



American Cities Climate Challenge

EXHIBIT C

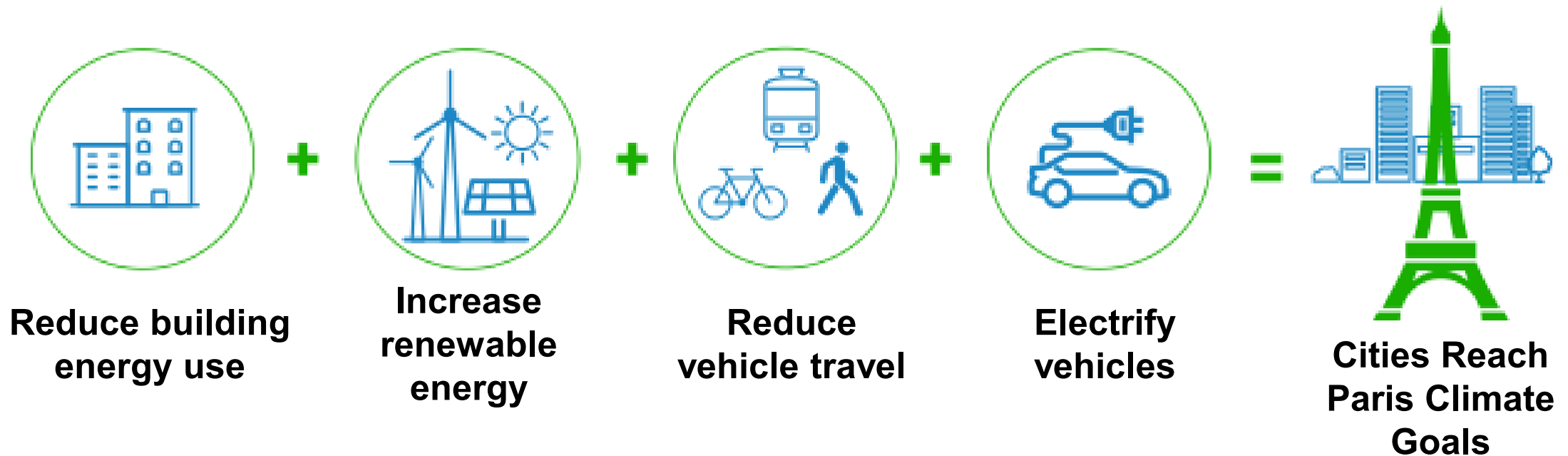
**City of Portland
City Strategy Plan**

Strategy Plan Template Instructions

- This strategy plan template aims to lay out **how cities' bold ideas will come to life** and generate concrete impact
- This template is being adopted by all ACCC winners to reflect their **participation** and **ambition** as a member of the selected cohort
- The purpose of this template is to **build on the work already completed** in elements of the ACCC application, rather than start from ground zero - with the ultimate goal of **celebrating a clear vision** for success
- By clearly identifying the **objectives, strategies, and goals** of this project, cities will bring themselves one step closer to a pathway paved for success

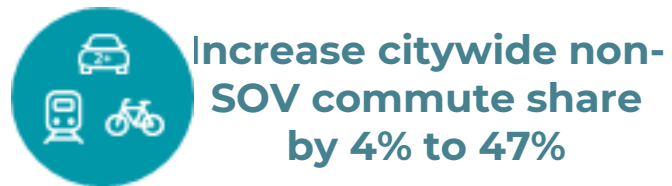
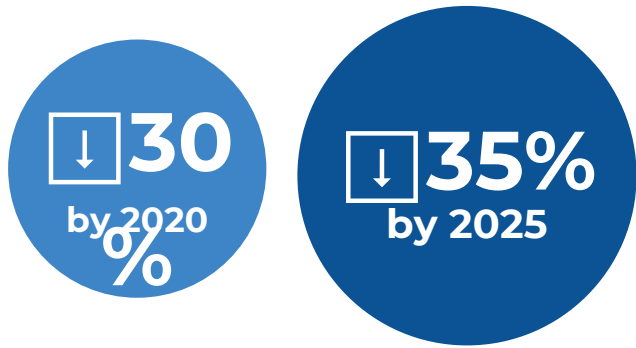
About the American Cities Climate Challenge

The **American Cities Climate Challenge** is a Bloomberg Philanthropies initiative that aims to accelerate and deepen U.S. cities' efforts to create the **greatest climate impact through 2020** and showcase the benefits – **good jobs, cleaner air, and cost savings** – that climate solutions brings.

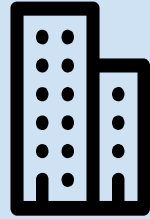


Vision

The **City of Portland** has committed to **ambitious energy savings and emissions reductions targets**



Strategies



DECARBONIZE ENERGY
by improving energy efficiency and developing renewable projects



REDUCE EMISSIONS FROM TRANSPORTATION
by improving public transit, pedestrian conditions, and changing behavior

Goals (end of 2020)

Community solar: **City's role in community solar is clearly defined; at least 1 community solar project substantially under development in Portland.**

Deep Energy Efficiency: **Establish annual energy reduction goal for municipal buildings. Present City Council with a budget request for portfolio of energy efficiency work in municipal buildings**

Bicycle & pedestrian networks: **Complete three bicycle priority projects in Central City. Compare pre and post performance data to inform future project design.**

Transit improvements: **Start construction on four Central City transit priority projects; compare pre and post performance data to inform future project design.**

Pricing & Prioritization: **Create & advance pricing & mobility strategy; advance freeway pricing; complete ROW valuation analysis; implement pricing & priority pilots.**

Commuter & Resident incentives: **Expand Transportation Wallet; pilot a Portland Commute Trip Reduction (CTR) project; implement a citywide TDM program.**

Action: Community-based renewable energy

2020 Goal

What would success look like in 2020?



City identifies its role within the emerging statewide community solar program



City facilitates/supports development of community-solar project benefiting people of color and low-income communities

Description

Portland's 100 Percent Renewables Resolution calls for 2% and 10% of clean energy generation be community-owned and based by 2030 and 2050, respectively. Given the emerging Portland Clean Energy Fund and statewide community solar program, the City wants to determine a gap to fill in the market to advance these goals. The City will consider the roles of project developer, land owner/lessor, resource and convener, and anchor tenant/investor, and will move forward in one or more roles to advance these goals.

Ownership

Who is the primary lead?

Owner: Andria Jacob (.25 FTE)

Key Indicators

What metrics will measure success?

of kW of renewable energy installed
of subscribers and demographics (% low-income subscribers; % people of color subscribers, etc.)

Resources Requested

What resources, support, or partners are critical?

- **Capacity:** Support capacity development in frontline communities
- **Technical assistance:** gap analysis; strategy development. Evaluate business models. Evaluate procurement strategies, support RFP/RFI development. Support the execution of specific transactions (e.g. if City is going to pursue project development or if we will invest as an (anchor) tenant in a third-party project.)

Action: Deep Energy Efficiency Retrofits

2020 Goal

What would success look like in 2020?



Benchmark ~100 municipal buildings



Establish annual energy reduction goal for municipal buildings. Develop a strategic plan for decarbonizing City buildings by 2030.



Present Council with budget request for first phase of energy efficiency work identified in strategic plan

Description

Long-term goal for City assets is net zero carbon by 2030. Energy efficiency in buildings is an essential pillar of decarbonization. In order to meet these goals, BPS will facilitate coordination among three key bureaus (OMF Division of Asset Management/Fire Bureau/Parks & Recreation), develop an energy management strategy across multiple bureaus and identify funding for the first phase of projects identified in the strategic plan.

Ownership

Who is the primary lead?

Owner: Danny Grady (1.0 FTE)

Key Indicators

What metrics will measure success?

% reduction in energy consumption.
Milestone tracking: adoption of strategic plan for decarbonizing municipal buildings; City Council approval of budget.

Resources Requested

What resources, support, or partners are critical?

- **Technical assistance:** developing road map for energy efficiency upgrades in City building portfolio.
- **Resources/Networking:** identifying pathways and best practices that have been successfully implemented elsewhere.

Action: Improve public transit speed, reliability and user experience

2020 Goal

What would success look like in 2020?



Start construction on four Central City transit priority projects totalling 1.1 miles



Compare pre and post performance data on completed projects to inform future project design

Description

Implement transit improvements in accordance with CCIM, using and collecting data and messaging around equity and mobility benefits to inform future program design.

Ownership

Who is the primary lead?

Owner: Gabe Graff (1.0 FTE, shared with CCIM bike/ped elements) & Peter Hurley (.5 FTE, PFL)

Key Indicators

What metrics will measure success?

Transit speed, miles improved, reliability, and ridership.
Person throughput.
Expanded equitable access.

Resources Requested

What resources, support, or partners are critical?

- Capacity: performance management system, communications
- Technical assistance: behavior change/nudging, best practices from other cities
- Engagement: soliciting and analyzing input from key stakeholders
- Funding: financial assistance for community group(s)

Action: Implement high priority segments in the walking and bicycling network

2020 Goal

What would success look like in 2020?



Complete three bicycle priority projects in Central City totalling 4.5 miles



Compare pre and post performance data on completed projects to inform future project design

Description

In accordance with CCIM, implement next generation investments in separated bike routes, improved pedestrian connections, and clear demarcation of street space for freight, transit and bicycles. Simultaneously begin implementing Performance Feedback Loop, a decisionmaking and storytelling process relying on improved data practices to build public support for implementing projects.

Ownership

Who is the primary lead?

Owner: Gabe Graff (1.0 FTE, shared with CCIM transit elements)

Key Indicators

What metrics will measure success?

Lane miles of bikelanes
Number of bicycle/scooter and pedestrian trips
Mode shift (if able to survey)
Vehicle Miles Traveled reduced (if able to survey)

Resources Requested

What resources, support, or partners are critical?

- Technical assistance: behavior change/nudging, best practices from other cities
- Communications: support for major communications campaign
- Engagement: soliciting and analyzing input from key stakeholders
- Funding: financial assistance for community group(s)

Action: Trip Reduction Incentives

2020 Goal

What would success look like in 2020?



14% increase in district employees using Transportation Wallet



Design and pilot Central City Commute Trip Reduction program

Description

Expand Transportation Wallet in at least one parking district that includes employers in congested areas. Pilot a Portland Commute Trip Reduction (CTR) project with employers in one or more congested corridors or locations. Implement a citywide TDM program for residents, and perhaps commuters, with an equity focus. Collect performance data from all programs.

Ownership

Who is the primary lead?

Owner: Steve Hoyt-McBeth (.25 FTE)

Key Indicators

What metrics will measure success?

Mode shift & VMT reduced & Expanded equitable access
% of employers offering and employees using incentives
% employees using Transportation Wallet

Resources Requested

What resources, support, or partners are critical?

- Technical assistance: behavior change/nudging, commuter incentive impact evaluation
- Communications: assistance with marketing, build engagement with key stakeholders, support for major communications campaign
- Engagement: soliciting input from key stakeholders

Action: Strategy for Improving Mobility through Pricing & Prioritization

2020 Goal

What would success look like in 2020?



Produce roadmap to advance low-carbon mobility through pricing



Equity stakeholder recommendations incorporated in pricing & mobility roadmap



Pilot projects: HOV priority projects implemented and proven successful

Description

Create pricing & mobility roadmap: set up data collection to measure mobility & congestion; create equity stakeholder group; complete scenario creation & regional policy modeling; complete ROW valuation analysis; gain behavior & comms insights; maintain CoP pricing authority; Advance freeway pricing & implement priority pilots.

Ownership

Who is the primary lead?

Owners:

Shoshana Cohen (mobility & pricing roadmap; pricing) .25 FTE
Peter Hurley (prioritization and precision pricing pilots) .25 FTE

Key Indicators

What metrics will measure success?

Milestones: plan finalized, pilot launched, stakeholder input distilled
Pilot project mode shift
Change in public support

Resources Requested

What resources, support, or partners are critical?

Technical assistance: actively managed peer-to-peer best practices network, behavior change/nudging.
Communications: public opinion research, strategic communications plan, support for major communication campaign.
Engagement: soliciting and analyzing input from key stakeholders.

City Climate Advisor

Responsibilities

- **Project Management:** Develop and execute a detailed work plan to implement the city's plans for climate mitigation through transportation and energy policies and programs with expertise in transportation data sourcing and analytics; narrative development, testing, and implementation, and change management to facilitate organizational alignment and investment.
- **Stakeholder Outreach and Management:** Lead various work streams including but not limited to outreach to stakeholders, both internal to city government and the broader community of private sector, non-profit, philanthropic, and community partners; drafting internal and public-facing documents; navigating internal city processes in coordination with our partners; develop public outreach and engagement strategies for transportation priorities including commuter incentives, transportation prioritization and pricing, and high efficiency infrastructure. Additional outreach around community based renewable energy infrastructure and expertise in energy services performance contracting for municipal facilities. Experience incorporating the perspectives of multiple communities, including communities of color, in the consideration of impacts and outcomes of a decision-making process.
- **Education and Policy Engagement:** Educate city stakeholders and the local community on the importance of addressing climate change through transportation and buildings policies and programs. Successfully support sustainability measures in the face of competing city priorities. Provide legislative review and policy research and analysis, with a focus on transportation policies and programs. Develop an engagement strategy to better represent Portland residents and stakeholders on climate issues, focusing on frontline communities that are often underrepresented in civic forums.
- **Data Management and Analysis:** Manage robust transportation data sourcing, analysis, and utilization to facilitate program and policy development and implementation of high efficiency infrastructure, commuter incentives, and transportation prioritization and pricing.
- **Network Development:** Develop and manage strong relationships with the city government, key stakeholders, and partners in the community. Maintain appropriate communication and information flow with community partners.
- **Challenge Participation:** Actively participate in the ACCC network of cities. This includes joining regularly scheduled calls, participating in online trainings, and attending in-person convenings.