

## **PORTLAND DEVELOPMENT COMMISSION**

Portland, Oregon

### **RESOLUTION NO. 7232**

#### **ADOPTING THE PDC COMMUNICATIONS STRATEGY**

**WHEREAS**, the Portland Development Commission (“PDC”) was established in 1958 as the city’s urban renewal and redevelopment agency to help Portland take advantage of economic tools allowed by urban renewal authority;

**WHEREAS**, for almost sixty years, PDC has invested in projects, programs, and initiatives across the city of Portland to deliver on economic development and redevelopment goals;

**WHEREAS**, while PDC’s investments have resulted in some of Portland’s most notable and transformative projects such as the Eastbank Esplanade, the Pearl District, and South Waterfront, the agency’s work has also exacerbated gentrification pressures and displaced communities, and has not resulted in equitable economic gains, particular for people of color and low-income communities;

**WHEREAS**, on May 13, 2015, the PDC Board of Commissioners (“Board”) through Resolution No. 7109 adopted the 2015-2020 PDC Strategic Plan (“Strategic Plan”), setting a course for the agency for the next five years;

**WHEREAS**, the Strategic Plan sets forth the following goals and ambitions: to more deeply integrate PDC’s job creation, placemaking and economic opportunity work to realize benefits for all Portlanders, including communities of color and those historically underserved, and to do so through a focus on healthy, complete neighborhoods, access to employment, equitable wealth creation, and civic networks, institutions and partnerships;

**WHEREAS**, adoption and implementation of the Strategic Plan represents a new model, where the gains from physical and economic growth are intentionally focused to address growing gaps within our city and to ensure that all communities realize equitable benefits;

**WHEREAS**, the evolution of the agency’s focus to be more intentional about creating equitable outcomes and an inclusive economy calls for a name that more accurately represents the goals and work of the agency relative to its Strategic Plan;

**WHEREAS**, “Portland Development Commission” no longer represents the focus of the agency and its mission to create economic growth and opportunity for Portland; and

**WHEREAS**, through an extensive process of stakeholder outreach, surveys, and in-person and online interviews with hundreds of stakeholders, staff has identified “Prosper Portland” as an appropriate new agency name that most accurately aligns with the Strategic Plan and organizational direction.

**NOW THEREFORE, BE IT RESOLVED**, that the PDC Board hereby adopts the Communications Strategy (see Exhibit A) and adopts the new name of “Prosper Portland” for general use by the agency as an assumed business name; and

**BE IT FURTHER RESOLVED**, that the PDC Board hereby authorizes the Executive Director to execute and deliver such legal documents or instruments as may be necessary to implement and protect the name change set forth herein; and

**BE IT FURTHER RESOLVED**, that as circumstances or legal requirements may dictate, the name “Prosper Portland” and the name “Portland Development Commission” or “PDC” may be used interchangeably; and

**BE IT FURTHER RESOLVED**, that this resolution and any other legally required documentation may be provided or attached, as needed, to agreements or other documents to clarify that the use of the names “Prosper Portland,” “Portland Development Commission,” or “PDC” shall each have the same legal effect under the Charter of the City of Portland, Oregon Revised Statutes section 457 et. seq., or any of the other authority granted to PDC in its role as the urban renewal authority and economic development agency for the City of Portland; and

**BE IT FURTHER RESOLVED**, that the entity “Prosper Portland” shall be subject to the same obligations to which “Portland Development Commission” or “PDC” has been subject; and

**BE IT FURTHER RESOLVED**, that this resolution shall become effective immediately upon its adoption.

Adopted by the Portland Development Commission on May 10, 2017



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Pam Micek, Recording Secretary

Weinstein PR

BRINK

## PORTLAND DEVELOPMENT COMMISSION COMMUNICATIONS STRATEGY SUMMARY May 10, 2017

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### INTRODUCTION

PDC's Board of Commissioners adopted the Portland Development Commission's 2015-2020 Strategic Plan (the "Plan") in May 2015, setting a course of action for the agency over the next five years. Shaped by an assessment of key opportunities and challenges, the Plan focuses PDC's efforts on fostering widely shared prosperity among all residents of Portland.

The Plan laid out the work PDC must do, who is accountable, and how to measure its collective impact. The Plan informs every initiative, budget decision, and staff assignment at PDC. With this new Plan, PDC is to more deeply integrate its job-creation, place-making, and economic opportunity work to realize benefits for all Portlanders. This approach represents a new model – where the gains from physical and economic growth are intentionally focused to address growing gaps within our city and to ensure that all communities realize equitable benefits.

The Plan represents a fundamental shift in not only the organization's priorities but also the nature of its work. In order to meet the ambitious wealth creation, job creation, and partnership goals of the plan, PDC is on a course to make profound changes in its management of projects and programs. Alongside the development of the Plan, PDC is creating a new business plan – one that is in service of the goals of the Strategic Plan but similarly reinvents how it conducts and funds itself at a time when PDC faces a diminishing resource base.

### COMMUNICATIONS STRATEGY

Given the agency's shift in strategic direction, PDC identified the need for a Communications Strategy to significantly increase awareness and support for PDC, its Strategic Plan and related projects, programs, and initiatives. **The Strategy's objective is to ensure that PDC's communication approaches (from individual meetings to open houses to media to collateral) are aligned, effective in communicating the new approach, and address existing misperceptions and concerns.** PDC also wanted to

understand priorities from partners that might augment/impact how PDC does its work going forward and could inform whether PDC needed to update its brand and identity.

## **METHODOLOGY**

Following its selection, the Weinstein PR/BRINK Communications team launched an extensive research phase to gain insights and identify themes as they related to PDC's evolving value to Portland's diverse communities, the perception of PDC's vision, mission, values, and approach to services and communication.

The research included in-person and phone interviews with 35 key stakeholders, an online survey of 170 additional key stakeholders, and conversations with PDC partners and staff. In addition, working in collaboration with DHM Research, the team conducted three focus group meetings (two with local residents of color and one with local business owners of color) and conducted a city-wide phone survey of 400 Portlanders.

## **KEY FINDINGS**

Weinstein PR/BRINK and DHM's research revealed that a majority of participants were not familiar with or aware of PDC. Those who were at least somewhat familiar with PDC were neutral to positive in their perceptions, which presented an opportunity to better communicate PDC's work, partners, and priorities. Most of the participants were more positive toward PDC after learning about its work. Participants were also somewhat unfamiliar with PDC's role in the Portland economy.

Research participants were mostly in accord with PDC priorities and assigned significant importance (7.8 on a 1-9 scale) to creating and keeping family-wage jobs in Portland and to supporting small businesses in Portland neighborhoods (7.6 of 9). Other ranked priorities were to support minority- and women-owned businesses, support business in clean tech, software, athletic, outdoor, manufacturing and healthcare, and focus on neighborhoods most in need of growth. The redevelopment of areas like the U.S. Postal Service site and Lents Town Center received a ranking of 5.8.

The Weinstein PR/BRINK team identified the need to address the following perceptions: that PDC's strategic direction is window dressing; that PDC is only about big real estate deals; that PDC is contributing to (or not addressing the impacts of) displacement and gentrification; and that PDC is reactive and responsive to the loudest and most influential voices.

The team also found that PDC needs to communicate differently: to better explain and simplify the new strategic direction and focus in resident-friendly ways; to bring together the real estate and jobs/equity sides in communications and practice; to ensure that the work matters to more than PDC's traditional stakeholders; and to focus on what PDC does best and eliminate agency programs that do not support the current direction.

The identified perceptions and communications needs called for a significant shift in PDC culture: to move outside current circles of influence and build stronger relationships with communities of color, women-owned businesses, and low-income neighborhoods; to hire more people of color and needed expertise; to implement strategic operational change that is authentic, transparent, and clear; to build a framework for communicating that resonates with more people; and to shift the way PDC engages with the public to create meaningful relationships.

## **RECOMMENDATIONS**

Based on learnings from the research phase, the Weinstein PR/BRINK team developed the following strategic communications recommendations:

### **1. Focus on Outcomes/Benefits.**

Develop a high-level definition that frames the organization's work and provides audiences with a clear understanding of outcomes PDC delivers to people/ communities (e.g. more jobs, stronger businesses, better communities, preserving income diversity). Answer the question clearly: How does PDC make Portland better? Highlight and report to community and stakeholders regularly:

- Number of jobs created
- Number of small businesses developed/housed
- Number of neighborhoods served
- Number of diverse workers and businesses supported
- Number of storefronts transformed
- Number of people met with
- Report to community regularly

### **2. Simplify the Message, and Ensure it Consistently Permeates All Channels and Formats.**

Utilize the clear outcomes-focused messaging across all PDC communications (web, email, digital, video, print, earned media, collateral, face-to-face, etc.). Focus the message to concisely and directly define the needs it meets, with strong emphasis on the outcomes produced. No more than five key messages. Make real estate your lowest message.

- Develop a high-level, one-page Strategic Plan overview for the broader community
- Use visuals—graphics/infographics/icons
- Design a neighborhood “heat map” highlighting your projects—use on your website, and in presentations and materials
- Align with website redesign already underway

### **3. Humanize PDC.**

Show the people who work at PDC. Show that the Mayor is involved. Use photos and case studies of the people who have used your programs and built successful businesses or created jobs. Have Kimberly give regular video briefings in addition to constant public face time. This is not a faceless government agency—it's a talented, committed team collaborating and partnering. Show your partners' faces and diverse audience members, and their debates and discussions. Tie your multiple programs together in your messaging and visuals:

- Consistent use of key messages
- Simple graphic/infographic
- Opening presentation slides
- Videos
- Boilerplate messaging on all communications

### **4. Employees Know First.**

They are trusted, well-respected, empowered ambassadors. Engage them so they know the plan, where senior management is taking them, and the role they play. Listen to them. Their first-hand experiences and insights can inform changes that positively impact perceptions. Create training for staff on communications and brand management:

- Provide communications tools they can use (slides, Key Messages, Q&As, talking points, graphics)
- Connect the brand and communications work to the Strategic Plan

### **5. Place a Greater Focus on Equity.**

The message and vision outlined in the strategic plan is powerful and inspiring. Articulating PDC's commitment to equity across all materials will help audiences better understand the organization's focus and strategic approach to the work — and how an equity approach benefits all Portlanders. Create new connections in your communities:

- Evaluate, redesign/refresh your community-engagement process to move beyond public meetings
- Consider a staff person dedicated to each neighborhood
- Facebook Live videos to interview and show off your work (“We’re here at Mercado...”)
- If possible, consider community ‘pop up’ offices in different parts of the city

### **6. Leverage Portlanders Who Share in Your Success.**

Engaging others to share personal stories is meaningful and powerful. Recruit Portlanders willing to communicate how their business, family or neighborhood has benefited because of PDC's programs and initiatives. Incorporate photos and videos of people whenever possible in these stories. Share these stories across multiple communications channels. Go beyond reporting ‘news’ to storytelling:

- Tell your ‘news’ through short stories and voices of individuals and businesses

helped and how. Embed in all your communications (web, social media, print, email).

- Use visuals—photos, graphics, video—that show people, small-scale community storefronts and neighborhood projects in all digital and print publications
- Update your website so it's optimized for mobile and reflects user experience best practices. Archive dated and non-relevant project content.
- Consistently report on/update project status.

## **7. Share Your Partners' Success.**

It's clear that strong collaboration among key partners is critical to effectively address the greatest challenges facing the region. Continue to thread the needle to connect the work of key partners, positioning PDC as a critical player in overall collaborative efforts to build a stronger, more equitable city. Communicate your partners' successes when appropriate, helping share the spotlight of your collaborative work:

- Create awareness for partner projects funded by PDC— "Project powered by PDC" storefront sign, digital stamp, etc.

## **8. Launch Brand and Programmatic/Organizational Changes at the Same Time.**

If possible, roll out the new brand and a new organizational direction at the same time, to ensure audiences that changes are more than cosmetic. Rebrand for the next era of Portland:

- Portland Development Commission needs to change in name and in practices and behavior.
- The name carries 58 years' baggage, Portland faces new challenges and PDC's mission and vision is changing.
- There is new leadership and a new Mayor is taking the helm.
- This is an opportunity to launch a new agency to create growth and opportunity for Portland and make it one of the most globally competitive, equitable and healthy cities in the world.

Supporting this strategic communications plan, the Weinstein PR/BRINK/DHM team presented their findings and recommendations to the Portland Development Commission in December 2016. It also presented findings and recommendations on multiple occasions to PDC leadership, employees and stakeholders, and helped develop communications tools for PDC leadership to further engage its staff and stakeholders.

Weinstein PR/BRINK continued to engage PDC employees and external stakeholders throughout the Brand Identity development and design process, via two-way dialogue and presentations to PDC leadership.

## KEY MESSAGES

FINAL: May 10, 2017

### Prosper Portland Building an Equitable Economy.

#### Key Messages

Key messages provide the framework for the way the agency talks about what they do and how they do it. This framework provides an opportunity to better explain and simplify the new strategic direction in resident-friendly ways.

#### Overall key message:

**Building an economy that works for everyone, especially for communities of color and those historically underserved.**

#### Supporting key messages

- Growing quality **jobs**
  - We provide Portland companies with access to new markets, technical assistance, and loans so they can grow and hire.
  - We connect Portlanders with better access to job training and job opportunities.
  - We support companies in a range of high-growth sectors that create quality jobs.
- Advancing opportunities for **prosperity**
  - We support property ownership and real estate projects that build wealth in historically underserved neighborhoods and communities of color.
  - We focus on growing small and promising businesses, including minority and women-owned businesses and those in low-income communities.
- Collaborating with **partners** for an equitable city
  - Collaboration with community organizations and the private sector is central to our job creation, place-making and economic opportunity work.
  - We secure the gains from economic growth and development to benefit all communities, including communities of color and those historically underserved.
- Creating vibrant **neighborhoods** and **communities**
  - We're helping Portland build and increase access to healthy, complete neighborhoods—those with essential goods and services, connected to jobs, with transportation options and access to open spaces— throughout the city.
  - We support innovative civic solutions that promote mixed-income neighborhoods with both affordable and workforce housing, and that evolve in ways that honor cultural diversity.



**RESOLUTION NO. 7232**

**RESOLUTION TITLE:**

ADOPTING THE PDC COMMUNICATIONS STRATEGY


Adopted by the Portland Development Commission on May 10, 2017

PRESENT FOR VOTE	COMMISSIONERS	VOTE		
		Yea	Nay	Abstain
<input checked="" type="checkbox"/>	Chair Tom Kelly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Commissioner Mark Edlen	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Commissioner Alisha Moreland-Capuia MD	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Commissioner William Myers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Commissioner Gustavo J. Cruz, Jr.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Consent Agenda		<input checked="" type="checkbox"/> Regular Agenda		

**CERTIFICATION**

**The undersigned hereby certifies that:**

*The attached resolution is a true and correct copy of the resolution as finally adopted at a Board Meeting of the Portland Development Commission and as duly recorded in the official minutes of the meeting.*

	<p><b>Date:</b></p> <p>May 12, 2017</p>
<p><b>Pam Micek, Recording Secretary</b></p>	