



City of Portland
Bureau of
**Planning and
Sustainability**

Sam Adams, Mayor
Susan Anderson, Director

Planning

1900 S.W. 4th Ave., Ste. 7100
Portland, OR 97201-5350


Phone 503-823-7700
FAX 503-823-7800
TTY 503-823-6868

Sustainability

721 N.W. 9th Ave., Ste. 195
Portland, OR 97209-3447

Phone 503-823-7222
FAX 503-823-5311
TTY 503-823-6868

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MEMO

September 14, 2010

To: Portland Plan Community Involvement Committee

From: Eden Dabbs

RE: Phase II Marketing Communications Recap

Phase One of the Portland Plan looked at where we are now as a city through extensive background research, which was presented in numerous background reports and "translated" and shared with the public via print and online surveys, workshops and hosted presentations. The feedback we received from Portlanders in Phase One was processed by staff and given to the Technical Action Groups, who then used it to develop a set of directions and objectives for each of the nine action areas. Testing these objectives was the focus of Phase II: Where do we want to go?

From April 1 – August 31, 2010, our marketing communications focused on publicizing the Phase Two workshops and surveys in an effort to solicit as much feedback as possible on the proposed objectives.

Communications Objectives

Our overall communications objectives were the same as in Phase One: Expand awareness of the Portland Plan to a broader set of residents and businesses; generate measurable public involvement; increase participation of the reluctant and maintain the support of those already involved. Our communications strategies included using provocative information (Finleigh's image on the postcard saying, "It's my city too, so don't mess it up"), driving people to the website and other forms of participation (surveys, social media), leveraging networks of community influence, employing behavior change principles, soliciting public bodies/partners to speak on behalf of the Plan, and tapping into our civic pride about Portland's planning heritage. In Phase Two we paid particular attention to reaching immigrant, African American and Latino populations, and we increased our efforts to utilize our partners to help us get the word out.

Tactics

With the groundwork laid in the Phase One background reports (which were condensed into overviews and snapshots for each topic area and posted on the web as well as distributed to public libraries, ONI offices and public colleges) and the "27 Things You Should Know About Portland" fact sheet, interested Portlanders were grounded in the facts about our existing conditions. The next step was to have them review our draft objectives and tell us whether they were "aggressive enough," "too aggressive" or "just right." From a communications standpoint, this was a challenging undertaking because the objectives are highly technical and hard to translate into lay terms.

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The following tactics and products were used to engage Portlanders in refining the proposed objectives.

Survey

A survey of 22 objectives was created to test the objectives. This was included in the Spring 2010 issue of the Curbsider with a mailing panel so that people could send it back to us via U.S. mail. The survey was also posted on the Portland Plan website, where respondents could comment online (this was an added feature from Phase One).

After consulting with the Office of Neighborhood Involvement (ONI), we had the survey translated into [four languages](#) per their recommendation: Spanish, Russian, simplified Chinese and Vietnamese. These surveys were then distributed with the help of ONI and the Immigrant and Refugee Community Organization (IRCO) and used at the Latino and Asian Homebuyer Fairs, among other places. The Portland Plan brochure was also translated into four languages and used for targeted outreach to the Latino, Asian and Russian populations.

In an attempt to reach renters, we called on our partners at the Housing Authority of Portland, who offered to place bundles of the surveys in each of their buildings. But we did not code these surveys so it is impossible to tell how many residents of HAP facilities actually returned the survey.

At the close of Phase Two, 5,702 print surveys were completed, and 839 people filled out the online surveys (both business and resident). Minorities and people of color made up 16 percent of the respondents. For a complete analysis of the survey responses, please see the "Phase II Survey Results as of August 30, 2010" report, which includes a breakout of responses by language and demographics.

Curbsider

Due to budget constraints we could not send out a postcard in addition to the Curbsider as we had for Phase One. Instead, the Finleigh "postcard" image/marketing concept became the outside panel of the Curbsider, which was mailed to virtually every household in Portland (~200,000), including renters in multi-family units. Persuasive copy encouraged people to "imagine what's possible" in 25 years and attend one of the seven workshops, which were listed along with the Portland Plan partners as well as the links to the website, Facebook and Twitter.

To convey how the discussions at the workshops and in other small group discussions might flow, we created a "cartoon strip" with two women talking about the objectives. We also devised a Phase II stamp to distinguish this phase from the previous one and future phases. That stamp motif was then carried forward in other ways (e.g., "For Discussion," "Draft"), which proved to be a unifying graphic element.

Video

With the help of the Mayor's videographer, we created a video on the subject of equity featuring a variety of representatives from under represented communities and other Portlanders talking about what equity means to them and the importance of addressing it in the Portland Plan. The Equity Video was a highlight of the Phase Two workshops and was posted on the website as well.

We also documented on video many Portlanders building their own mini-strategies during summer street fairs and events as they played the Portland Plan Portland game (What's

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Your Big Idea?), which we're periodically posting on the website and using during outreach.

Advertising

We invested in paid advertising to publicize the Phase Two workshops. Half-page ads designed around the Finleigh concept were placed in the following community newspapers (circulation included):

- SE Examiner (25,000)
- St. Johns Sentinel (27,000)
- Hollywood Star (23,000)
- Mid-County Memo (15,500)
- SW Village Post (10,000)
- NW Examiner (33,000)

Ads were also placed in the following cultural/minority papers prior to the workshops:

- El Hispanic News (20,000)
- Asian Reporter (20,000)
- Portland Observer (40,000)
- Just Out (45,000)
- Portland Family (40,000)

Total circulation = 298,500

Website

The Portland Plan website (www.pdxplan.com) was updated in April to reflect our movement into Phase Two. Playing off Finleigh's image for the marketing concept, the home page slide show featured children asking real questions (that Opal School students had posed about the Portland Plan) and pictures of Finleigh's peers. Each question was tied to an objective, and at the end of the slide show viewers were directed to the online survey.

In response to community conversations, a new section was created on the website devoted to the subject of equity, where links to relevant reading and the [Equity Video](#) were placed. The News page stayed vibrant with posts from CIC members (Voices from the Community), announcements about the workshops and social media contests, links to relevant articles, [video](#) of people playing the Portland Plan game during the summer outreach, and Planning Commission notices. The workshops were streamed live on the website as well.

The website has had more than 367,000 hits over the past 12 months — with spikes in April and May coinciding with the marketing of the workshops. From April 1 – August 30, 2010, www.pdxplan.com received 54,269 page views, and more than half of the visitors to the site were new.

Social Media

Continuing to use social media to market the Portland Plan experience and drive informal community dialogue as well as promote the workshops, staff devised a social media contest to heighten excitement about them. Contestants who signed up via Facebook and Twitter were entered into a raffle, and the Mayor pulled names from a box at each workshop. Winners received prizes, including gift certificates from local restaurants as well as Zoo and pool passes from our partners at Metro and Parks.

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To date, social media for the Portland Plan looks like this:

- Facebook (1,731 fans – 400 more than Phase One)
- Twitter (1,186 followers – 597 more than Phase One)
- Flickr [viewers TBD]

Engaging Cities, a website that tracks urban planning 2.0 efforts, recently gave the Portland Plan team high marks for its use of social media. See:

<http://engagingcities.com/post/963130443/the-portland-plan>

Portland Community Media

We again contracted with Portland Community Media to videotape each workshop to offer those who couldn't or didn't want to attend a workshop the chance to at least view one. Two workshops (in Southeast and East Portland) were broadcast live on Channel 30, and all seven of them were streamed live on our website. To date the seven workshops have been rebroadcast 291 times. Channel 30 reaches some 280,000 households in East and West Portland.

Media Relations

Earned media for Phase Two of the Portland Plan was more issue-centered than event-focused. Pre-event coverage was confined primarily to calendar listings, and only a couple of papers sent reporters to actual workshops. But Adam Kuby's Acupuncture Portland project, which coincided with the launch of the Phase Two workshops in April, resulted in a variety of coverage in which the Portland Plan was mentioned, including:

Oregonian: Portland Acupuncture Project installs 35-foot-tall needle sculptures around Portland this weekend

by Keri Brenner | April 24, 2010 | Susan Anderson quoted; Portland Plan mentioned
<http://www.oregonlive.com/art/index.ssf/2010/04/po...>

PortlandArchitecture: Tradition and eccentricity: City undergoes acupuncture treatment as part of Portland Plan

by Brian Libby | April 29, 2010
<http://chatterbox.typepad.com/portlandarchitecture...>

Inner Gate Acupuncture Blog: Portland Acupuncture Project - Urban Needles

May 5, 2010
<http://innergateacupuncture.blogspot.com/2010/05/p...>

365 Awesome! blog: Portland Acupuncture Project

by Kristin | May 6, 2010
<http://www.365awesome.com/2010/05/portland-acupunc...>

Just Out: Making a Point - Larger-than-life acupuncture needle installations connect the city

by Wayne Bund | May 7, 2010
<http://www.justout.com/arts.aspx?id=220>

CHP blog: Community Health Priorities Sponsors "Portland Acupuncture Project"

June 1, 2010
<http://www.communityhealthpriorities.org/conversat...>

This is Jelly's blawg: Artworks

June 7, 2010 | re: Portland Acupuncture
<http://studiojelly.blogspot.com/2010/06/art-works...>

Neighborhood Notes: New Acupuncture Needles Make Their Point

Aug. 17, 2010 | re: Acupuncture Portland; Portland Plan mentioned
<http://www.neighborhoodnotes.com/news/2010/08/bure...>

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[East PDX News: Promoting civic health, art project needles Powellhurst-Gilbert](http://eastpdxnews.com/general-news-features/promo...) by David Ashton | August 2010 | re: Acupuncture Portland; good pictures
<http://eastpdxnews.com/general-news-features/promo...>

[RACC website: Portland Acupuncture Project begins this weekend](http://www.racc.org/about/portland-acupuncture-pro...) Portland Plan mentioned
<http://www.racc.org/about/portland-acupuncture-pro...>

The LGBTQ community covered the Portland Plan generously due to our targeted efforts to reach them as well as other underrepresented communities (i.e., seniors, the disabled, minorities and youth). Our LGBTQ liaison was featured on a KBOO talk show in advance of town hall focused on that community. And the Regional Arts and Culture Council (RACC) helped us publicize the Arts Town Hall along with Acupuncture Portland, both of which they sponsored. For a list of all the other coverage, please see Appendix A.

There has been a noticeable uptick in editorial discussions in the Oregonian around issues central to the Portland Plan, particularly in the Sunday O section (thanks to Editor George Rede who penned an editorial after the Mayor met with Latino leaders). He has even been attempting to stimulate online discussions around some of the topics (see Aaron Renn's piece below).

[Oregonian: Latino equity: Opening conversation awaits follow-through](http://www.oregonlive.com/opinion/index.ssf/2010/0...) by George Rede | Aug. 1, 2010 | relates to Portland Plan
<http://www.oregonlive.com/opinion/index.ssf/2010/0...>

[Oregonian editorial: Sustainable neighborhoods: Living up to our 'livable' reputation](http://www.oregonlive.com/opinion/index.ssf/2010/0...) by Andres Duany & Michael Mehaffy | May 14, 2010 | compelling economic reasons for compact livable neighborhoods
<http://www.oregonlive.com/opinion/index.ssf/2010/0...>

[Planet Shifter: Urban Form & Mobility - A Proposal for the Portland Climate Action Plan 20 Minute Neighborhood](http://www.planetshifter.com/node/1535) by Willi Paul | April 10, 2010 | proposal for a 20-minute neighborhood kit
<http://www.planetshifter.com/node/1535>

[Oregonian: Picture-perfect Portland?](http://www.oregonlive.com/opinion/index.ssf/2010/0...) By Arron M. Renn | Jan. 17, 2010 | Asks: Is it livable if you can't live here?"
<http://www.oregonlive.com/opinion/index.ssf/2010/0...>

[Oregonian: 'Not acceptable:' Nearly one-third of Oregon high school students drop out](http://www.oregonlive.com/education/index.ssf/2010...) by Betsy Hammond | May 25, 2010 | re: state high school graduation and drop out rates
<http://www.oregonlive.com/education/index.ssf/2010...>

E-mail Outreach

Boilerplate copy was created to promote the Portland Plan workshops for City staff to send to their constituencies, including the:

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

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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.

Partner e-newsletters

Working with our partners at the Housing Authority of Portland, Portland Public Schools and the Portland Community College system, we were able to get the workshop announcement in their e-newsletters.

[Portland Pulse: Weigh in on education at Portland Plan workshops](#) April 22, 2010

<http://www.pps.k12.or.us/news/3477.htm>

[PCC News: Workshops slated for Portland Plan](#) April 22, 2010

<http://news.pcc.edu/2010/04/workshops-slated-for-p...>

Other Collateral

Other collateral and educational materials helped promote events and educate the public, including:

- Lawn signs for each workshop venue
- Small pins featuring the nine action area icons
- Information boards
- Response sheets
- Workshop evaluation forms

How'd We Do and What's Next?

There was not as much excitement in the community about the Portland Plan during this phase. Attendance at the workshops was down slightly and fewer people filled out the surveys. Portlanders found the objectives dense and hard to digest much less understand, but there were a surprising number of Latinos and Russians who filled out surveys in their native languages.

By translating the Portland Plan brochure and the Phase Two surveys into four other languages, we not only made the plan more accessible to minority and immigrant communities but demonstrated sincerity in wanting to include them as well. While our survey responses and workshop attendance still don't mirror Portland's demographics, the efforts of staff and City leadership to address issues of equity and inclusiveness are being perceived with greater trust as we move forward.

For Phase Three, we'll need to heed the feedback about keeping the questions easy to understand and fewer in number. We'll be working closely with ONI and our DCL partners to ensure the messages are clear and meaningful to all.

The Portland Plan game is proving to be a more effective tool to engage Portlanders in the directions and objectives, and we are in the process of translating that into Spanish for Latino Network.

Adam Kuby's Acupuncture Portland was another creative way to raise awareness about the Portland Plan. It was covered widely by local media and reporters made the connection between the public art project and the Portland Plan, quoting the artist and BPS Director Susan Anderson to make the point.

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Our approach to outreach has included segmented town halls (LGBTQ, seniors and the arts communities), which has opened doors with media outlets covering those issue areas. Furthermore, editorial writing is leaning toward topics relevant to the Portland Plan. Moving into Phase Three we should consider other creative ways to garner media attention and approaching the editorial boards of the minority press as well as the Oregonian.

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APPENDIX A – Phase Two Media Coverage

[EngagingCities.com: The Portland Plan](#) posted by Chris Haller | Aug. 16, 2010 | high praise for PDXPlan social media and website
<http://engagingcities.com/post/963130443/the-portl...>

[Oregonian: Painting Portland history with a better brush, a bigger us](#) by Polo Catalani | Aug. 15, 2010 | re: Ikoi No Kai Seniors Hot Lunch at Japanese Ancestral Society
<http://www.oregonlive.com/opinion/index.ssf/2010/0...>

[Mercy Corps Northwest: Portland Plan](#) August 12, 2010 | re: business survey
<http://mercycorpsnw.wordpress.com/2010/08/12/portl...>

[Globe-Net: Building Clean-Energy and Jobs - A Guide for Cities](#) Aug. 8, 2010 | Portland Plan, CEWP and Green Building Policy referenced
<http://www.globe-net.com/articles/2010/august/8/bu...>

[Asian Reporter: Planning our Portland; Equity and the new comprehensive Portland Plan](#) by Polo Catalani | Aug. 2, 2010
<http://www.asianreporter.com/stories/polo/2010/p-2...>

[Neighborhood Notes: Roadway Not Improved: Woodstock Residents Explore the Potential of Unimproved Roads](#) by Suzanne Savell | Aug. 9, 2010 | Portland Plan mentioned; Matt Wickstrom quoted
<http://www.neighborhoodnotes.com/news/2010/08/road...>

[The AntiPlanner blog: Is Portland's Plan Working?](#) July 19, 2010
<http://ti.org/antiplanner/?p=3440>

[RACC blog: Portland Plan Arts Town Hall](#) <http://www.racc.org/resources/portland-plan-arts-t...>

[Street Roots: Mayor Sam Adams talks with Street Roots](#) June 24, 2010 | Portland Plan mentioned
<http://streetroots.wordpress.com/2010/06/24/mayor-...>

[East Portland News: Phase II of Portland Plan gets input from outer East Portland](#) by David Ashton | Susan Anderson quoted
<http://eastpdxnews.com/general-news-features/phase...>

[Sustainable Business Oregon: Portland Plan puts emphasis on sustainable business](#) by Lee van der Voo | June 14, 2010 | Eric Engstrom and Steve Kountz quoted
<http://sustainablebusinessoregon.com/articles/2010...>

[The Bee: Woodstock brainstorms its "Village Center"](#) by Elizabeth Ussher Groff | June 8, 2010 | Portland Plan mentioned
<http://www.thebeenews.com/features/story.php?story...>

[Mid-County Memo: Fritz sings to Portland Plan gathering](#) by Lee Perlman | June 2010 | re: East Portland Phase II workshop at David Douglas High School
http://www.midcountymemo.com/june10_pdxplan.html

[Transportation in the Portland Metro blog: Bike Planning: A new bike system could mean a big jump in cycling](#) reprint of Eugene Weekly article by Alan Pittman

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| May 20, 2010 | Portland Plan mentioned
<http://corysessums.blogspot.com/2010/05/pdx-as-exa...>

[ParkroseGateway blog: Portland Plan Comes To East Portland](#) by kmcdade | Nov. 21, 2009 | interesting comments on use of social media
<http://www.parkrosegateway.com/2009/11/21/portland...>

[Oregonian: Portland mayor releases statement on latest police fatal shooting](#) by Maxine Bernstein | May 28, 2010 | Portland Plan and equity mentioned
<http://www.oregonlive.com/portland/index.ssf/2010/...>

[Portland Architecture: 20 minute lifestyles and eBikes](#) by Brian Libby | May 24, 2010 | references Atlantic Monthly interview with Mayor Adams re: 20-minute neighborhoods
<http://chatterbox.typepad.com/portlandarchitecture...>

[PlayHuge blog: Mayor's visit NOT the highlight](#) by Morgan Rich | May 24, 2010 | re: the Mayor's visit to Opal 2 Charter School; Portland Plan mentioned
<http://playhuge.com/wpblog/?tag=portland-plan>

[Oregonian Outlook: PSU students try to improve on roads in southeast Portland's Woodstock neighborhood](#) by Rebecca Koffman | May 21, 2010 | findings could feed into Portland Plan
<http://www.oregonlive.com/portland/index.ssf/2010/...>

[Mercury Blogtown: "East Portland cannot be a 20-minute neighborhood. It is effectively illegal."](#) by Angela Webber | May 17, 2010 | re: Portland Plan workshop at David Douglas High School
<http://blogtown.portlandmercury.com/BlogtownPDX/ar...>

[Portland Preservation blog: Historic Preservation buried in latest Portland Plan draft objectives](#) May 14, 2010
<http://portlandpreservation.wordpress.com/2010/05/...>

[The Atlantic Monthly: The People in Your Neighborhood](#) by Lisa Cramner | May 11, 2010 | interview with Mayor Sam Adams re: 20-minute neighborhoods
<http://www.theatlantic.com/special-report/the-futu...>

[Nonstop PR's blog: Civic engagement at its finest: Portland Plan Workshop II](#) May 11, 2010
<http://nonstoppr.wordpress.com/2010/05/11/civic-en...>

[EmpowerAbility, LLC blog: Universal Design: coming to a city near you!](#) May 8, 2010
<http://empowerability.wordpress.com/2010/05/08/uni...>

[Blue Oregon: Portland Plan survey: More export growth, Less carbon emissions, Please!](#) by Dave Porter | May 6, 2010
<http://www.blueoregon.com/2010/05/portland-plan-su...>

[Disability Rights Oregon: DRO Attorney Educates Residents, the Mayor & City Staff about Universal Design](#) April 30, 2010 | re: Neisha Sazena's appearance at the NE Portland Plan workshop
<http://www.disabilityrightsoregon.org/news/dro-att...>

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[KBOO Community Calendar](http://www.kboo.org/node/21136) Northeast workshop at Beaumont Middle School
<http://www.kboo.org/node/21136>

[StreetRoots: Q4 & 5: Homelessness and small business](http://streetroots.wordpress.com/2010/04/28/q4-5-h...) April 28, 2010 |
Featuring answers by Jason Barbour, Commissioner Nick Fish and Walt Nichols |
Portland Plan mentioned
<http://streetroots.wordpress.com/2010/04/28/q4-5-h...>

[Indigo12West blog: Join Mayor Sam Adams for Portland Plan Phase Two](http://blog.indigo12west.com/tag/portland-plan/)
Letter from Mayor Sam Adams | April 26, 2010
<http://blog.indigo12west.com/tag/portland-plan/>

[Central Eastside Industrial Council blog: A message from Peter Stark, Portland Plan Citizen Involvement Committee Member and CEIC Board Member](http://ceic.cc/2010/04/28/portland-plan-needs-your...) by Peter Stark | April 28, 2010
<http://ceic.cc/2010/04/28/portland-plan-needs-your...>

[Parkrose Schools and Community blog: Follow up on East of 82nd Ave.](http://parkroseschools.blogspot.com/2010/04/follow...) by James Wood | April 16, 2010 | re: schools in Curbsider; Joe Zehnder mentioned
<http://parkroseschools.blogspot.com/2010/04/follow...>

[Just Out: Planning Ahead - LGBTQ community members give their input for the Portland Plan](http://www.justout.com/news.aspx?id=212) by Amanda Waldroupe | April 21, 2010
<http://www.justout.com/news.aspx?id=212>

[Growth Rings: Neighborhood Greenways means Neighborhood Trees](http://friendsoftrees.org/blog/2010/04/14/neighbor...) by Toshio Suzuki | April 14, 2010 | Portland Plan mentioned
<http://friendsoftrees.org/blog/2010/04/14/neighbor...>

[BikePortland.org: For PBOT, "neighborhood greenways" is more than just a new name](http://bikeportland.org/2010/04/14/for-pbot-neighb...) by Jonathan Maus | April 14, 2010 | "PBOT is working with staff from the Portland Plan to identify a hierarchy of greenways similar to what currently exists for streets"
<http://bikeportland.org/2010/04/14/for-pbot-neighb...>

[Belonging Matters blog: It's time to speak out](http://belongingmatters.blogspot.com/2010/04/its-t...) April 22, 2010 | Portland Plan workshops mentioned
<http://belongingmatters.blogspot.com/2010/04/its-t...>

[Mercury Blogtown: East Portland: Still Neglected?](http://blogtown.portlandmercury.com/BlogtownPDX/ar...) by Sarah Mirk | April 14, 2010 | EPAP before City Council; Portland Plan mentioned
<http://blogtown.portlandmercury.com/BlogtownPDX/ar...>

[KBOO/Out Loud: Enviro impact on gender variance + Pamela Means](http://kboo.fm/node/20803) April 13, 2010 | Clay Neal and Portland Plan featured
<http://kboo.fm/node/20803>

[Just Out blog: LGBTQ Town Hall Recap](http://blogout.justout.com/?p=16607) by Amanda Waldroupe | April 13, 2010
<http://blogout.justout.com/?p=16607>

[qpdx: Queer Town Hall meeting with Mayor Sam Adams](http://qpdx.com/2010/04/queer-town-hall-meeting-wi...) by Ally Hector | April 12, 2010
<http://qpdx.com/2010/04/queer-town-hall-meeting-wi...>

[DJC: Historic building inventory effort gets funding](#) by Nathalie Weinstein | April 12, 2010 | Portland Plan mentioned in context of East Portland inventory of historic

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resources

<http://djcoregon.com/news/2010/04/12/historic-buil...>

[JustOut blog: LGBTQ Portland Plan Town Hall Set for Monday at Q Center](#) by

Amanda Schurr | April 9, 2010

<http://blogout.justout.com/?p=16527>

[Oregonian: Letters to the Editor](#) by Stanley Penkin | April 10, 2010 | CIC member talks about the importance of the mayor's role in the Portland Plan

<http://blog.oregonlive.com/myoregon/2010/04/letter...>

[SE Examiner: Defining Portland's Future](#) By Don MacGillivray | Mar. 31, 2010 |

re: Phase Two workshops

http://news.mywebpal.com/news_tool_v2.cfm?pnplD=66...

[Eliot Neighborhood blog: The Planners are Coming! The Planners are Coming!](#)

By Mike Warwick | Mar. 28, 2010 | re: Portland Plan, Central City 2035 and ODOT's I-5 plan

<http://eliotneighborhood.org/2010/03/28/the-planne...>

[Just Out: Part of the Plan:Portland Plan Town Hall casts spotlight on LGBTQ](#)

[issues](#) by Raymond Rendleman

<http://www.justout.com/news.aspx?id=207>

[Global Strategies blog: Do we seek 5% or 8% growth in international trade?](#)

Comments March 30 Prosperity and Business Success work session | April 1, 2010

http://daveporter.typepad.com/global_strategies/20...

[The Portlander: Portland Mayor, LGBT Community to Host Town Hall](#) from

media release | Mar. 31, 2010

<http://theportlander.com/2010/03/31/portland-mayor...>