

TABLE OF CONTENTS

ABSTRACT	i
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER I INTRODUCTION	1
Research Questions	6
Methodology	7
Objectivity	8
CHAPTER II LITERATURE REVIEW	13
What’s the Problem to be Solved?	13
Terms Used to Describe the Goal of a Civic Revival	17
What will Get Us There?—Elements of Successful City-wide Community Involvement Systems	29
Social Capital and Community Building	39
Community Organizing	45
Advancing System Reforms	60
Embedding Change—Sustaining Progress Toward Participatory Democracy	64
Literature Specific to Portland	80
What do I Expect to See in My Case Study of Portland’s Citywide Community Involvement System?	140
CHAPTER III ORIGINS AND EARLY YEARS—1970s	146
Origins of Portland’s System	147
The Birth of Portland’s Neighborhood System	148
1971 Planning Commission Proposal for District Planning	150
1972 DPO Task Force Report	157
1972 Portland Downtown Plan	176
Neighborhood System Structure and Requirements--City Ordinances (1974-1975) ..	178
Summary of Key Elements of 1975 Ordinance	185

Early ONA Reports--1974 and 1979	199
Observations from the 1970s	244
CHAPTER IV EXPANSION AND INSTITUTIONALIZATION—1980s.....	260
The 1980s—Some Context.....	261
1980 ONA Review Committee.....	269
Association of Portland Neighborhoods – 1984-1986.....	280
Neighbor Fair – 1976 to 1990.....	287
Mayor Bud Clark—Community and Neighborhood Celebration and Recognition ...	292
1987 ONA Guidelines.....	298
Tufts University Study.....	302
Mayor’s budget Messages –1980s.....	304
Observations from the 1980s	313
CHAPTER V SOUL SEARCHING AND DECLINE—1990s.....	315
1990 Portland Future Focus	317
1992 Margaret Strachan Report.....	330
1993 Neighborhood Congress.....	343
1995-96 Neighborhood Involvement Task Force	356
1998 ONI Standards and formal name change from ONA to ONI.....	397
1998 – Lee Perlman statement to Neighborhoods USA Conference.....	398
Mayor’s Budget Messages—Katz—1993 to 1999	403
Lessons from the 1990s	413
CHAPTER VI DEEPER ANALYSIS AND CONFLICT—2000-2004.....	417
Southwest Community Plan –1994-2000	420
Citywide Administrative Services Review (ASR) – 2000-2001	423
Post ASR—Attempts to Centralize Community Involvement Services.....	444
Commissioner Attempts to Improve the Neighborhood System	452
Communities Beyond Neighborhood Boundaries—Reaching Beyond Traditional Neighborhood Associations	472
Southeast Uplift Neighborhood Coalition--DRC and DCL.....	496
Public Involvement Task Force--“A Strategic Plan for Improving Public Involvement in the City of Portland”—2003-04.....	544
Budget Outreach Study Group—2004-05	580
ONI Commissioner Randy Leonard	590

Seltzer Sharpe Strachan Proposal—November 11, 2003	597
2004 Election and Tom Potter—A Turning Point	603
Mayor’s Budget Messages – Vera Katz – FY 2000-01 to 2004-05.....	615
Lessons from the early 2000s	620
CHAPTER VII REFORM AND REJUVENATION—2005 to 2013	633
Neighborhood Coalition Leaders’ Strategic Assessment—December 2004	636
Bureau Innovation Project—2005	650
Bureau Innovation Project 9—“Develop Improved Public Engagement Procedures”	670
BIP 20—City Charter Commission	675
BIP 8/Community Connect.....	681
ONI Expansion and System Changes	733
Mayor’s Budget Messages – Tom Potter – 2005-06 to 2008-09	772
Citywide Policy Bodies--Citywide Land Use Group and Citywide Parks Team	782
Mayor Sam Adams and ONI Commissioner Amanda Fritz (2009-2012)	791
Public Involvement Advisory Council (PIAC) (2008 to present)	809
Office of Equity and Human Rights	843
Title II ADA and Title VI Civil Rights Program	847
East Portland Action Plan	848
Mayor’s Budget Messages – Sam Adams – 2009-10 to 2012-13.....	870
Mayor Charlie Hales (2013)	879
Looking to the Future—What Comes Next?	893
Lessons of the Potter and Post Potter era – 2005 to 2013.....	902
CHAPTER VIII ANALYSIS.....	912
REFERENCES	938
APPENDIX PORTLAND MAYORS, ONA/ONI COMMISSIONERS IN CHARGE, AND ONA/ONI DIRECTORS—1973 through 2013	960

LIST OF TABLES

Table 1: Portland Community and Neighborhood Involvement System, Major Studies,
Task Forces, and Reports 11
Table 2: Major New Funding for ONI under Mayor Potter (FY 2006-07, 2007-08, 2008-
09) 741

LIST OF FIGURES

Figure 1: Critical Elements of Strong Participation..... 21
Figure 2: Eight Core Principles of Collaborative Governance and Policy Design..... 27
Figure 3: Portland Public Involvement Principles, 1996..... 391
Figure 4: visionPDX Visualizing Social Portland 657
Figure 5: Office of Neighborhood Involvement Mission/Goals/Values..... 739
Figure 6: City of Portland Financial Impact and Public Involvement Statement (FIPIS)—
Public Involvement Questions 818