knott Park and Earl Boyles Park	8/02/2011
National Night Out – Peninsular Park and McCoy Park	8/02/2011
National Night Out – Porthaven Health Care, Ortiz Center	8/02/2011
National Night Out – South Burlingame	8/02/2011
Multnomah Days	8/20/2011
42 <sup>nd</sup> Avenue Street Fair	8/28/2011
Gay Fair on the Square	9/18/2011
Sunday Parkways – NE	9/25/2011
Cascade Collaborative: Joint Oregon and Washington American Planning Association (APA) Conference	10/20/2011
The Ecodistrict Summit 2011	10/26/2011, 10/27/2011
Fix-It Fair – Ron Russell Middle School	11/19/2011
Barbur Concept Plan Open House	12/06/2011
Fix-It Fair – Rosa Parks Elementary School	1/21/2012
Fix-It Fair – Jefferson High School	2/25/2012
RMLS Technology and Trade Fair	3/01/2012

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## APPENDIX E - Marketing Communications Recap Memo

# M E M O

Date: July 3, 2012

To: Portland Plan Community Involvement Committee

From: Eden Dabbs

RE: Phase IV Marketing Communications Recap

Phase One (Fall-Winter 2009-10) of the Portland Plan grounded us in the facts about Portland and presented nine action areas around which to organize our efforts. Phase Two (Spring 2010) presented a set of directions and objectives for each of the nine action areas. In Phase III (Summer-Winter 2010-11) we shared three draft strategies and an equity framework to achieve our goal of a thriving and sustainable city.

During Phase IV (June 2011 to April 2012), we actually wrote the draft plan and presented it to the Planning and Sustainability Commission (PSC), which spent several months listening to public and partner testimony and deliberating about the plan, before they submitted their recommendation to City Council in March of 2012.

In contrast to previous phases of the plan, our public involvement efforts were confined to the formal process of PSC review and recommendation, and City Council consideration and vote. Marketing communications efforts focused on publicizing the release of the draft and recommended versions of the Portland Plan, the PSC public hearings and City Council presentation and adoption.

### Communications Objectives/Messages

In Phase IV our communications objectives shifted from supporting broad outreach efforts to educate Portlanders about the plan and solicit their feedback to building excitement and confidence about the draft plan, making the plan as readable and accessible as possible, and ensuring Portlanders understood the formal process of testifying to the PSC and City Council.

Our messages focused on the amount of public input that went into the creation of the plan, its goals for a prosperous, educated, healthy and equitable Portland, the structure for aligning budgets and projects across public agencies, and the 12 measures of success to track our progress.

### Tactics

In addition to some tried and true communications tactics, we employed new methods to convey the content of the plan and encourage people to read and comment on it.

### Plan Documents

In October 2011, we posted the [Proposed Draft of the Portland Plan](#) on [www.pdxplan.com](http://www.pdxplan.com) in advance of the November public hearings with the PSC. This document was praised for its distinctive graphic design, including full color with generous servings of pictures, maps, charts and graphs. This version of plan was translated into four different languages (Spanish, Russian, Vietnamese and Chinese), and track changes in an annotated Word version were used to show the revisions we made to the document based on public input.

The proposed draft was further refined with community and partner feedback, and in March 2012 the Recommended Draft of the Portland Plan was released in advance of the City Council hearing. This near-final version of the plan incorporated powerful infographics created by local artist Ryan Sullivan in collaboration with staff. These colorful visual renderings of complex ideas and information added tremendous value to the plan. We have been using the images elsewhere on the website, Facebook and Twitter as well as in presentations, and we will likely continue to include them in other materials moving forward, particularly for the Comprehensive Plan Update.

### How To Videos

To help Portlanders navigate through the plan and feel more comfortable testifying, we developed two [“How To” videos](#) with the help of t. scott media. The first one, “How to Read the Portland Plan,” featured Project Coordinator Alex Howard, who explained the different sections and elements of the plan as the camera scrolled over images of each type of page (e.g., policies, 5-year actions). The second video, “How to Comment on the Portland Plan,” had PSC Chair Andre Baugh encouraging Portlanders to share with commissioners what they thought of the plan and telling them how to comment in person or in writing.

### Collateral

We developed a small brochure about the plan to summarize in simple language its purpose, goals, contents and how we created it with the community. We translated it into the four languages and then posted them on our blog using Slideshare.

Portland Plan Brochure – Spanish

<http://www.portlandonline.com/portlandplan/index.cfm?a=383495&c=50730>

Portland Plan Brochure – Russian

<http://www.portlandonline.com/portlandplan/index.cfm?a=383516&c=50730>

Portland Plan Brochure – Vietnamese

<http://www.portlandonline.com/portlandplan/index.cfm?a=383496&c=50730>

Portland Plan Brochure – Chinese

<http://www.portlandonline.com/portlandplan/index.cfm?a=383529&c=50730>

### Portland Plan Video

To build excitement in the community prior to the City Council hearing, we hired Actual Industries to create a short [promotional video](#) about the Portland Plan. The live action and animated video includes an intro about how past plans created a Portland that became a world renowned city and today’s challenges that require a new kind of plan. The second part focuses on the transformative effects of the plan and how investing in one child’s education, health and home can ultimately lead to a thriving economy where all Portlanders can enjoy a prosperous, educated, healthy and equitable future. The video ends with half a dozen partner pledges.

The video was posted on the website and the BPS YouTube channel and linked to from our Facebook and Twitter channels. It was featured at the City Council hearing and shared with the public by staff as they attended neighborhood meetings. It was referenced in several new outlets, including the [Oregonian](#). It was designed to have a long shelf life as we anticipate requests for copies of the plan from all over the country, if not the world. The video will be burned onto DVDs to share.

## Advertising

Half-page ads featuring several versions of a marketing concept conceived by Coates Kokes were placed in the following community newspapers (circulation included):

- SE Examiner (26,000)
- St. Johns Review (15,000)
- Hollywood Star (23,000)
- Mid-County Memo (16,000)
- SW Portland Post (7,000)
- NW Examiner (36,000)



We also placed ads in cultural/minority papers:

- El Hispanic News (20,000)
- Asian Reporter (26,000)
- Portland Observer (20,000)
- PQ Monthly (20,000)
- Portland Family (40,000)

Total circulation = 249,000

In addition to print ads, we placed radio spots on OPB and KMHD with the following impressions:

OPB Radio (Wait Wait...Don't Tell Me + Rotators)

21 spots Wed 10/26 – Tue 11/29

*Script: Support for OPB comes from our listeners and from: The City of Portland, working with ITS PARTNERS to PRESENT THE DRAFT Portland Plan, towards a prosperous, healthy, equitable city. How to comment at p-d-x plan dot com.*

321,300 estimated impressions

KMHD Jazz Radio

50 spots Wed 10/26 – Tue 11/29

*Script: Support for KMHD comes from our listeners, and from the City of Portland, working with ITS PARTNERS to PRESENT THE DRAFT Portland Plan, how to comment online at p-d-x plan dot com.*

135,500 estimated impressions

And finally, we placed online banner ads on OPB.org to promote the proposed draft in November 2011 and the video in April, trying to encourage clickthroughs to the video:

**OPB.org**

10/30 – Tue 11/29  
120 x 120 ad  
211,000 impressions

4/3 – 4/30  
300 x 250  
Impressions: 192,156  
Clicks: 194



Total OPB/KMHD audience Impressions = 667,800

Website

The Portland Plan website ([www.pdxplan.com](http://www.pdxplan.com)) was updated periodically to reflect our movement into and through Phase IV. Blog posts featured the videos and focused on making sure Portlanders knew where, when and how to testify. As we moved into the final stretch, we refreshed the website to highlight the proposed and recommended plans, the videos and the infographics.

From June 1, 2011 – April 30, 2012, [www.pdxplan.com](http://www.pdxplan.com) received 444,000 page views, with spikes in May (47,000) and June (57,000).

Social Media

Social media was used to push the release of the draft plan, the PSC hearings, the video and the City Council vote. Including graphics (i.e., the infographics), other videos (e.g., the City Council hearing recap, Mayor Adam's Tedx talk) and links to stories about the plan helped to make the content more engaging and clickable.

Social media stats for the Portland Plan Phase IV are:

- Facebook (2,005 fans; 166 more than Phase 3)
- Twitter (2,941 followers; 1,008 more than Phase 3)
- Flickr (XX,000 views cumulative)

Portland Community Media

Portland Community Media taped the PSC hearings on location at Jefferson and Parkrose High Schools, as well as their usual location in the 1900 Building. While not aired live, the hearings were shown multiple times after each meeting. The City Council meetings are broadcast live so both the Council hearing and the unanimous vote for adoption were aired in realtime.

Airings of the Planning & Sustainability Commission hearings:

11/8/11: 5 airings  
11/15/11: 3 airings  
11/29/11: 7 airings  
12/13/11: 15 airings  
1/10/12: 10 airings

Airings of the City Council hearing and vote for adoption:  
4/18/12: 6 airings  
4/25/12: 3 airings

Portland Community Media reaches include:

- Channel 11, Metro region – 400,000 households
- Channel 22, East and West Multnomah County – 241,000 households
- Channel 23 and 30, East and West Portland – 179,000 households

#### Media Relations

Highlights of earned media for Phase IV included a series of stories prompted by the release of IBM's Smart Cities software package, which the City had been beta testing. The Portland Plan was mentioned several times in local papers in the context of other stories, indicating that the messages about it being our roadmap to a more prosperous, educated, healthy and equitable future are starting to sink in. Several organizations used their blogs or submitted op-eds to comment on the draft plan.

The Oregonian endorsed the plan:

#### **Oregonian: Build the Portland dream acre by remaining acre**

by the editorial board | May 6, 2012 | re: Portland Plan; West Hayden Island mentioned  
<http://www.oregonlive.com/opinion/index.ssf/2012/0...>

Following an op-ed authored by three PSC commissioners, which we placed in April shortly after the commissioners unanimously recommended the plan to City Council:

#### **Oregonian: Portland Plan maps out the long-term future for a growing, diverse community**

by Andre Baugh, Gary Oxman and Howard Shapiro | April 18, 2012 | PSC commissioners' op-ed  
<http://www.oregonlive.com/opinion/index.ssf/2012/0...>

The Tribune followed with its own endorsement:

#### **Tribune: Focus '12 mayor's race on crucial issues**

by Editorial Board | June 9, 2011 | Portland Plan mentioned as "guiding light"

And, finally, an editorial by Mayor Adams that we placed with the help of Seth Walker (StoryWorks), made the Huffington Post, which triggered a run of other national placements.

#### **HuffingtonPost: Saving Our Communities and the Nation Starts from the Ground Up**

by Sam Adams | April 30, 2012 | Mayor's op-ed re: Portland Plan  
<http://www.huffingtonpost.com/sam-adams/portland-p...>

#### **Mayors & Cities blog: A fresh take on building prosperous cities**

by Sam Adams | May 3, 2012 | Mayor's op-ed  
<http://www.mayorsandcities.com/usa-canada/a-fresh-...>

#### **Planetizen: Is Portland Well Planned? Its Mayor Doesn't Think So**

by Sam Adams | May 3, 2012 | re: Mayor's op-ed  
<http://www.planetizen.com/node/56536>**Stanford Social Innovation Review: A Fresh Take on Building Prosperous Cities**

by Sam Adams | May 9, 2012 | Mayor's op-ed  
[http://www.ssireview.org/blog/entry/a\\_fresh\\_take\\_o...](http://www.ssireview.org/blog/entry/a_fresh_take_o...)

#### **Grist: Thinking of a master plan: Portland's mayor on building prosperous cities**

by Sam Adams | May 2012 | Mayor's op-ed  
<http://grist.org/cities/thinking-of-a-master-plan-...>

For the complete list of media coverage, please see:  
<http://www.portlandonline.com/portlandplan/index.cfm?c=49215>

#### E-mail Outreach

Boilerplate copy was created to announce the release of the proposed draft and the PSC hearings, the video and the City Council presentation staff to send to their constituencies, including the:

- Mayor's lists (~10,000)
- Portland Plan list (~1,400)
- District liaisons' lists (dozens)
- ONI/neighborhood coalitions (dozens)

We leveraged the relationships inherent in the latter two lists by requesting that recipients pass along the message to their networks, which some of them did within minutes.