



MEMO

DATE: July 17, 2017
TO: Map Refinement Project Team
FROM: Jena Hughes
CC: Marty Stockton and Sara Wright
SUBJECT: Map Refinement Project Community Engagement Plan

Overview

This memo outlines the details of the Community Engagement Plan for the 2035 Comprehensive Plan **Map Refinement Project**. The project will involve outreach to various groups to discuss potential map changes, including outreach to property owners, occupants, adjacent residents and businesses, the specific neighborhoods and business associations that encompass affected sites with map changes, as well as interested organizations and bureaus that may be affected by map changes.

This Community Engagement Plan describes the intent of the community engagement strategy in relation to Chapter 2: Community Involvement of the 2035 Comprehensive Plan, details the approach, provides the project timeline, and gives the list of potential stakeholders (see [Appendix A](#)).

Relationship to the 2035 Comprehensive Plan -- Chapter 2: Community involvement

The purpose of the Map Refinement Project is to evaluate and amend site-specific map changes consistent with the 2035 Comprehensive Plan. In doing this, it is important to engage affected and interested groups in an equitable manner. Throughout the project process, the Community Engagement Plan aims to meet the following Chapter 2: Community Involvement project-specific goals and policies:



Goals

Goal 2.A Community involvement as a partnership

Goal 2.B Social justice and equity

Goal 2.C Value community wisdom and participation

Goal 2.D Transparency and accountability

Goal 2.E Meaningful participation

Goal 2.F Accessible and effective participation

Goal 2.G Strong civic infrastructure

Policies

Partners in Decision making

Policies: 2.1 Partnerships and coordination

The intent is to engage with people who are most impacted by the project and have the least amount of power in the process. Certain communities have limited power and access to social, political and economic opportunities and resources due to a longstanding history of marginalization without reparations. This may include communities of color, Limited English Proficiency (LEP) populations, district coalitions, Neighborhood and Business Associations, property owners, renters, etc. Staff intends to raise awareness about the project, as well as identify how much and in what way communities and individuals wish to participate in the process.

Environmental justice

Policies: 2.3 Extend benefits, 2.4 Eliminate burdens

The intent is to equitably distribute benefits and prevent increased burdens that may come from the Map Refinement Project while recognizing that communities of color, low-income populations, renters, LEP populations, and other under-served and under-represented groups have been historically and disproportionately impacted by land use decisions. Staff will strive to engage these communities (primarily renters and LEP populations) throughout the project process. Staff will also analyze project outcomes to identify any unintended consequences and determine potential future courses of action, if needed.

Invest in education and training

Policies: 2.5 Community capacity building, 2.6 Land use literacy

The intent is to educate community members for capacity-building and increasing meaningful participation in the planning process. Staff will work with communities and individuals who are interested in learning more about zoning and land use to increase understanding about the project and help stakeholders provide more effective feedback during the legislative process.

Community assessment



Policies: 2.8 Channels of communication, 2.9 Community analysis, 2.10 Community participation in data collection, 2.11 Open Data

The intent is to maintain effective two-way communication with City Council, the Planning and Sustainability Commission (PSC), City staff, and community members, including providing opportunities for community feedback. This includes sharing and welcoming feedback on maps and data as well as providing opportunities for public comment and testimony.

Transparency and accountability

Policies: 2.14 Community influence, 2.15 Documentation and feedback

The intent is to determine and clarify community influence during each phase of the process, improve transparency about the project and decision-making process, provide rationale for BPS staff recommendations and decision-maker direction in project documents and share relevant documents and events with the public.

Process design and evaluation

Policies: 2.25 Early involvement, 2.26 Verifying Data, 2.27 Demographics, 2.28 Historical understanding, 2.29 Project-specific needs, 2.30 Culturally-appropriate processes, 2.34 Accessibility, 2.36 Adaptability, 2.37 Process evaluation

The intent is to create a flexible community engagement strategy that can be periodically modified to fulfill the varied needs of stakeholders. Staff will gather relevant data that may influence the outreach strategy and decision-making, conduct early community engagement for selected sites, and consult with stakeholders on how to better meet their needs and customize the outreach strategy accordingly. The community engagement plan will be continuously revised to adapt to changes in project scope, affected sites and other factors. Staff will also work to make meetings, events and project resources as accessible as possible in terms of location, time and language. Lastly, staff will evaluate the community engagement process post-project adoption and write lessons learned to improve future engagement efforts.

Information design and notification

Policies 2.38 Accommodation, 2.39 Notification, 2.40 Tools for effective participation, 2.41 Limited English Proficiency (LEP)

The intent is to comply with Portland's Civil Rights Title VI Plan and Title II Americans with Disabilities Act and ensure meaningful access to information about the project and land use decisions. This includes ensuring accommodations for people with disabilities, including at public meetings and hearings, as well as providing translation and interpretation as needed. Staff will also work actively with stakeholders to identify opportunities for providing culturally-responsive targeted engagement and provide access to project information through a variety of formats, both digital and non-digital.



Approach

The timeline for implementing the community engagement plan is divided into four phases separated by the key milestones of the legislative process. The tables below mark the specific actions that will be taken during each phase.

Phase I

This phase consists of early project development leading to the Discussion Draft. The primary focus of this phase is to determine who is most affected by the Map Refinement Project and how to best engage with them. Priority outreach will be conducted to organizations affected by or within the Exhibit O sites.

Category	Phase I Actions
Communications	<p>Start communication with place-based and interest-based organizations (<i>Policy 2.40</i>)</p> <ul style="list-style-type: none"> • Launch website. • Add project to monthly BPS Updates email/blog post. • Create Project Overview handout.
Data and analysis	<ul style="list-style-type: none"> • Create maps. There will be two maps: one displaying the location of the sites, and the other showing a quarter mile buffer around each site. Within the buffer, staff will conduct a demographic analysis by looking at data on race/ethnicity, age, limited English proficiency, renters, and homeowners. These categories were identified as factors that may affect the overall outreach strategy. The maps will provide context for the affected sites and may help staff recognize new stakeholders not previously identified. In addition, this information may affect how to conduct outreach to specific communities or individuals (e.g. providing translation for a high limited English proficiency population). Maps will be available on the project website. (<i>Policies 2.9, 2.27</i>) • Identify potentially affected community members/groups. (<i>Policy 2.9</i>) • Identify groups for targeted attention and/or early engagement.
Outreach and Relationships	<ul style="list-style-type: none"> • Determine outreach strategy and write engagement plan. • Begin and track early engagement. (<i>Policy 2.25</i>) • Make announcements at existing meetings of place-based groups. (<i>Policy 2.1.c</i>) • Internal outreach: Coordinate with Bureau of Development Services, Bureau of Environmental Services, Portland Parks and Recreation, and Portland Housing Bureau on map changes.
Budget	N/A

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Documentation and Evaluation	<ul style="list-style-type: none"> • Maps and explanation (What do these maps tell us?) • Screenshot of website, data on how many hits received. • Keep track of meeting attendance and outcomes.
Deliverables	<ul style="list-style-type: none"> • Project website • Project Overview handout • Community Engagement Plan

Phase II

Phase II follows the release of the Discussion Draft and leads to the Proposed Draft. The focus of this phase is to modify the community engagement strategy to better fit communities' needs, if necessary, as well as add additional stakeholders as needed. The intent will also be to inform the public on project status and collect project-relevant information from stakeholders to inform the development of the Proposed Draft. The priority of outreach following the Discussion Draft is to affected property owners and occupants.

Category	Phase II Actions
Communications	<p>(Policies 2.39, 2.40, 2.41):</p> <ul style="list-style-type: none"> • Courtesy mailer to occupants (residential and business) and occupants of adjacent properties within 100-feet of a proposed map change. <ul style="list-style-type: none"> ◦ Include sentence translated to multiple languages. • Web announcement and web updates. • Email announcements to project list serve and other interested parties.
Data and analysis	<ul style="list-style-type: none"> • Revisit maps, color-code for different map refinement categories. • Develop Map App layer to show and get input on affected sites.
Outreach and Relationships	<ul style="list-style-type: none"> • Revisit engagement plan and modify outreach strategy based on feedback and changes to the Discussion Draft. • BPS staff available by phone, with use of the Language Line as needed, as well as via email and in person. (Policies 2.8, 2.40, 2.41) • Attend and make announcements at existing meetings, and meet with stakeholders to share Discussion Draft and gather input. (Policies 2.1, 2.10, 2.14, 2.25) • Internal outreach: Invite other bureaus to meet if interested and determine possible coordination as needed. • Other activities as needed.
Budget	<ul style="list-style-type: none"> • Courtesy postcards: 5,728 pieces = \$504.30 • Tri-fold mailer: 1,923 pieces = \$293.19
Documentation and Evaluation	<ul style="list-style-type: none"> • Screenshot of website, number of hits received. • Keep track of meetings, emails, use of ADA and Title VI



	accommodations.
Deliverables	<ul style="list-style-type: none"> • Discussion Draft – Community Engagement Progress Report • Map App layer

Phase III

This phase takes place after the release of the Proposed Draft, leading to the Recommended Draft. The focus of this phase is to encourage stakeholders to learn more about the project and how to provide effective testimony to the Planning and Sustainability Commission. Note that the Legislative Notice will be the first official mailing to TriMet, Metro, Oregon Department of Transportation, all recognized organizations within 1000 feet of the subject area (neighborhood coalitions, neighborhood associations and business district associations), affected bureaus, and interested persons who have requested such notice.

Category	Phase III Actions
Communications	<p>(Policies 2.39, 2.40, 2.41):</p> <ul style="list-style-type: none"> • Measure 56 (M56) Notice to property owners. • DLCDC Notice. • Legislative Notice. • Courtesy mailer to occupants (residential and business) and occupants of adjacent properties within 100-feet of a proposed map change. • Web announcement and web updates. • Email announcements to project list serve and other interested parties.
Data and analysis	<ul style="list-style-type: none"> • Edit maps for properties that were added/removed. • Edit Map App layer to reflect any changes.
Outreach and Relationships	<ul style="list-style-type: none"> • Revisit engagement plan. (Policies 2.35, 2.36, 2.37) • BPS staff available by phone, with use of the Language Line as needed, as well as via email and in person. (Policies 2.8, 2.40 and 2.41) • Attend and make announcements at existing meetings. (Policies 2.1, 2.10, 2.14, 2.25) • Other activities as needed.
Budget	<ul style="list-style-type: none"> • Legislative and Measure 56 notices: anticipated cost \$350.00 • Courtesy postcards: anticipated cost \$510.00 • Title VI and Title II accommodations as needed.
Documentation and Evaluation	<ul style="list-style-type: none"> • Documenting what was changed from previous draft due to public feedback. (Policies 2.14, 2.15) • Screenshot of website, number of hits received. • Keep track of meetings, emails, use of Title VI and Title II



	accommodations.
Deliverables	<ul style="list-style-type: none"> Proposed Draft – Community Engagement Progress Report Map App layer

Phase IV

This phase takes place after the release of the Recommended Draft, leading to adoption of the project. The focus of this phase is to encourage stakeholders to learn more about the project and how to provide effective testimony to Council, as well as evaluate the overall effectiveness of the engagement strategy at this point in the process. City Council Legislative Notice will be mailed to persons who have responded to the matter in writing, testified at a previous hearing, or have requested notice of the Council hearing.

Category	Phase IV Actions
Communications	<p>(Policies 2.39, 2.40, 2.41):</p> <ul style="list-style-type: none"> Measure 56 (M56) Notice to property owners. DLCD Notice. City Council Legislative Notice. Courtesy postcard to occupants (residential and business) and occupants of adjacent properties within 100-feet of a proposed map change. Web announcement and web updates. Email announcements to project list serve and other interested parties.
Data and analysis	<ul style="list-style-type: none"> Edit Map App layer to reflect any changes to affected sites.
Outreach and Relationships	<ul style="list-style-type: none"> Availability of BPS staff by phone and use of the Language Line as needed, as well as via email and in person (Policies 2.8, 2.40, 2.41) Other activities as needed.
Budget	<ul style="list-style-type: none"> Legislative and Measure 56 notices: anticipated cost \$350.00 Courtesy postcards: anticipated cost \$510.00 Title VI and Title II accommodations as needed.
Documentation and Evaluation	<ul style="list-style-type: none"> Documenting what was changed from previous draft due to public feedback. (Policies 2.14, 2.15) Screenshot of website, number of hits received. Keep track of meetings, emails, use of Title VI and Title II accommodations.
Deliverables	<ul style="list-style-type: none"> Final evaluation (Policy 2.37) <ul style="list-style-type: none"> Analyze effectiveness of the outreach strategy. Lessons learned: What could be improved for future community engagement?



Project Timeline (Subject to change)

	Feb 2017	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2018	Feb	Mar	Apr
Early Project Development	█	█	█	█	█										
Phase I		█	█	█	█										
Develop Community Engagement Strategy		█	█	█											
Review Potential Map Changes on Specific Sites	█	█	█	█											
Discussion Draft				█	█	█	█	█							
Phase II					█	█	█	█							
Proposed Draft								█	█	█	█	█			
Phase III								█	█	█	█	█			
Briefing of the PSC									█						
PSC Hearing									█	█					
Recommended Draft												█	█	█	█
Phase IV												█	█	█	█
Council Hearing														█	
Post-Adoption														█	█
Archive Project															█



Appendix A: Preliminary List of Stakeholders

Stakeholders are interest-based and geography-based community members, including property owners, residents, and adjacent neighbors of sites being affected by map changes. Staff will identify key stakeholders and answer the following questions:

- Who benefits and who is burdened?
- What are the key issues for each stakeholder?
- What are the different interest levels for each stakeholder?
- Who are the key contacts for each group?
- What is the best way to engage each group?

The preliminary list of stakeholders is subject to change over the course of the project.

Preliminary list of neighborhood/business association outreach regarding map changes					Other Groups to Inform and Engage	City Bureaus to Engage
East	NE	North	SE	West		
<u>Neighborhoods</u> <ul style="list-style-type: none"> • Argay • Centennial • Glenfair • Hazelwood • Lents • Mill Park • Pleasant Valley • Powellhurst-Gilbert 	<u>Neighborhoods</u> <ul style="list-style-type: none"> • Boise • Concordia • Cully • Eliot • Hollywood • Humboldt • King • Rose City Park • Roseway • Vernon • Sullivan’s Gulch • Sumner <u>Business Districts</u> <ul style="list-style-type: none"> • Alberta Main Street • Beaumont Business Association 	<u>Neighborhoods</u> <ul style="list-style-type: none"> • Cathedral Park • East Columbia • Hayden Island • Kenton • Overlook • Piedmont • Portsmouth • St. Johns 	<u>Neighborhoods</u> <ul style="list-style-type: none"> • Ardenwald-Johnson Creek • Brentwood-Darlington • Brooklyn • Buckman • Creston-Kenilworth • Hosford-Abernethy • Kerns • Mt. Tabor • Montavilla • North Tabor • Richmond • Sellwood-Moreland Improvement League • South Tabor • Woodstock <u>Business Districts</u> <ul style="list-style-type: none"> • 82nd Avenue of Roses Business Association • Clinton/Division Business Association • Kerns Business Association • Montavilla/East Tabor Business District • Sellwood Business Alliance • Woodstock Community Business Association 	<u>Neighborhoods</u> <ul style="list-style-type: none"> • Hillsdale • Homestead • Marshall Park • Multnomah • NWDA <u>Business Districts</u> <ul style="list-style-type: none"> • Hillsdale Business & Professional Association 	<ul style="list-style-type: none"> • Affordable Housing and Renter Advocates • Businesses and Commercial Property Owners • City Boards, Commissions and/or Advisory Committees • District Coalition Offices • Residential Property Owners and Renters 	<ul style="list-style-type: none"> • Bureau of Development Services • Bureau of Environmental Services • Office of Management & Finance • Office of Neighborhood Involvement • Portland Bureau of Housing • Portland Bureau of Transportation • Portland Development Commission (Prosper Portland) • Portland Fire & Rescue • Portland Parks & Recreation • Portland Water Bureau

