

AMENDED COMMUNITY INVOLVEMENT PROGRAM

Adopted by Council Ordinance No. 184047 on August 11, 2010

AMENDED COMMUNITY INVOLVEMENT PROGRAM

Purpose

The purpose of community involvement in the periodic review work program is to provide open and meaningful opportunities for individuals and organizations to effectively influence Comprehensive Plan updates.

Portland has a proud and lengthy tradition of a well-informed, highly involved community committed to making Portland a great place to live, work and play. An extensive network of neighborhood associations and district coalitions, an active business community and a growing network of ethnic, immigrant and historically “hard-to-reach” communities all provide the City of Portland with a wealth of knowledge, commitment and passion from its people. As the City develops and undertakes periodic review, it is renewing its commitment to quality community involvement by building on the communities’ strengths as well as the City’s recent successes in community visioning and engagement.

Officially Recognized Citizen Involvement Advisory Committee

Integral to the community involvement work program is an official committee to advise the process regarding public engagement. State law gives the City three choices in terms of designating its Community Involvement Committee (CIC):

1. The City Council may serve as its own advisory committee;
2. The City Council may designate the Planning Commission as the advisory committee; or
3. The City may appoint an advisory committee separate from the Planning Commission.

If the City selects the second or third options the members must be “broadly representative of geographic areas and interests related to land use and land-use decisions” and “be selected by an open, well-publicized public process.”

In 2008 The Portland City Council adopted Resolution No. 36626 which accepted the recommendation of the City Planning Commission to use a combination of the second and third approaches listed above - that the Community Involvement Advisory Committee be composed of planning commissioners and at least nine other members of the community. A planning commission and a community member would serve as co-chairs. Community members for the CIAC would be nominated by the Mayor and confirmed by City Council for fixed terms.

On August 11, 2010, the Portland City Council adopted Ordinance No. 184047 which recognized that duties assigned to the former City Planning Commission would be exercised by the new Planning and Sustainability Commission. This same ordinance adopted the committee's charter and bylaws. The name of the committee was changed to "Community Involvement Committee." These changes required update of Portland's public engagement program; now called the "Community Involvement Work Program." Under the updated program the Community Involvement Committee would consist of no more than eighteen (18) members. No more than three (3) of Community Involvement Committee Members would be members of the Planning and Sustainability Commission. All members would be appointed by the Mayor and confirmed by the City Council for fixed terms.

Under this updated Community Involvement Program the Community Involvement Committee will:

1. Review, comment, and recommend changes to this draft community involvement program.
2. Monitor the community involvement process throughout the planning process to ensure the involvement program is being properly carried out.
3. The CIC may also schedule regular work sessions and issue reports. If the CIC discovers through its monitoring and evaluation activities that the approved community involvement work program could be made more effective, it may recommend that the City Council make changes to the approved program.

The community members should reflect essential constituencies within Portland including, but not limited to, neighborhood association and district coalition networks, business associations, ethnic communities, and other organizations with interests in how Portland develops. The CIC will work on a participatory rather than a representative model. It is the CIC as a whole that reflects Portland as a community; members should not view themselves as the sole representative of a particular constituency or interest.

All CIC meetings will be subject to state open meetings and public records laws. To the CIC will collectively determine how to resolve any procedure issue that might arise during the course of a meeting, whether that be Robert's Rules of Order, consensus, modified consensus or other decision-making structure. The Portland Bureau of Planning and Sustainability would provide staff support for these meetings.

Guiding Principles

The following principles are proposed to be used to guide community involvement during the preparation of plan updates and as the basis for ongoing monitoring and improvements to the public engagement work program.

The Portland Bureau of Planning and Sustainability will value and record all comments received. All recommendations received will be retained, considered and made available for public review. Every public recommendation made orally or in writing for a Planning and Sustainability Commission or City Council hearing will receive an official city response. The response will explain how the recommendation was considered and accommodated or why accommodation was not possible.

The Portland Bureau of Planning and Sustainability will provide effective tools and information in order to make effective public participation possible.

Information needed to make decisions will be presented in a simplified and understandable form. Assistance will be provided to interpret and effectively use technical information. Copies of technical information will be available on the Internet, at public libraries, at neighborhood coalition offices and at other locations open to the public. Translations of key documents will be available.

Decisions will be open, transparent and accessible. Reports containing the facts and reasons necessary to make particular decisions will be available at least twenty-one days before any Planning and Sustainability Commission or City Council hearing, and these reports will be retained for the life of the plan. All hearings venues will be accessible.

Plans, supporting documents, and plan-implementing measures will be adopted by City Council ordinances and will be retained in City offices easily accessible to the public and made available on the Internet.

CHARTER OF THE COMMUNITY INVOLVEMENT COMMITTEE

Purpose

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

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

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

CIC will meet quarterly, or as needed. Subcommittees will be established to work on specific tasks as may be determined and will hold meetings as necessary. CIC will provide regular reports and updates to the Planning and Sustainability Commission.

Responsibilities

Committee Responsibilities:

1. Define criteria and principles for engaging Portlanders in a public involvement process for the Portland Plan, identify benchmarks and timelines to measure success, and serve as “guardians” of the process to make sure that criteria and principles continue to be adhered to throughout the development of the Plan.
2. Advise the Planning and Sustainability Commission on Portlanders’ understanding, awareness and reaction to the Plan as it progresses. Recommend changes for outreach and public support for the plan as appropriate to stay flexible, responsive and transparent.
3. Provide guidance to and a sounding board for staff to test ideas, messages, informational materials and exercises – with special attention to clarity, accessibility, and relevance to issues of concern to the public.
4. Utilize the member’s connection to their respective networks as ambassadors for the involvement process in the community.
5. Document key discussion points and decisions, post notes on the Portland Plan website, and appear before the Planning Commission for interaction and to provide reports.

BYLAWS OF THE COMMUNITY INVOLVEMENT COMMITTEE

ARTICLE 1. NAME OF ORGANIZATION

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

ARTICLE 2. PURPOSE

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

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

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

CIC will meet quarterly, or as needed. Subcommittees will be established to work on specific tasks as may be determined and will hold meetings as necessary. CIC will provide regular reports and updates to the Planning and Sustainability Commission which has final authority on all matters related to the Portland Plan as it is referred to the City Council for approval.

ARTICLE 3. COMMITTEE RESPONSIBILITIES

Committee responsibilities:

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

ARTICLE 4. MEMBERSHIP

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

Terms: CIC members shall serve for a period of three years commencing July 8, 2009 or until such time as the Portland City Council takes final action on the Portland Plan or until such time as may otherwise be determined by CIC. Members of the Committee who wish to resign before completion of the project shall provide a written letter of resignation to the CIC Chair.

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

ARTICLE 5. MEMBER RESPONSIBILITIES

Member responsibilities:

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

ARTICLE 6. STAFF RESPONSIBILITIES

Staff responsibilities:

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

ARTICLE 7. SUBCOMMITTEES

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

ARTICLE 8. FINANCIAL SUPPORT

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

ARTICLE 9. OFFICERS

Chair: The Planning and Sustainability Commission Chair shall appoint a member of the Planning and Sustainability Commission as the chair of the Committee. The chair shall preside at all Committee meetings. The chair shall represent the Committee at the Planning and Sustainability Commission and as requested by the Committee.

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

ARTICLE 10. MEETINGS

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

ARTICLE 11. AGENDAS

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

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

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

ARTICLE 12. QUORUM AND DECISION MAKING

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

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

ARTICLE 13. PUBLIC PARTICIPATION

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

ARTICLE 14. PROCEDURES

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

ARTICLE 15. POWERS

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

ARTICLE 16. ATTENDANCE

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

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

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

ARTICLE 17. CONFLICT OF INTEREST PROCEDURES

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

ARTICLE 18. SUBMISSION OF PROPOSALS

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

ARTICLE 19. PUBLIC MEETINGS/PUBLIC RECORDS REQUIREMENT

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

ARTICLE 20. COMMUNICATION

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

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

ARTICLE 21. NONDISCRIMINATION

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

ARTICLE 22. ADOPTION AND AMENDMENT OF BYLAWS

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

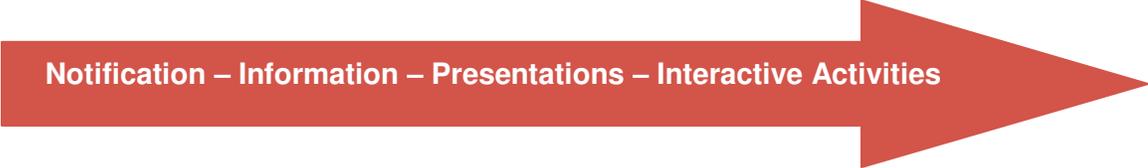
ARTICLE 23. REVIEW

In order to maintain flexibility and to promote best practices in the ongoing proceedings of the Committee, and to further determine that the heretofore bylaws are working as intended, the Executive Subcommittee shall review the bylaws no later than six months after its adoption. At that time, the Subcommittee may recommend any amendments to the bylaws to the full Committee as may be deemed appropriate.

COMMUNITY INVOLVEMENT BEST PRACTICES

BEST PRACTICES

Portland Plan staff, along with its working partners, agencies, and the Community Involvement Committee (CIC), engaged Portlanders in a **continuum of outreach approaches** that build upon one another (see graphic below).



Notification – Information – Presentations – Interactive Activities

Notification is the least intensive approach to public involvement where as interactive activities represent the most intensive. From mailers send to household, to summarized fact sheets on background reports, to ads in community newspapers, to online forums including survey and social media, and to interactive polling workshops and specialized hosted presentations, the continuum of approaches resulted in a collaborative effort that engaged both partners and Portlanders.

To effectively evaluate whether or not Portland Plan staff and its working partners complete successful public engagement and outreach, the CIC established **five measurable goals**:

1. Build on existing relationships.
2. Engage broader and more diverse groups with education and information, and provide all interested with enough education so they can meaningfully participate.
3. Provide multiple venues and means for community involvement and engagement.
4. Involve as many people as possible.
5. With feedback and continuous engagement throughout Portland Plan development and implementation, ensure community members are being heard.

These goals are drawn from the best practices listed below.

Use a range of outreach channels:

- Build upon existing networks and information channels;
- Fund existing community organizations to help them develop their own participation strategies;
- Focused on groups that tend not to participate, or are underrepresented, in larger public meetings.

- Use the Portland Plan is an opportunity to build capacity within community organizations and underrepresented communities.
- Reach out to all generations and communities by having discussions, attending events and meetings and making information available where people live, study and hang out;
- Record comments and ideas at meetings and events, provide timely response to questions and concerns, and make comments accessible to the public;
- Create one central official project mailing list for project communication (include both U.S. mail and e-mail addresses);
- Maximize web-based tools such as the project web page, electronic newsletter and short videos; and
- Design and implement a media strategy, including regular press releases promoting on-going newspaper and radio/TV coverage.

Use accessible outreach materials:

- Compose several audience-appropriate materials targeted to and based on input from youth and other under-represented and hard-to-reach communities, groups and individuals;
- Create a standard and graphic style for all written/print materials so that materials are easily identified as part of this project;
- Translate key materials into several languages and use appropriate and effective channels for distribution of information such as in partnership with trusted community-based organizations and cultural groups; and
- Present materials in alternative formats; always have materials available digitally and in standard print formats as well as large-print format on request

PHASES OF THE PERIODIC REVIEW WORK PROGRAM

In addition to general best practices there are phase-specific best practices. The Periodic Review work program is organized around four phases. Community involvement methods and strategies will be tailored for each phase of the work program. The following summarizes the work and products of the phases:

Phase I: Community Involvement

The involvement program begins with the appointment of the Community Involvement Committee, followed by the drafting of a charter and bylaws, review and possible improvement of the involvement program.

The involvement program is deployed, reviewed and adjusted throughout all phases of the periodic review work program.

Phase II: Adequate Factual Base

Research will be conducted to build a shared base of facts. This includes an assessment of existing City plans and programs in light of existing conditions, observable trends, and the values and information identified through the visionPDX project. At a minimum, the project scope must meet the needs of the state comprehensive plan “periodic review” requirements. A more far reaching scope is expected to be needed to respond to the direction of City Council and the aspirations of the community.

This phase of the work program concludes with the City Council adoption of a buildable lands analysis, housing needs analysis, economic opportunities analysis, and estimates of future housing and employment capacity.

Phase III: Alternative Futures

In this phase, additional research will be conducted as needed on issues, constraints, problems, and opportunities facing the city. Through outreach, research and analysis, the City will compile community needs and desires in greater detail. The analysis of conditions, previous plans and community values will be combined with community input to develop draft goals, guiding principles and initial evaluation criteria for the plan. The results of this work will define the shared context known as the Portland Plan. The City will make summaries of the results available and easily accessible.

The initial Portland Plan product will be a broad strategic framework that will inform the development of a more detailed Comprehensive Plan. The refinement and translation of the Portland Plan framework into a Comprehensive Plan will be done in two parts. First, the Portland Plan will describe a menu of choices. These choices will be organized as interdisciplinary strategies and policy objectives, with each choice reflecting a different mix of community values and priorities. These different mixes will be refined and analyzed as Portland Plan themes. Second, Portland Plan themes will be combined and developed into land use and public investment “scenarios” for more detailed modeling and evaluation.

The Mayor will appoint a Portland Plan Advisory Committee to assist the Bureau of Planning and Sustainability and the Planning and Sustainability Commission in the development and analysis of Portland Plan strategies, objectives, themes and scenarios.

The work of the Portland Plan Advisory Group will be primarily focused on technical and policy analysis, and strategy building, while the Community Involvement Committee will advise the Bureau of Planning and Sustainability and the Planning and Sustainability Commission in all matters of community involvement.

The Planning and Sustainability Commission will advise the City Council on all matters related to the Portland Plan. This includes community involvement, technical and policy advice. The Planning and Sustainability Committee will receive advice from the Community Involvement Committee and the Portland Plan Advisory Committee.

Because there is not always a clear demarcation between community involvement, policy and technical advice, the Community Involvement Committee and the Portland Plan Advisory Group will remain in close communication. Communication techniques may include, but are not limited to:

- Joint publication of meeting notices,
- Cross-reporting of meeting outcomes,
- Some membership overlap, and
- Occasional joint meetings or attendance.

Any quorum of the Community Involvement Committee or the Portland Plan Advisory Group will be “meeting” of a “public body” within the meaning Oregon law. All such meetings will be noticed and open to the public, but these committees do not conduct public hearings and do not receive public testimony.

The Planning and Sustainability Commission is authorized by the City Code to conduct public hearings and to receive public testimony.

Phase IV: Plan Development

This phase contains big decisions, or what the state planning requirements call “the ultimate policy choice.” The preliminary decision will be presented in the form of a “Concept Plan” recommended by the Planning and Sustainability Commission and accepted by the City Council. This concept plan will be fleshed out and refined through public outreach.

The approved concept plan will be used as the basis for the final plan, which will include a “physical plan” component. The “physical plan” will be the more detailed basis for revision or replacement of the comprehensive plan map. Since this map serves as the basis for land use regulations, the presentation of the draft “physical plan” may require individual notice to property owners whose development opportunities would be affected by the proposed plan.

Comprehensive plan updates must also be coordinated with plans of other affected governments. State law requires the City to provide notice of the proposed adoption of a new plan to affected governments, and to consider and respond to their comments. Portland is quite likely to receive comments from Multnomah County, the school districts, Metro, the Port of Portland, Tri-Met, adjoining cities, and several state agencies. Based on the probable effects of adoption and expected feedback from affected and interested persons and governments, the physical plan could be revised.

The products of this phase are plan updates recommended by the Planning Commission, adopted by City Council, and submitted to the state as a final decision.

Phase V: Implementation

This phase is about selecting necessary and sufficient means to carry out the comprehensive plan. State law provides that, “plans shall be the basis for specific implementation measures,” and requires that “these measures shall be consistent with and adequate to carry out the plans.” In other words, plans are not supposed to contain “orphaned” policies. Every provision of a plan is supposed to be carried out some time during the life of the plan, certainly within 20 years of adoption.

Implementation measures for the existing comprehensive plan include the zoning map and code, urban renewal districts, written agreements with other governments and development partners, lists of capital projects needed to support the physical plan and tax abatement programs. Each of these measures might need to be changed or replaced.

The products of this phase are new or revised implementing measures recommended by the Planning Commission, adopted by City Council ordinance and submitted to the state as a final decision.

PHASE-SPECIFIC BEST PRACTICES

Phase II: Adequate Factual Base

The purpose of community involvement in Phase II of the project is to inform people about the project, identify additional issues; needs and desires that the community wants addressed in the plan and provide people with an opportunity to review and comment upon the draft assessments and preliminary work program.

1. Community involvement may include, but is not limited to:

- a. Go where the people are; attend neighborhood and other community and civic meetings to introduce the plan update process; and
- b. Host a series of community meetings to educate folks about the planning process and to get feedback on the draft assessments of comprehensive plan and Central City Plan and draft work program.
- c. Planning and Sustainability Commission hearings.
- d. One City Council hearing.
- e. Report on public comments received at public hearings.

Phase III: Develop Alternative Futures for Portland

Establish the Portland Context

The purpose of community involvement at this step of Phase III is to inform the community about the project; identify issues and generate ideas for addressing issues and opportunities; and identify/discuss preliminary goals and principals that will be used to shape and evaluate alternative strategies/scenarios for accommodating projected growth, addressing issues and realizing opportunities.

2. Community involvement may include, but is not limited to:

- a. Host citywide Summits to engage, inform and inspire Portlanders with big picture possibilities and generate ideas that will help shape the plan;
- b. Go to where the people are; attend neighborhood and other community and civic meetings;
- c. Use web-based input tools: surveys and comment forms to inform and solicit ideas;
- d. Use opinion surveys, interviews and feedback forms to solicit information to help inform the planning effort; and

- e. Conduct outreach at summer events: be present to provide information, answer questions and take in feedback at other community events and forums such as cultural activities, clean-up days, farmers markets, etc.

Develop Initial Choices and Themes

The purpose of community involvement at this step of Phase III is to continue soliciting community input, building upon the previously gathered information, to develop and refine potential alternative futures for Portland, and identify preferences.

3. Community involvement may include, but is not limited to:

- a. Community workshops and forums showcasing alternative choices and asking for direction in narrowing choices;
- b. Focus groups, task forces and special committees as needed;
- c. Self-directed community discussion groups and study circles; and
- d. First phase of selecting, training and building relationships with a corps of volunteers to participate as community discussion leaders.

Narrow and Refine Scenarios and Choices

The purpose of community involvement at this step of Phase III is to pull together information from the public regarding the preliminary scenarios and goal/policy choices, identify common themes and preferences and merge similar components to form a limited number of alternative choices.

4. Community involvement may include, but is not limited to:

- a. Community workshops and forums (Two rounds: The first round would involve reviewing broad brush, alternative scenarios for the future and big picture policy choices, generating other ideas, and identifying preferences. The second round would involve reviewing and refining three or four scenarios and major policy choices derived from the first round of workshops).
- b. Focus groups, task forces and special committees as needed;
- c. Citywide events;
- d. Self-directed community discussion groups, study circles;
- e. Continued development of a corps of volunteers as leaders in facilitation of community discussions;
- f. Web-based education and feedback tools: on-line questionnaires, videos, discussion guidelines, etc;

- g. Planning and Sustainability Commission hearing;
- h. City Council hearing; and
- i. Report on comments received at public hearings

Phase IV: Plan Development

Develop the Concept Plan

The purpose of the community involvement in Phase IV is to flesh out and refine the scenario and big picture goals and policies preferred by the City Council in partnership with the people of Portland.

5. Community involvement may include, but is not limited to:

The community involvement shifts at this point. The City will no longer need public input to define and refine concepts and goals, but to instead to refine a draft concept plan. In this phase of the project, community education about the draft concept plan is critically important.

- a. Corps of volunteers takes a leadership role in public education about preliminary draft of new and revised Comprehensive and Central Portland Plans;
- b. Community meetings and forums continue to review and refine the draft plan;
- c. Focus groups, task forces and special committees as needed;
- d. Outreach at summer events: be present to provide information, answer questions and take in feedback at other community events and forums such as cultural activities, clean-up days, farmers markets, etc;
- e. Interviews and feedback forms; and
- f. Web-based education and feedback tools: online questionnaires, videos, discussion guidelines, etc.

Refine and Adopt the Plan Updates

The purpose of involvement at this step in Phase IV is to collect comments and input that assist the staff and the Planning and Sustainability Commission in amending and refining the concept plan.

6. Community involvement may include, but is not limited to:

- a. Web-based education and feedback tools: online questionnaires, videos, and discussion guidelines, etc.;
- b. Community workshops and forums;

- c. Focus groups, task forces and special committees as needed;
- d. Corps of volunteers takes a leadership role in public education and further refinement of draft plan;
- e. Planning and Sustainability Commission hearing;
- f. City Council hearing(s); and
- g. Report on comments received at public hearings.