

MEASURES OF SUCCESS

YOU CAN'T TRACK WHAT YOU DON'T MEASURE, AND WHAT YOU DON'T MEASURE RARELY GETS DONE. WHILE THERE ARE HUNDREDS OF DATA POINTS WITHIN THE PORTLAND PLAN TO TRACK PROGRESS, IT IS SIMPLY NOT FEASIBLE TO MEASURE EVERYTHING. INSTEAD, THE PORTLAND PLAN IDENTIFIES TWELVE CORE MEASURES — EACH SERVES AS AN INDICATOR ABOUT THE CITY.

12 CITYWIDE MEASURES

- 1. Equity and inclusion**
- 2. Resident satisfaction**
- 3. Educated youth**
- 4. Prosperous households**
- 5. Growing business**
- 6. Job growth**
- 7. Transit and active transportation**
- 8. Reduced carbon emissions**
- 9. Complete neighborhoods**
- 10. Healthier people**
- 11. Safer city**
- 12. Healthy watersheds**

MEASURING SUCCESS

Many aspects of the city that are important to measure and manage — like equity, prosperity, resilience and happiness — are often extremely difficult to quantify. However, we can measure these abstract concepts indirectly by using related metrics.

The 12 Portland Plan indicators are like medical vital signs, like, heartbeat, temperature, and blood pressure. Each vital sign is an indicator of overall health. If one or more is not what it is expected to be, further diagnosis is needed. Each Portland Plan indicator can provide insight into Portland's overall health. For example, the educated youth indicator, tracking the on-time high school graduation rate, tells us how many youth are finishing high school on time, and it also indicates whether youth have strong support systems, if early childhood education is adequate and if Portland is likely to have the trained and skilled workforce it needs to be competitive.

This focused list of measures provides a snapshot of the current state of the city and an overview of the challenges that stand between where we are today and where we want to be by 2035. The purpose of these measures is to provide an overall sense of where the city is headed and of current conditions related to our past performance and future goals. These measures cannot and are not intended to tell us everything about each topic.

Most of the measures have an explicit goal. For example, by 2035 we want to see 90 percent of high school students graduate on time and have 70 percent of Portlanders take transit, walk, bike, carpool to work or work from home. At first glance, these goals may seem overly ambitious. They are intentionally set high to inspire creativity and hard work.

Some of the measures are descriptive and do not include explicit goals. For example, there is not a goal for the Diversity Index or Income Distribution measures. For these indicators, there is not a specific agreed upon standard the City and partners need to meet to be considered successful. These two measures give us a sense of the equity in Portland, but are not the whole story.

Looking more closely at disparities by race, income, gender, geographic location, age and ability, across many indicators will be necessary in order to understand whether we are achieving equitable outcomes.

In partnership with the City's newly created Office of Equity and Human Rights and Portland State University's Greater Portland Pulse project, a deeper dive into disparities will be part of future indicator projects. This may also include finding new metrics and even new ways to survey Portlanders.

As we implement the five-year action plan, we will evaluate progress on these measures. If progress on a measure is moving in the wrong direction, it is time to evaluate and adjust our approach. We will also benchmark ourselves, whenever possible, against exemplary national and international cities. These examples are inspiring and offer proof that achieving our ambitious goals is possible.

While each indicator will measure progress on a citywide basis, many of the indicators will also examine differences across income and racial and ethnic groups. To ensure better tracking, the Portland Plan partners will continue to expand and improve data collection, and as more and better information becomes available, we will expand the evaluation across these categories.

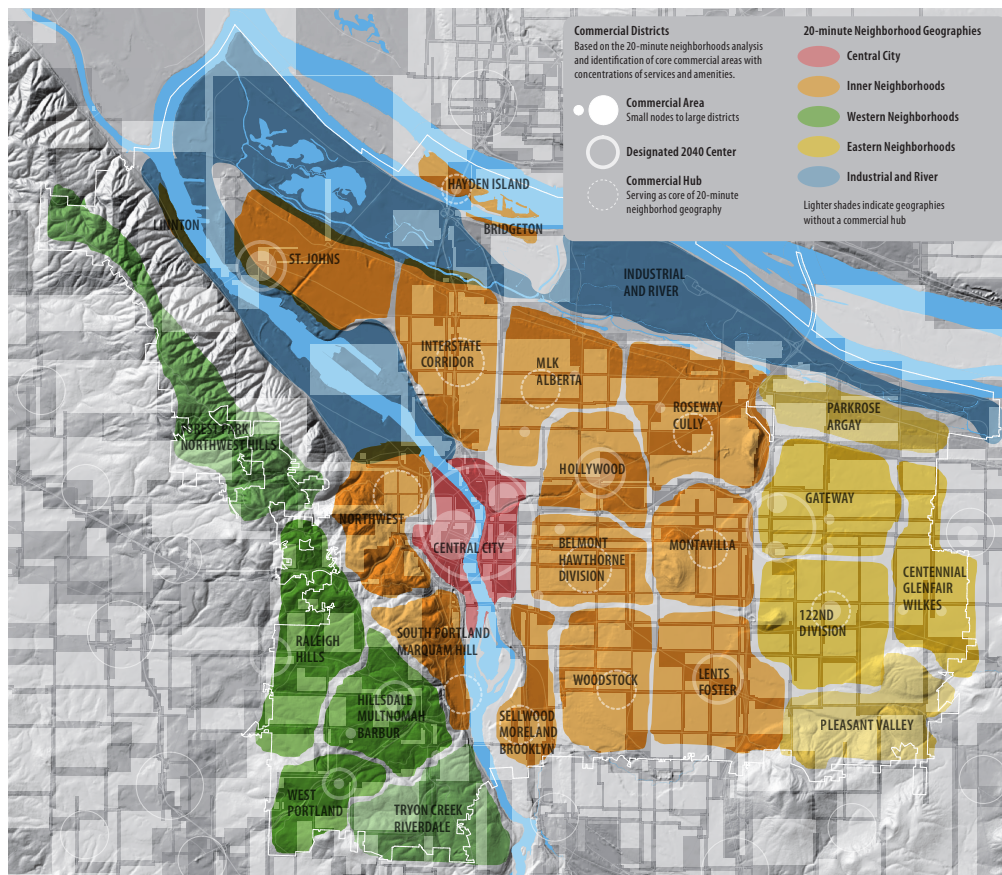
MEASURING FOR EQUITABLE OUTCOMES

Regional and local measures

Economic, social and environmental trends affect our city, region and community groups in different ways. Therefore, it is important to measure trends and issues at various geographic scales. The City of Portland is part of a regional measures project, Greater Portland Pulse. The City is also tracking outcomes at the neighborhood level. Information on both of these related projects is provided below.

Greater Portland Pulse (formerly Greater Portland Vancouver Indicators) is the indicators project for the entire Portland-Vancouver region. The City of Portland is an active and engaged contributor to this project. The Portland Plan Indicators and Greater Portland Pulse indicators are complementary and together they provide a robust picture of regional and city health. For more information, please visit: www.portlandpulse.org.

Local measures. As part of the Portland Plan analysis, we looked at how different parts of the city were faring in terms of the citywide measures of success. The local analysis areas are shown on the map on this page. A summary of this research will be provided as a companion piece to the Portland Plan later this year at www.pdxplan.com.



1 EQUITY AND INCLUSION

When all Portlanders have access to a high-quality education, living wage jobs, safe neighborhoods, a healthy natural environment, efficient public transit, parks and green spaces, decent housing, and healthy food and can fully participate in and influence public decision-making, we will have an equitable and inclusive city. We have a long way to go to get there.

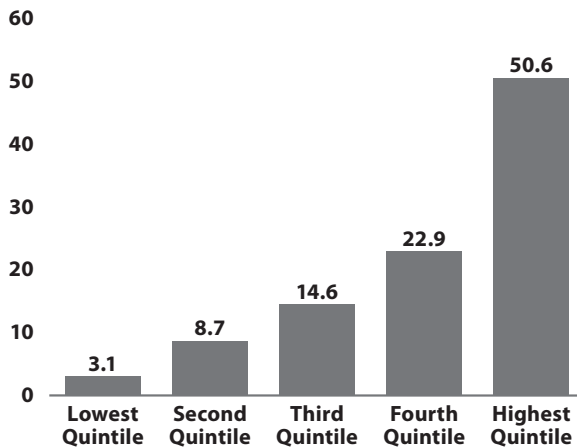
While equity is measured in many of the other eleven indicators, it is important to have a separate set of measures that show us how well integrated and inclusive the city’s population is. Two measures, when looked at together, help us assess Portland’s level of equity and inclusion:

- Income distribution
- Diversity index

INCOME DISTRIBUTION

Portland, like the rest of the country, continues to be unequal with regard to income distribution. The lowest twenty percent of income earners earned only three percent of total income in the city. The highest fifth earned just over 50 percent, more than 15 times that of the poorest fifth. Portland’s income distribution is similar to the nation as a whole.

**Income Distribution
(City of Portland, 2005–09)**



DIVERSITY INDEX

The diversity index reports the percentage of times two randomly selected people differ by race / ethnicity. The index considers persons of Hispanic or Latino origin and all races. A higher number indicates more diversity.

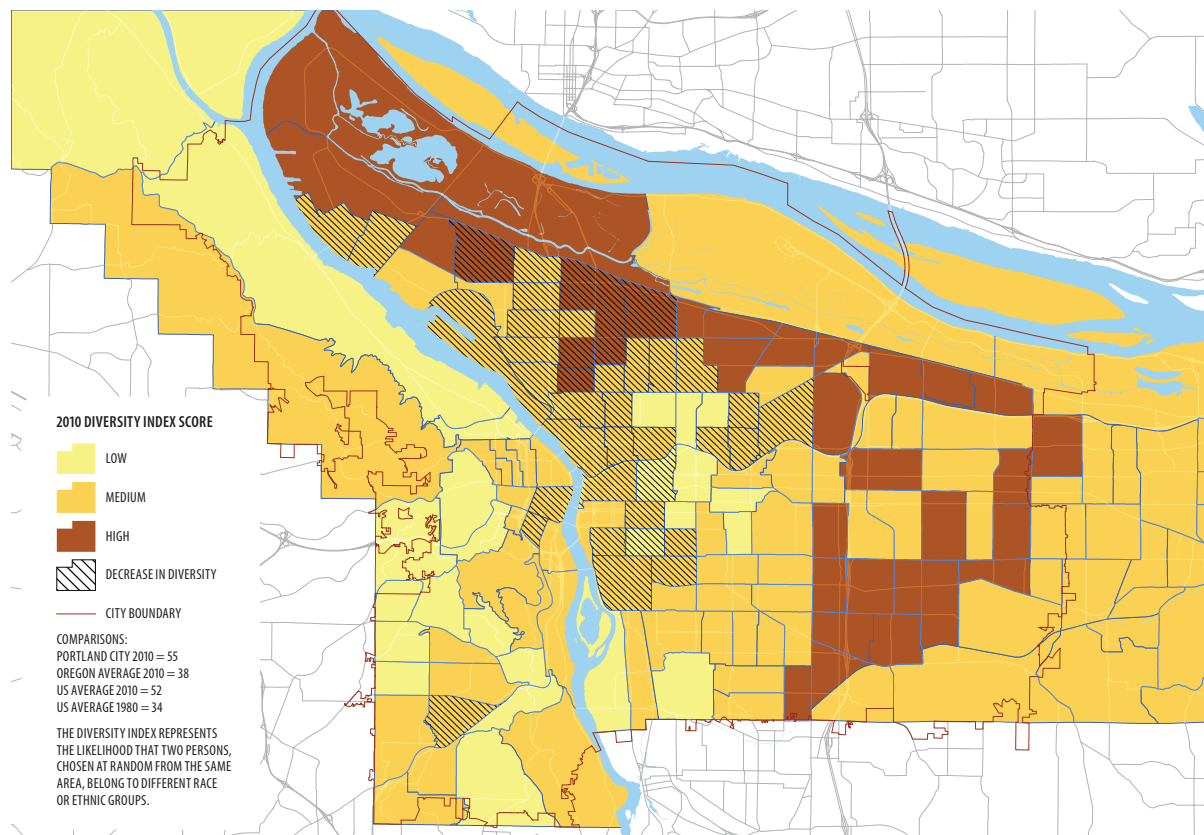
Portland, as a whole, has a diversity index of 55 (2010), which is just above the national average of 52. Oregon's diversity index is 38.

While racial and ethnic diversity, overall, is growing, it varies across the city. In 2010, the diversity index shows that census tracts in North, Northeast and East Portland have high levels of diversity. However, a closer look shows that between 2000 and 2010, diversity has notably declined in inner North and Northeast neighborhoods. Conversely, the diversity rates in East Portland have significantly increased.

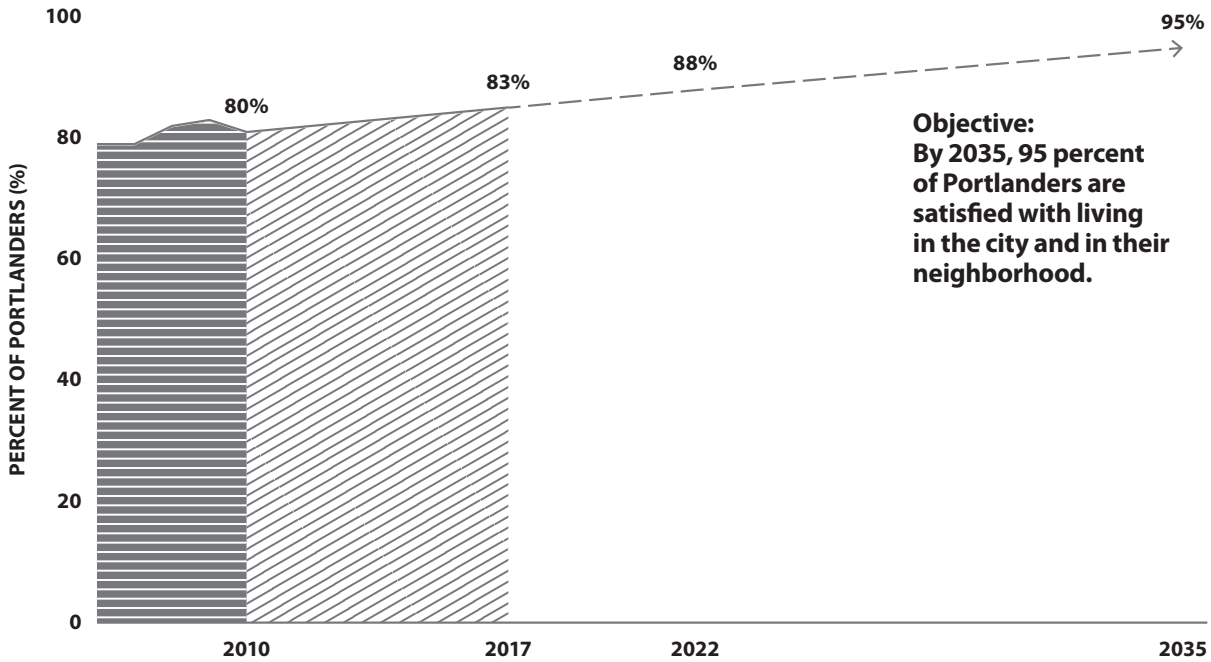
The distribution and change in diversity suggests that non-white residents are increasingly being pushed to the outer edges of the city, where housing

is more affordable, but transit service is less frequent, many streets are unimproved and there are fewer pedestrian-accessible commercial services.

Increasingly, the eastern edge of the city is becoming more and more diverse. Not only are more and more people of color locating there, but also white residents, many of whom are recent immigrants from Eastern Europe and the Middle East. Given that these groups disproportionately earn less income, East Portland shoulders a larger proportion of diverse and lower income residents than the rest of the city. Thus, emphasis on priority investments in East Portland can help increase overall equity in the city.



2 RESIDENT SATISFACTION



PERCENT OF PORTLANDERS SATISFIED LIVING IN THE CITY

Since 2006, resident ratings of overall city and neighborhood livability have remained relatively steady. In 2010, over 80 percent of residents reported positive feelings about livability in the city and their neighborhood, suggesting relatively high satisfaction with living in Portland.

Why measure Portland’s level of satisfaction with living in the city?

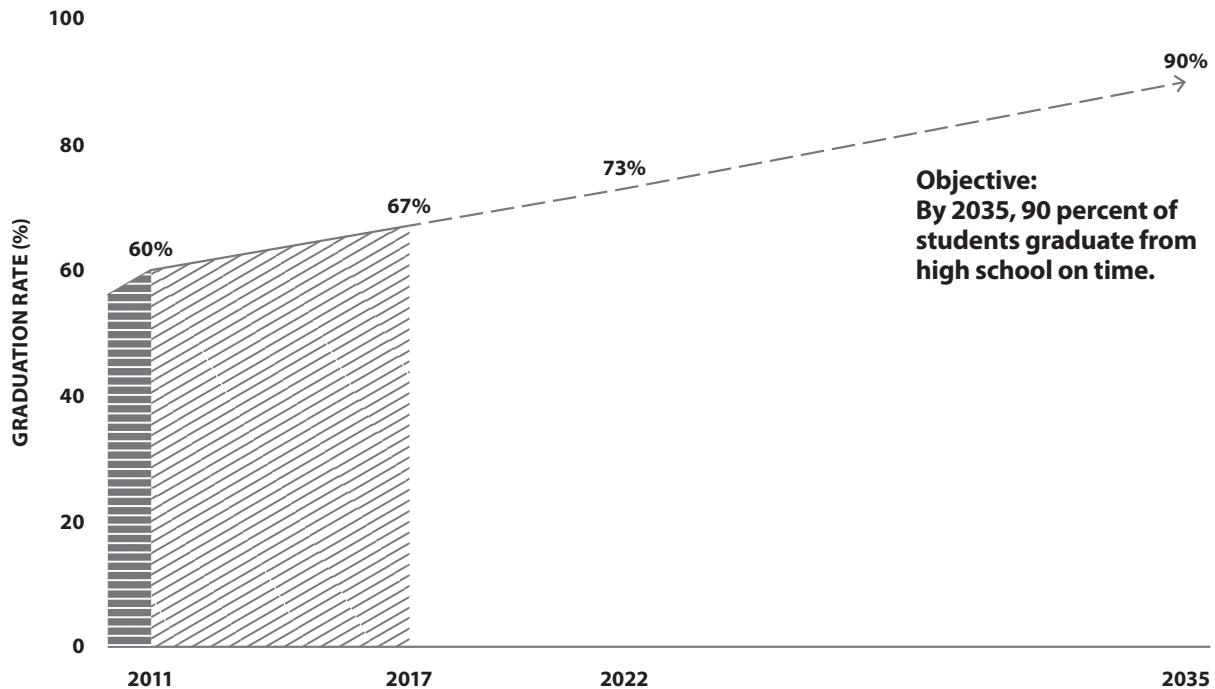
Portlanders’ responses to this question say a lot about how services are distributed and how smoothly the city is running. If your streets are clean, your neighborhoods feel safe, you have a job and getting to work isn’t that difficult, you are more likely to be fairly satisfied with living in the city and your neighborhood. This indicator survey question is the equivalent of an earnest, “How are you?” It is a good starting point for a more detailed conversation about what is going on in your life and in your city.

Currently this survey question is the best measure available. As methods of quantifying happiness, well-being or quality of life improve, the city will adjust its monitoring methods to more accurately reflect residents’ overall levels of satisfaction with living in the city.

How aggressive is this target?

Over the next 25 years, it can be met if we achieve about a one-half percent improvement every year.

3 EDUCATED YOUTH



4-YEAR GRADUATION RATE

On a yearly basis, the disparity in on-time graduation rates between white and Asian students and African American, Native American and Latino students is reduced and the achievement gap closes. The drop-out rate is reduced by half in five years.

Today, the on-time high school graduation rate, which measures the percentage of students who complete high school in four years, is well below an acceptable level in most Portland area school districts. The weighted on-time graduation rate for all school districts in Portland is 60 percent. With the exception of the Riverdale School District, the 2007–2008 to 2010–2011 cohort graduation rates

for the city of Portland’s three main public school districts were below 70 percent and two others were below 60 percent.

It is critically important to note that African American, Hispanic and Native American students graduated from high school at lower rates than their Asian and white classmates. In 2010–11, in all district schools, 50 percent of African-American students, 45 percent of Hispanic students and 41 percent of Native American students graduated in four years. Closing the achievement gap and working to ensure that more African American, Native American and Hispanic students graduate on time is critical to ensuring a more equitable and prosperous city.



HIGH PERFORMER: OUR GOAL IS IN LINE WITH GERMANY, JAPAN, NORWAY, AMONG A FEW OTHER COUNTRIES, WHICH GRADUATE OVER 90% OF THEIR SECONDARY STUDENTS AT THE TYPICAL AGE OF GRADUATION.

EDUCATED YOUTH

Why measure the graduation rate?

Although some students find an alternate path — finishing high school early, later or through alternative programs — the on-time high school graduation rate remains a solid indicator of support and preparedness for future success. It tells us about the strength of student support networks, from kindergarten to the late teen years, and it indicates whether we are likely to have an able and well-trained work force, which is critical to a strong economy and a safe and healthy city.

Today's economy is skill dependent. Most living-wage jobs now require education or training beyond high school. In addition, according to Talent Dividend Metrics: A Program Report, (Cortright, J. Impresa Consulting, April 2010), increasing the number of individuals who earn a two-year or four-year degree by age 24 by one percent is estimated to boost the local economy by \$1.6 billion annually. If local schools have low on-time graduation rates, is it less likely that Portland youth will later complete post-secondary education or training programs.

High school graduation is a key step on the way to completing career training, securing a quality job and fully participating in community and civic life. Missing that step often sends students off course. Students that do not graduate from high school are less likely to secure stable living wage employment as adults and may be less able to support themselves and their families as adults.

How aggressive is this target?

The David Douglas, Parkrose, Reynolds and Portland Public Schools all saw slight increases in graduation rate between the 2009–2010 and 2010–2011 school years. Raising the graduation rate to 90 percent for all school districts is an aggressive target, but the economic and social benefits are huge.



2 IN 3
HIGH SCHOOL GRADS
DO NOT CONTINUE
THEIR EDUCATION

Four-year high school graduation rates in Portland area school districts (2007–2011 Cohort)

Class of 2011

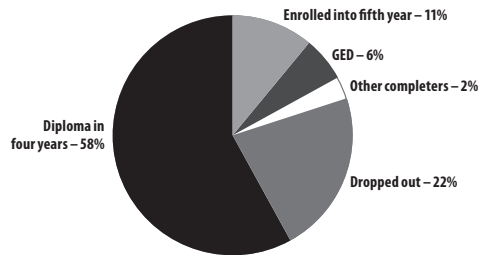
District Name	2008–09	2009–10	2010–11
Centennial	62%	58%	62%
David Douglas	57%	61%	68%
Parkrose	55%	58%	62%
Portland	53%	54%	59%
Reynolds	53%	58%	52%
Riverdale	98%	100%	88%

Source: Oregon Education Department. January 25, 2012.

Results after four years of high school in Portland area school districts, class of 2011.

Results after four years of high school (2007–2011 Cohort)

Class of 2011



Diploma in four years	58%
Enrolled into fifth year	11%
GED	6%
Other completers	2%
Dropped out	22%

Source: Oregon Education Department. January 25, 2012.

When weighted for student population, the on-time graduation rate for all schools is 60 percent.

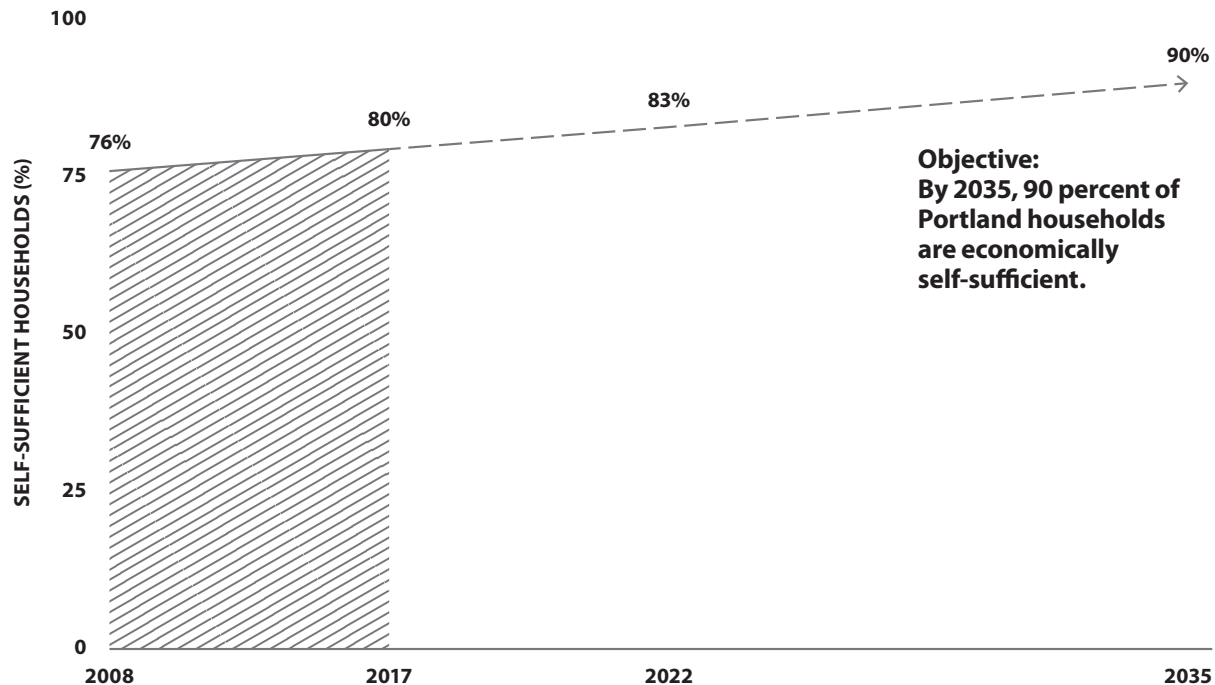
Four-year high school graduation rate in Portland area school districts by race or ethnicity

Class of 2011

Race or Ethnicity	Number of Students	Graduates	Graduation Rate
Asian	633	435	69%
White	3,073	1,929	63%
Black	770	385	50%
Hispanic	998	447	45%
Native American	95	39	41%
Multi-ethnic	233	135	58%

Source: Oregon Education Department. January 25, 2012. Cohort media file 2010–2011

4 PROSPEROUS HOUSEHOLDS



SELF-SUFFICIENT HOUSEHOLDS

Today, approximately 77 percent of Portland households earn enough income to be considered economically self-sufficient. This means more than 20 percent of Portlanders do not make enough money to cover their basic household needs. The Self-Sufficiency Index measures whether an income is sufficient to meet the basic needs of most adults, including the cost of housing, childcare, food, health care and transportation. Unlike the federal poverty measure, this standard looks at “real world” household costs, not just the cost of food. The index reflects the variation in the cost of these items by geography and the effects of taxes and tax credits on household income.

Why measure household self-sufficiency?

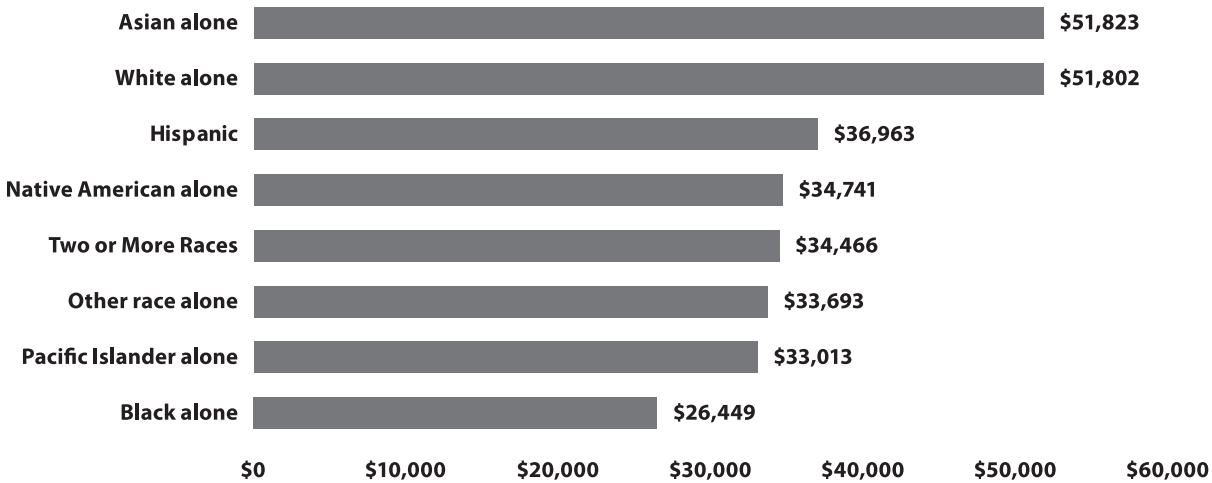
For example, using the federal poverty level as a threshold, the annual income threshold of the federal poverty level for a household with an adult and infant was \$14,840 (2008). In comparison, the Self-Sufficiency Index posits that an annual income of \$35,711 is needed to meet the basic needs of the same family. Unfortunately, this income substantially exceeds the average 2008 earnings in Multnomah County. In 2008, annual income (2008) for workers in various employment sectors was:

- Retail worker — \$27,300
- Food and drink service — \$16,600
- Personal service workers — \$25,360

Low-income residents have generally lost ground during the economic growth of recent decades. From 1979 to 2005, Oregon households in the bottom fifth of the income distribution have seen a 14 percent decline in their inflation-adjusted average income. In particular, disproportionate income disparities persist for communities of color, residents with disabilities, young female householders and other groups.

PROSPEROUS HOUSEHOLDS

Median household income by race/ethnicity, 2010, Portland, OR



Source: 2006–2010 American Community Survey 5-Year Estimates.

How aggressive is this target?

Meeting the 90 percent target of self-sufficient households will require aggressive new tools to reduce barriers to upward mobility for the working poor, such as training for disadvantaged workers, affordable childcare, and initiatives to reduce racial and ethnic disparities.

Portland's Economic Opportunity Initiative, launched in 2004, refocused local poverty-reduction efforts, and it has been replicated as a national model. The program goal is to increase the income and assets of low-income participants by 25 percent within three

years, primarily through job training and placement. In 2008–09, the program served about 2,600 participants, and three-year graduates achieved success with 90 percent of the program's workforce goals.

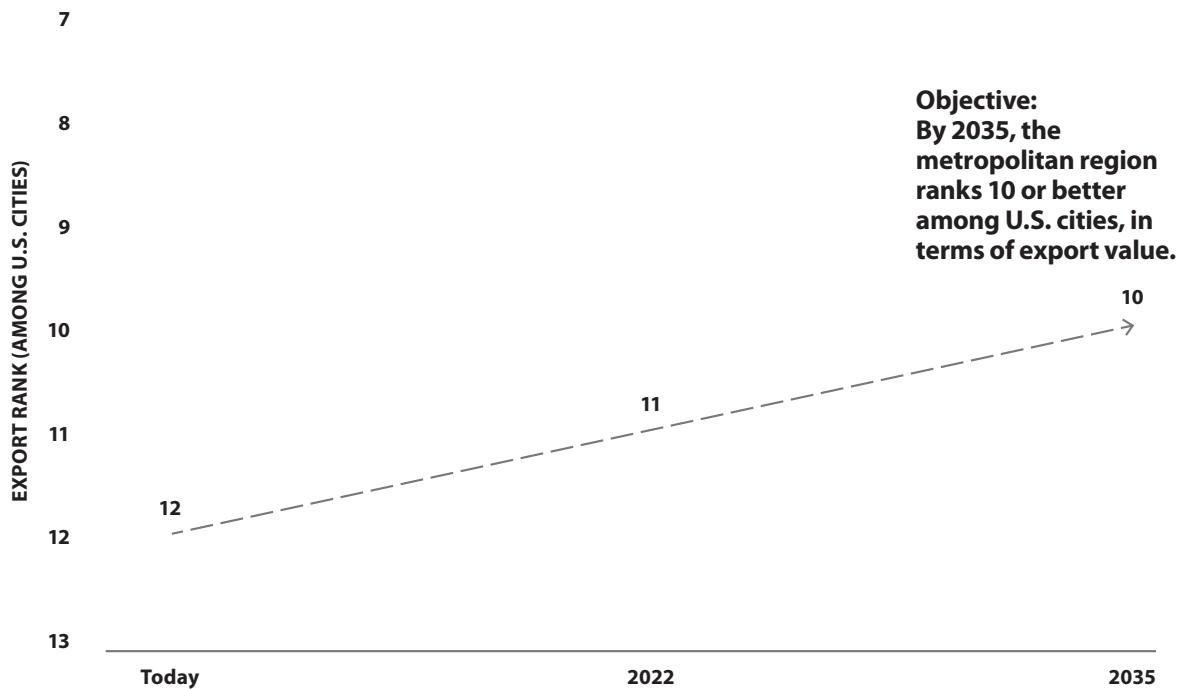
Currently, the standard is calculated at the county level, but not at the city level. Eighty percent of Multnomah County's population lives in the City of Portland. This information shows that many households in Multnomah County — more than double the households than the federal poverty level captures — struggle to meet their everyday needs.

Percent of Portlanders who are economically self sufficient (2008)

Geography	Income Category			Total
	Below Poverty	Above Poverty, Below Self-Sufficiency	Above Self-Sufficiency	
Multnomah County (Portland)	10.3%	13.2%	76.5%	100%
Washington County	6.7%	18.9%	74.3%	100%
Clackamas County	6.1%	18.7%	75.2%	100%

Source: Gu, Danan and Sheila Martin, et. al. *Where the Ends Don't Meet: Measuring poverty and self-sufficiency among Oregon's families.* Institute of Metropolitan Studies, Portland State University. March 2010.

5 GROWING BUSINESS



EXPORT PRODUCTION RANK

The Portland-Vancouver-Beaverton, OR-WA, metropolitan region relies on its export-oriented economy. Exports are about 20 percent of the region’s total economy, supporting over 125,000 jobs. The Portland metropolitan region exported about \$22 billion in goods and services in 2008, ranking 12th among the top 100 largest metropolitan areas. By 2035, the goal is for the metropolitan region to move up the list and achieve a rank of 10th or better.

Why measure export production?

The more than 125,000 traded-sector jobs that are part of Portland’s export economy tend to pay higher wages. In the Portland region’s largest export industry, computers and electronic products, the average wage was more than \$90,000. That’s double the national average wage.

Part of this export economy depends on the state’s global trade gateway in Portland’s harbor and Columbia Corridor industrial districts. The 80,000 jobs in these districts are a core part of the city’s living-wage job base and support employment and businesses statewide. The strength of Portland’s trade gateway compared to other West Coast ports has been mixed. The region’s share of the West Coast’s waterborne export trade (in terms of product value) increased slightly from 8.7 percent in 2003 to 8.9 percent in 2010. However, during that same time

period, the value of exported waterborne cargo decreased (in terms of Portland’s percent of the total from all West Coast ports) from 4.5 percent in 2003 to 4.0 percent in 2010.

Examples of recent success

Portland’s economic development strategy is focused on the promotion of five target sectors that can provide future growth in the total amount and range of Portland’s export of goods and services. Also, construction began this year on Subaru’s expansion into a new \$20 million parts distribution center in Rivergate. Import distribution centers such as this one have strategic value for Portland’s growth as a trade gateway, by improving our export/import balance for container cargo. This facility is also the region’s first new major for-lease warehouse development since 2008, helping to turn the corner in our recession recovery.

GROWING BUSINESS

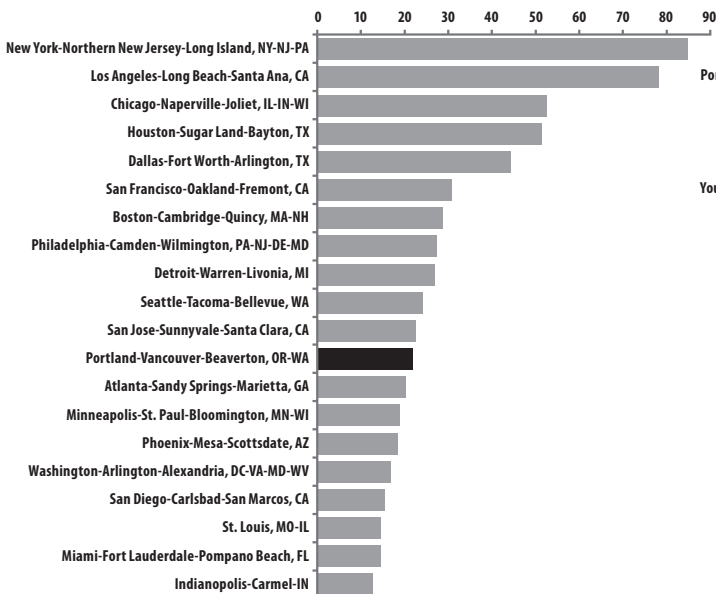
How aggressive is this target?

Meeting the target will require aggressive responses. Freight mobility is challenged by the forecast doubling of regional freight tonnage by 2035, tightening transportation budgets, and increasing urban congestion. The region must fully implement the Metropolitan Export Initiative (MEI), increase the number of businesses exporting to international markets, and have enough industrial land supply to meet job growth demand.

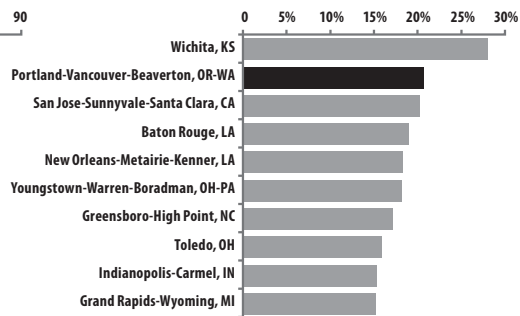
What is the traded sector?

The traded sector is the portion of the local economy that serves regional, national and international markets. Traded sector businesses are businesses that create a product here, but sell or trade it with businesses or people who are not part of the local economy.

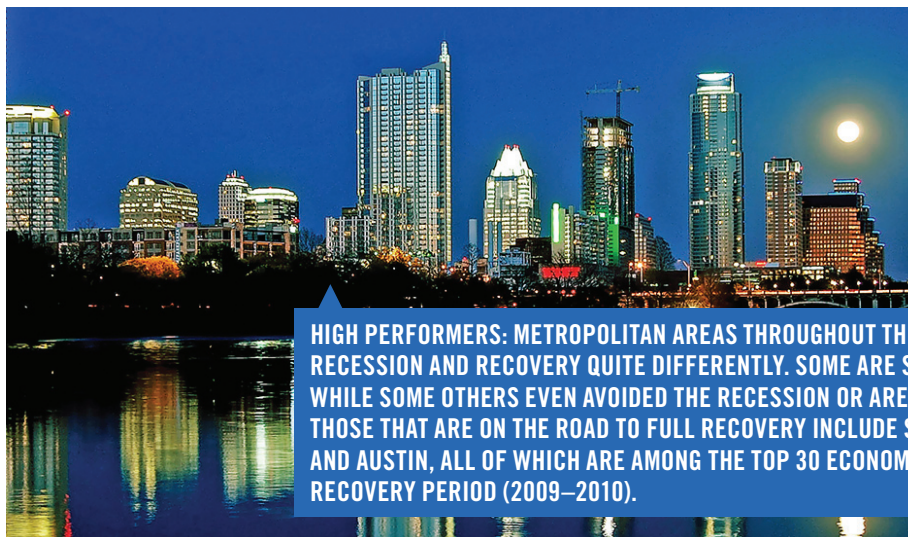
Top 20 Metropolitan Areas by Total Exports Produced, 2008 (in billions of dollars)



Metro Areas Ranked by Exports as Share of Gross Metropolitan Product

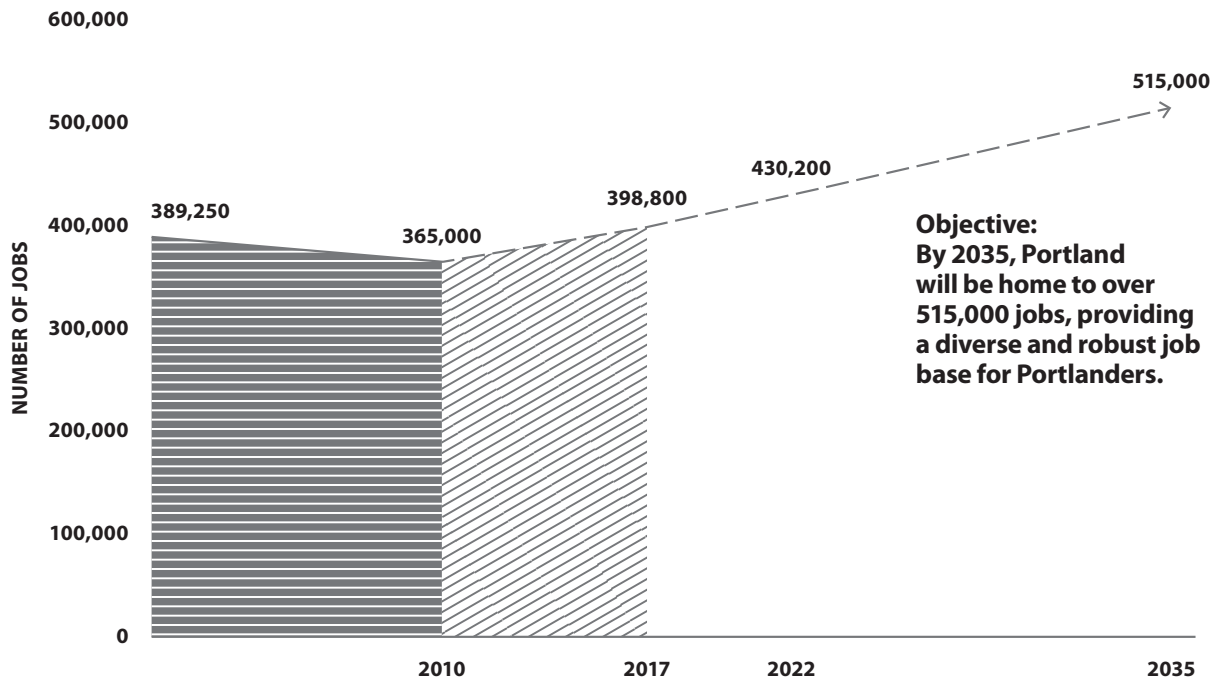


Source: Emilia Istrate, Jonathon Rothwell and Bruce Katz, *Export Nation: How U.S. Metros Lead National Export Growth and Boost Competitiveness* (Washington, D.C., Brookings Institute, July 2010). Brookings analysis of Moody's Economy.com, USITC, BEA, IRS and IIE data.



HIGH PERFORMERS: METROPOLITAN AREAS THROUGHOUT THE WORLD EXPERIENCED THE IMPACT OF THE RECESSION AND RECOVERY QUITE DIFFERENTLY. SOME ARE STILL EXPERIENCING LINGERING EFFECTS, WHILE SOME OTHERS EVEN AVOIDED THE RECESSION OR ARE ON A PATH TO FULL RECOVERY. AMONG THOSE THAT ARE ON THE ROAD TO FULL RECOVERY INCLUDE SINGAPORE, RIO DE JANEIRO, MELBOURNE AND AUSTIN, ALL OF WHICH ARE AMONG THE TOP 30 ECONOMIC PERFORMING CITIES DURING THE RECOVERY PERIOD (2009–2010).

6 JOB GROWTH



TOTAL JOBS

In 2010, there were about 365,000 jobs in Portland. This objective calls for increasing the number of jobs in Portland by 150,000.

How aggressive is this target?

This target is aggressive, but we must pursue it. Portland’s economy needs to grow to support both today’s and tomorrow’s Portlanders. In addition, Portland residents have jobs outside the city and residents from suburban cities work in Portland, so it will also be important to grow jobs region-wide. Portland’s target contributes to regional economic development goals.

To increase the number of jobs in the city by nearly 150,000 jobs between now and 2035, private industry and the city must work together to implement the adopted Economic Development Strategy, address commercial and industrial land supply needs, redevelop brownfields, improve and expand infrastructure, and improve workforce training to better meet business and industry needs. Partnerships with our higher education and private sector partners will be crucial to our success.

Why measure job growth?

Portland experienced notable job losses in the recent recession, and in prior years more new jobs were growing in suburban areas than in Portland. It is important for Portland to grow more jobs in our industrial areas and freight hub and to continue to grow the downtown, which is the regional office hub. If we meet our goal, these jobs will provide a diverse and robust job base for Portlanders, with regional per capita income at least 10 percent above the national average.

In December 2011, the unemployment rate in Multnomah County was 8.3 percent, which was slightly better than the national rate (8.5 percent) and the Oregon rate (9 percent) at that time.

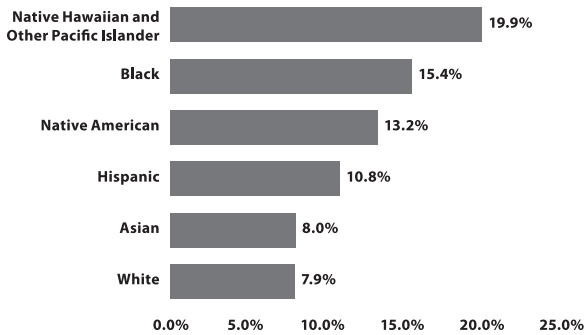
Unemployment Rates, December 2011

		Year change
Multnomah County	8.3%	-1.3
Portland-Vancouver-Hillsboro, OR-WA MSA	8.6%	-1.8
Oregon	9.0%	-1.7
United States	8.5%	-0.9

Source: Oregon Employment Department, Oregon Labor Market Information System, December 2011.

While employment is increasing across the board, given past trends, it is likely that some of Portland's communities of color are still experiencing disproportionately higher unemployment rates. As Portland works to bring more jobs to the city, it will be crucial to support practices that significantly reduce unemployment rates for many of Portland's communities of color.

Employment Status by Race/Ethnicity, 2010 Portland, Oregon



Source: American Community Survey 2006–2010, 5-year Estimates.

Target sector business development, innovation, and international trade

Portland's adopted Economic Development Strategy calls for supporting the traded sector industries in which Portland has a competitive advantage — Advanced Manufacturing, Athletic and Outdoor, Clean Technology and Software and Research, and Commercialization — to increase the global competitiveness of these engines of economic growth and to retain and create living-wage jobs. The strategy includes investing in urban innovation to position Portland at the cutting edge of sustainable solutions and maintain the vibrancy of our central city.

Infrastructure

In coming decades, the City government and partner agencies must do the following to help support job growth across all industries:

- Invest in freight mobility improvements and transportation demand management to reduce auto travel by increased use of transit, telecommuting, bicycling and walking.
- Implement our broadband strategic plan to support high tech industry clusters as well as improve our transportation network to provide better access to employment across the city.
- Continue to maintain and upgrade the transportation and other service systems we already have.

The city, and the region, will need to develop new ways to fund infrastructure if we want to provide a competitive and innovative business environment.

Land supply

The Oregon statewide planning system requires that all cities have an adequate land supply to meet the needs for future job growth. At the same time, Portland is a land-locked city, so to meet this need we will have to:

- Increase productivity from existing employment land and facilities through reinvestment and modernization.
- Redevelop the most promising brownfields and Superfund sites.
- Remove obstacles from redevelopment while maintaining a high level of protection for the community and environment.
- Address difficult issues related to protecting environmentally sensitive land while accommodating the demand for redevelopment, especially in the industrial areas along the riverfront.

Current estimates show that Portland will need over 3,600 acres of land to accommodate projected job growth, including about 1,900 acres for industrial jobs. However, Portland currently only has about 3,200 acres of vacant or potentially redevelopable land, most of which has some kind of constraint that will make it challenging to develop.

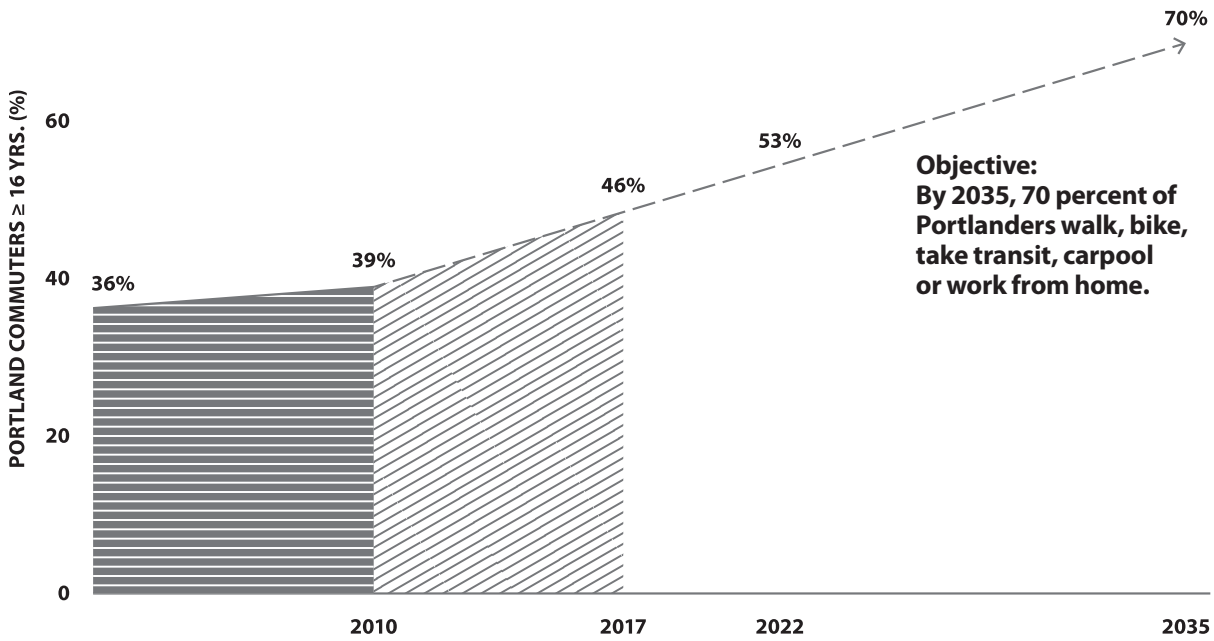
- Portland has an estimated 1,050 acres of potential brownfields, which represent nearly one-third of the developable employment land supply. Due to the cost of clean up, market studies tell us that the private sector is likely to only clean up and redevelop about one-third of these brownfields by 2035, so we will need new programs and incentives to encourage clean-up and reuse of more of these areas.
- Portland has approximately 300 acres of industrial land with environmental resources, such as wetlands or riparian areas. Part of this land could be developed, but mitigation costs must be considered.
- The remainder of the land supply needed to meet the 2035 jobs forecast must come from increasing the number of jobs per acre in our existing employment districts. This comes from new business development, changes in the types of businesses and capitalizing on Portland's competitive advantages.

To reach our job target, the city will need to make strategic and coordinated investments to overcome these barriers to redevelopment.

Education and job training

The city has a relatively well-educated workforce (39 percent of Portlanders have a bachelors degree), but many of these college-educated people have moved here from other places. In addition, many local young people and adults do not have the education or skills they need to succeed in today's job market. We need to make sure that all Portlanders receive the education and training they need to succeed. Building a qualified workforce that meets the employment needs of Portland businesses should be a collaborative effort on the part of all service providers including higher education institutions, community colleges, public schools, job training organizations and local businesses.

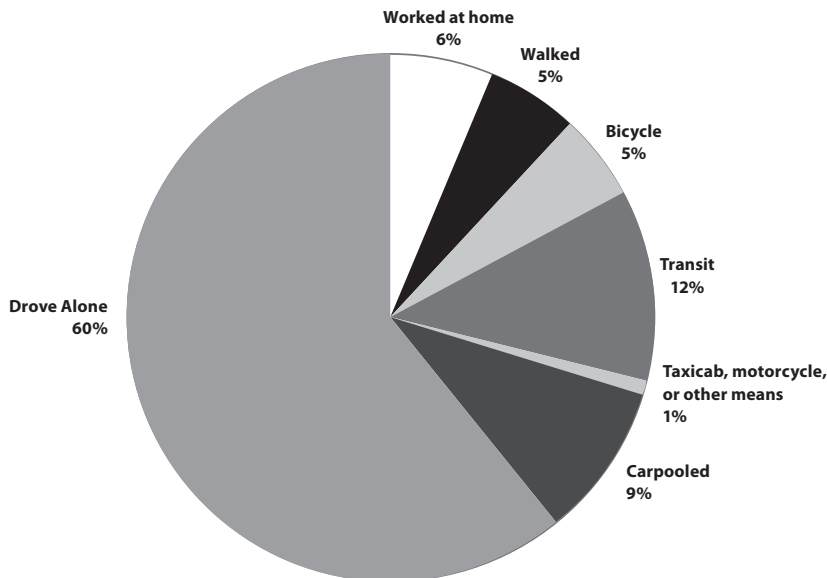
7 TRANSIT AND ACTIVE TRANSPORTATION



PERCENT OF PORTLANDERS THAT WALK, BIKE, TAKE TRANSIT OR CARPOOL TO WORK OR WORK FROM HOME.

Approximately 23 percent of the nearly 300,000 workers in Portland that are 16 years and older walk, bike or take transit to work (2009). An additional six percent work from home. This is a high number when compared to the national average and when compared to many other cities. However, if Portland is going to achieve both the health and carbon reduction goals set forth in this plan and others, like the Climate Action Plan, more Portlanders will need to choose alternatives to driving a car to work.

Work Commute Transportation Modes



Source: U.S. Census, 2006–2010 American Community Survey 5-year Estimates.

Why measure transit and active transportation to work?

- 1. Human health benefits** — Walking, biking, and walking to and from transit are easy ways to add physical activity to your daily routine. As noted in the Healthy Portlanders measure, adding exercise to your routine has many positive personal health benefits.
- 2. Reduced carbon emissions** — Taking transit, carpooling, walking and biking reduce local carbon emissions. For more information on why reducing carbon emissions is important, see Portland’s Climate Action Plan (www.portlandonline.com/bps/climate) and the reduced carbon emissions measure in this plan.
- 3. Freight mobility** — Increased use of active transportation can help relieve traffic congestion on major transportation routes, which can improve intercity freight mobility. The City, in partnership with Metro and other regional and local agencies, will work to continually improve freight reliability — measured by reduction in vehicle hours of delay per truck trip. The City will defer to the goals set by Metro: by 2035, reduce vehicle hours of delay per truck trip by 10 percent compared to year 2005 levels of delay.

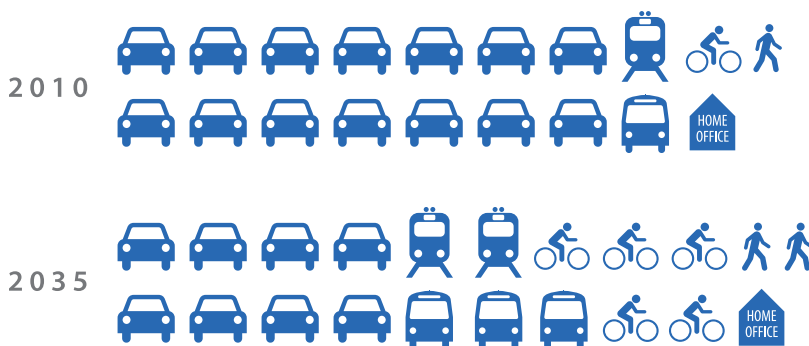
How aggressive is this target?

The goal of having 70 percent of commuters use active transportation, carpool to work or commute from home was established in the Climate Action Plan and is based on related science that indicates will be necessary to achieve the City’s adopted carbon emissions reduction goal. An annual increase of 1.6 percent is needed to achieve a 70 percent transit and active transportation mode split. To meet this target, the following commute mode split will need to be met by 2035:

■ Transit:	25%
■ Bike:	25%
■ Walk:	7.5%
■ Telecommute:	2.5%
■ Carpool:	10%

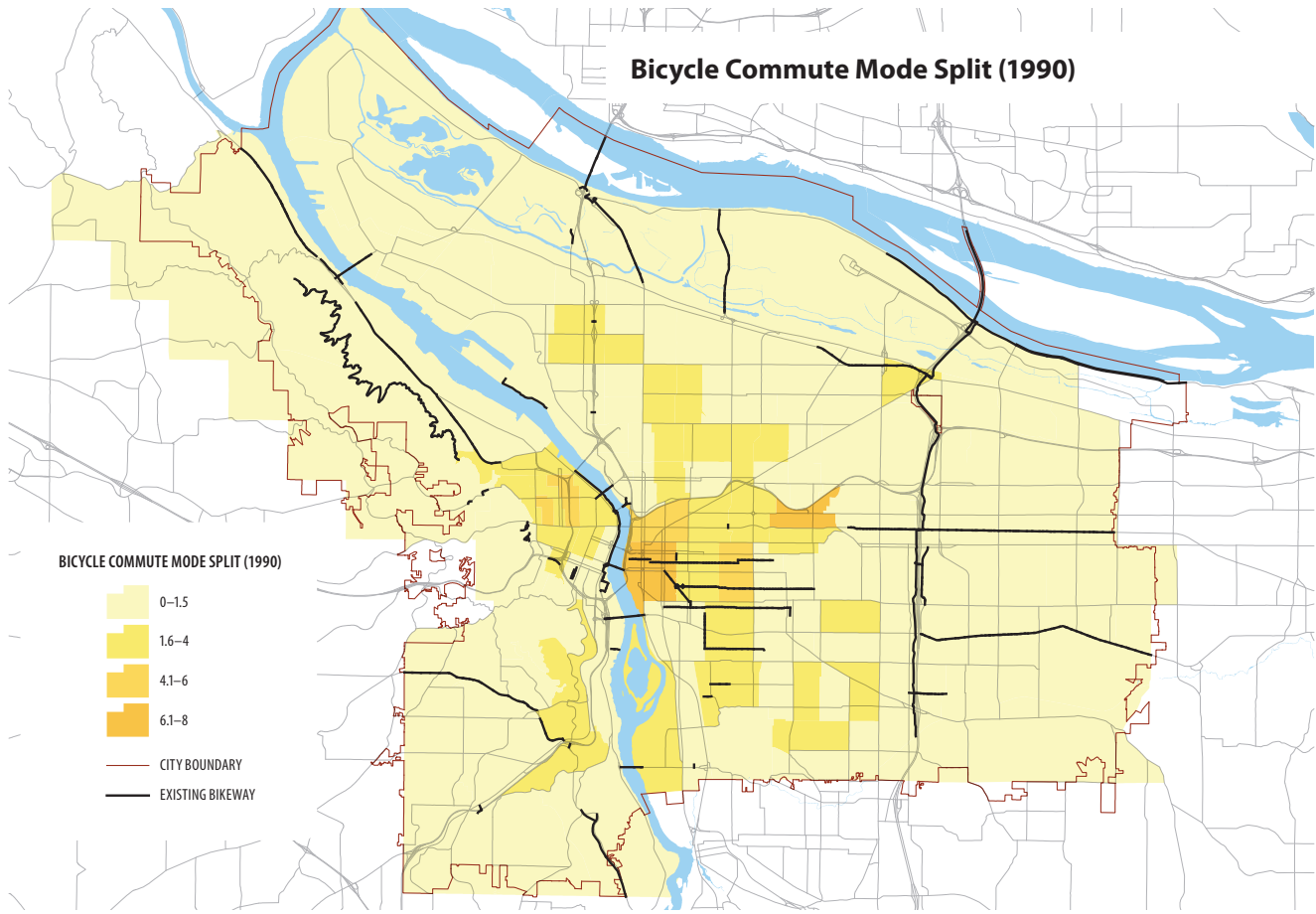
The biggest change from today’s commute more split is in the bike commute rate. There has been positive movement on this objective in recent decades. As the two maps on the next page show, the bike mode split significantly increased between 1990 and 2007. Today, in some neighborhoods, the bicycle commute rates are above 20 percent. Although real progress has been made in recent years, because bike investments have proven to be the least-cost way and a very effective way to change travel behavior, a continued shift may not happen without a much clearer funding strategy.

HOW DOES PORTLAND COMMUTE?

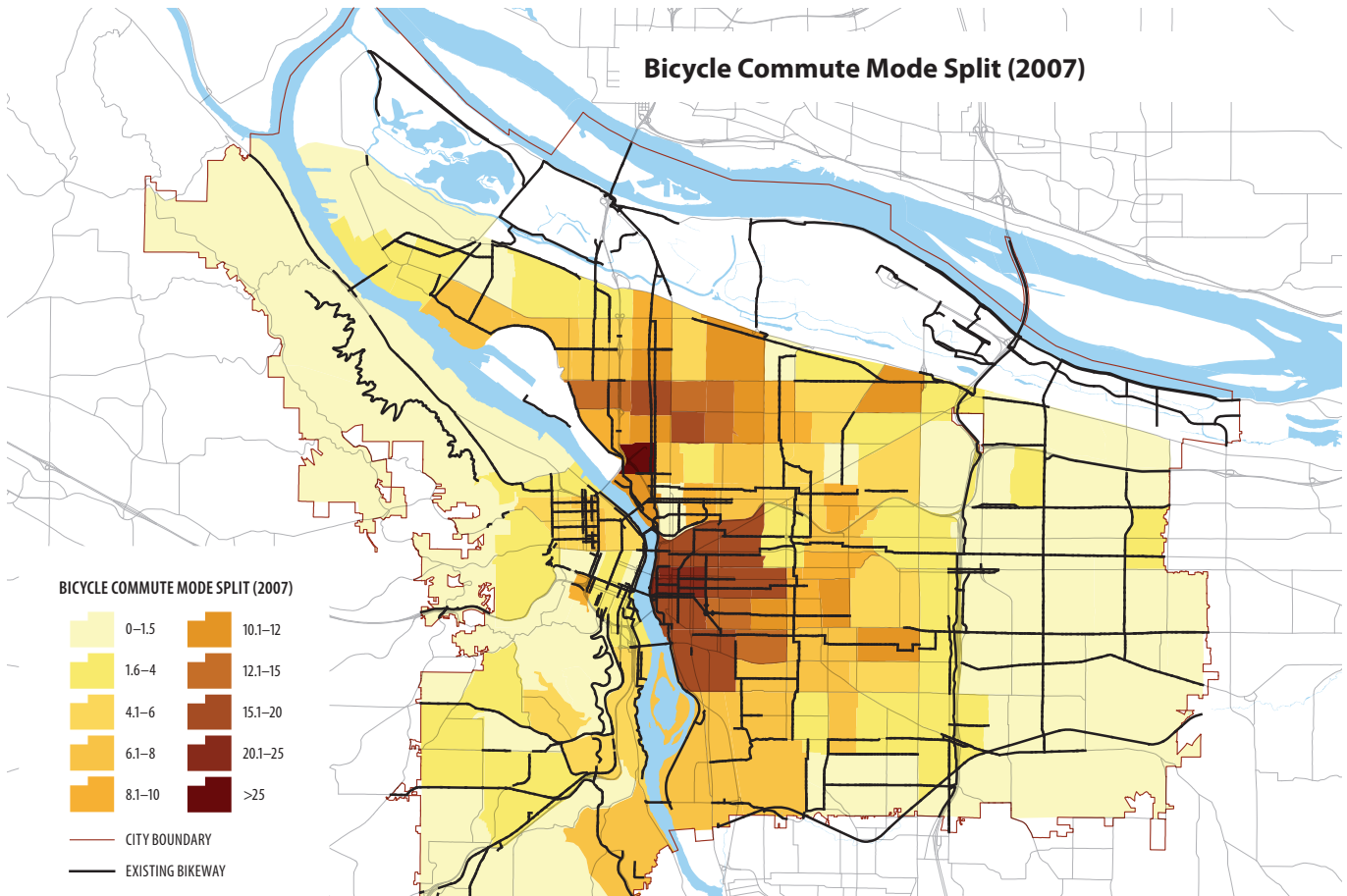


In addition to continuing to make biking safe and easy for more Portlanders and encouraging safe biking habits, progress is also required to make it easier and safer for more Portlanders to access frequent transit service year round. In many of the densely populated areas in East Portland, transit access is limited due to lack of sidewalks and limited transit service.

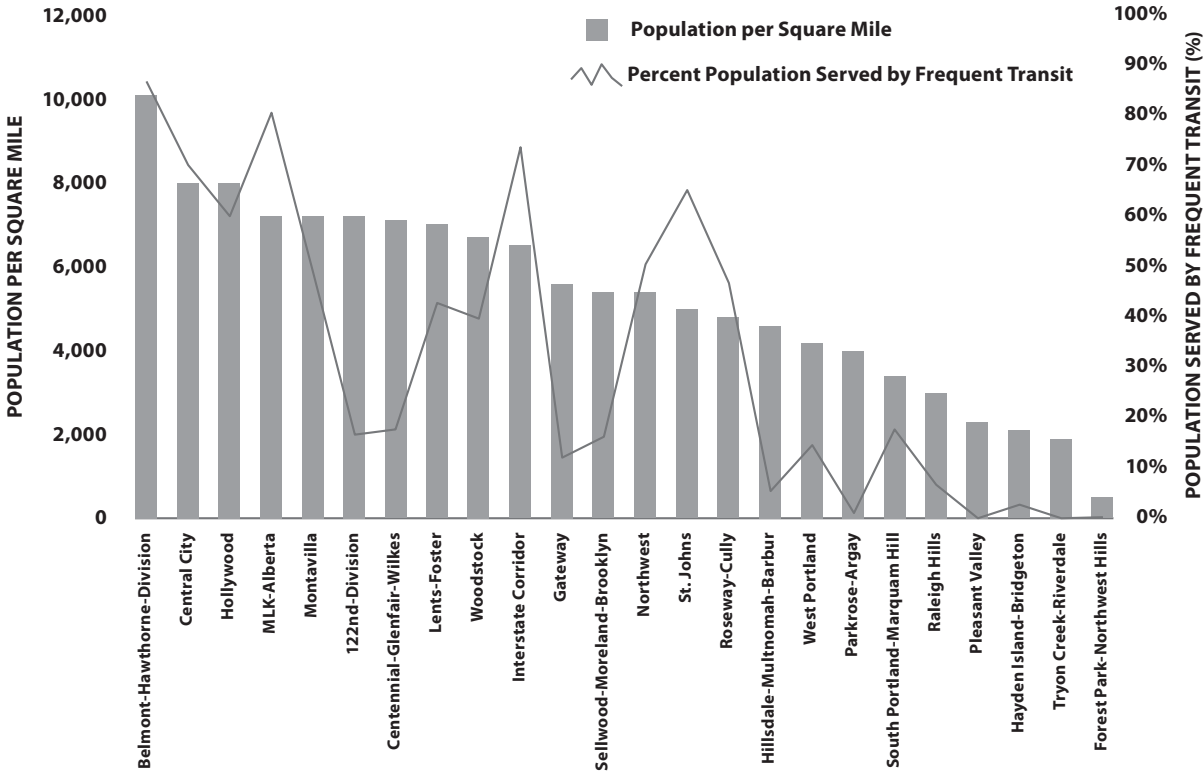
Bicycle Commute Mode Split (1990)



Bicycle Commute Mode Split (2007)

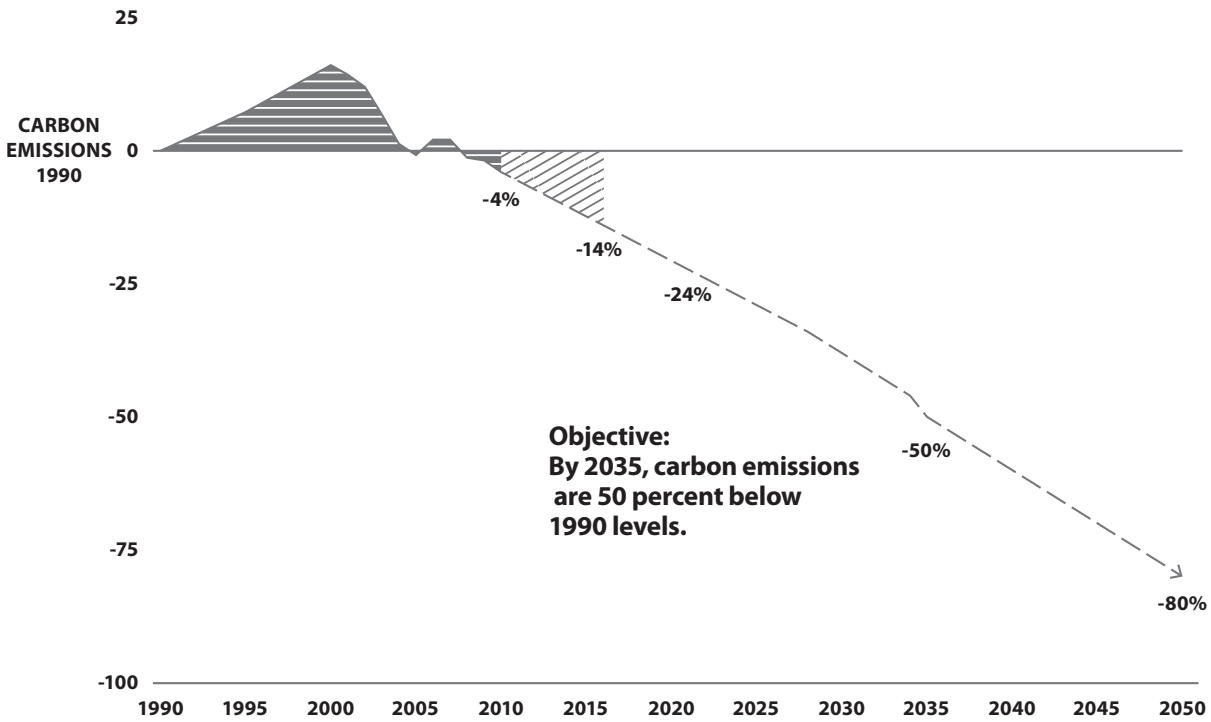


Where is there good access to transit?



HIGH PERFORMERS: BERLIN, COPENHAGEN, STOCKHOLM AND ZURICH HAVE SOME OF THE BEST URBAN TRANSPORTATION OPTIONS IN THE WORLD. IN THESE CITIES, OVER 60 PERCENT OF COMMUTERS USE ALTERNATIVE FORMS OF GETTING TO WORK. AMSTERDAM AND COPENHAGEN ARE AMONG THE MOST BICYCLE-FRIENDLY CITIES IN THE WORLD.

8 REDUCED CARBON EMISSIONS



Portland has successfully reduced carbon emissions by more than 25 percent per capita since 1990. And, even with a population increase of more than 25 percent since 1990, total emissions have dropped 6.5 percent.

During this same period, U.S. total carbon emissions increased by 12 percent. Clearly, Portland is heading in the right direction — even reducing total emissions while creating more jobs.

But, we need to do more. Climate scientists have determined that reductions of 50 to 80 percent below 1990 levels by 2050 are needed to avert increasingly warmer, more volatile weather patterns, rising sea levels and other potentially catastrophic impacts from climate change.

Why measure carbon emissions?

The physical impacts of a changing climate are matched by social challenges and compounded by rising energy prices. Low-income and vulnerable citizens face disproportionate impacts of climate change — exposure to heat stroke in their homes, for example — while having fewer resources to respond to these changes. Climate change and rising energy prices have the potential to exacerbate social inequities.

Changes in weather and moisture patterns will affect stream flow, groundwater recharge and flooding, and may increase risks of wildfire, drought, and invasive plant and animal species. Evolving weather, air and water temperature and humidity and soil moisture will affect resident and migratory fish and wildlife species and their habitats, and may increase risks to their survival.

Currently, Portland residents and businesses spend more than \$1.6 billion per year on energy, with more than 80 percent of those dollars going toward gasoline, diesel, coal and natural gas, all of which generate substantial carbon emissions. Because Oregon has almost no fossil fuel resources, dollars spent on these energy sources contribute little to the local economy. By redirecting energy dollars to pay for efficiency improvements and non-fossil fuel energy, businesses and residents spend more money locally, thus expanding markets for locally produced products and services.

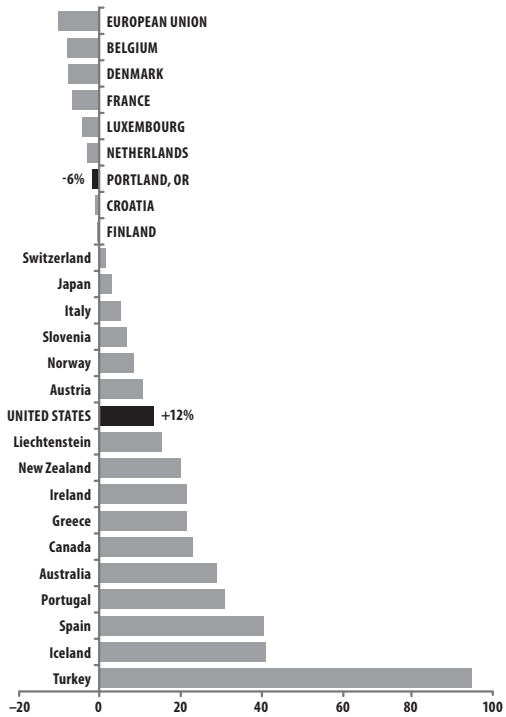
How aggressive is this target?

This is a very ambitious target, but the City is committed to reaching it. In 2009, the Portland City Council adopted the Climate Action Plan, with a goal to reduce local carbon emissions in all sectors 80 percent by 2050. This “80% by 2050” reduction is based on climate research supported by international climate change organizations. It is supported by the International Panel on Climate Change (IPCC) and recognized firmly by the United Nations Framework Convention on Climate Change. The Portland Plan supports and will help implement the Climate Action Plan goal. For more information about how we will work to meet this target, check out the Climate Action Plan: www.portlandonline.com/bps/climate



REDUCED CARBON EMISSIONS

Percent change relative to 1990 Baseline Greenhouse Gas (GhG) Emissions

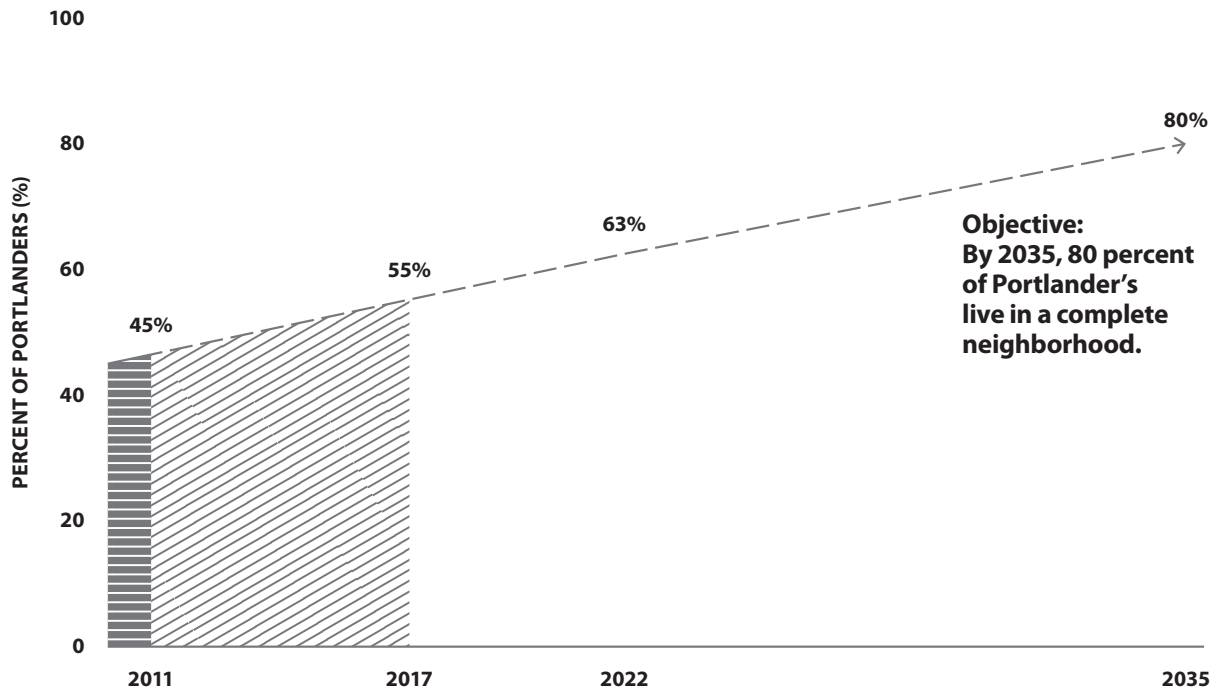


Source: National greenhouse gas inventory data for the period 1990–2008. Framework convention on Climate Change. United Nations. November 4, 2010. <http://unfccc.int/resource/docs/2010/sbi/eng/18.pdf> Accessed January 25, 2011.



HIGH PERFORMER: GERMANY AND THE UNITED KINGDOM HAVE REDUCED THEIR OVERALL CARBON EMISSIONS BY ABOUT 20 PERCENT BELOW 1990 LEVELS.

9 COMPLETE NEIGHBORHOODS



PERCENT OF PORTLANDERS WHO LIVE IN COMPLETE NEIGHBORHOODS

A complete neighborhood is a neighborhood where people have safe and convenient access to the goods and services needed in daily life. This includes a variety of housing options, grocery stores and other commercial services, quality public schools, public open spaces and recreational facilities, affordable active transportation options, and civic amenities. An important element of a complete neighborhood is that it is built at a walkable and bikeable human scale, and meets the needs of people of all ages and abilities.

Why measure complete neighborhoods?

Having safe, convenient and walkable access to schools, parks, a grocery store and transit can help reduce household transportation costs, make it easier to incorporate exercise into your daily life and reduce carbon emissions.

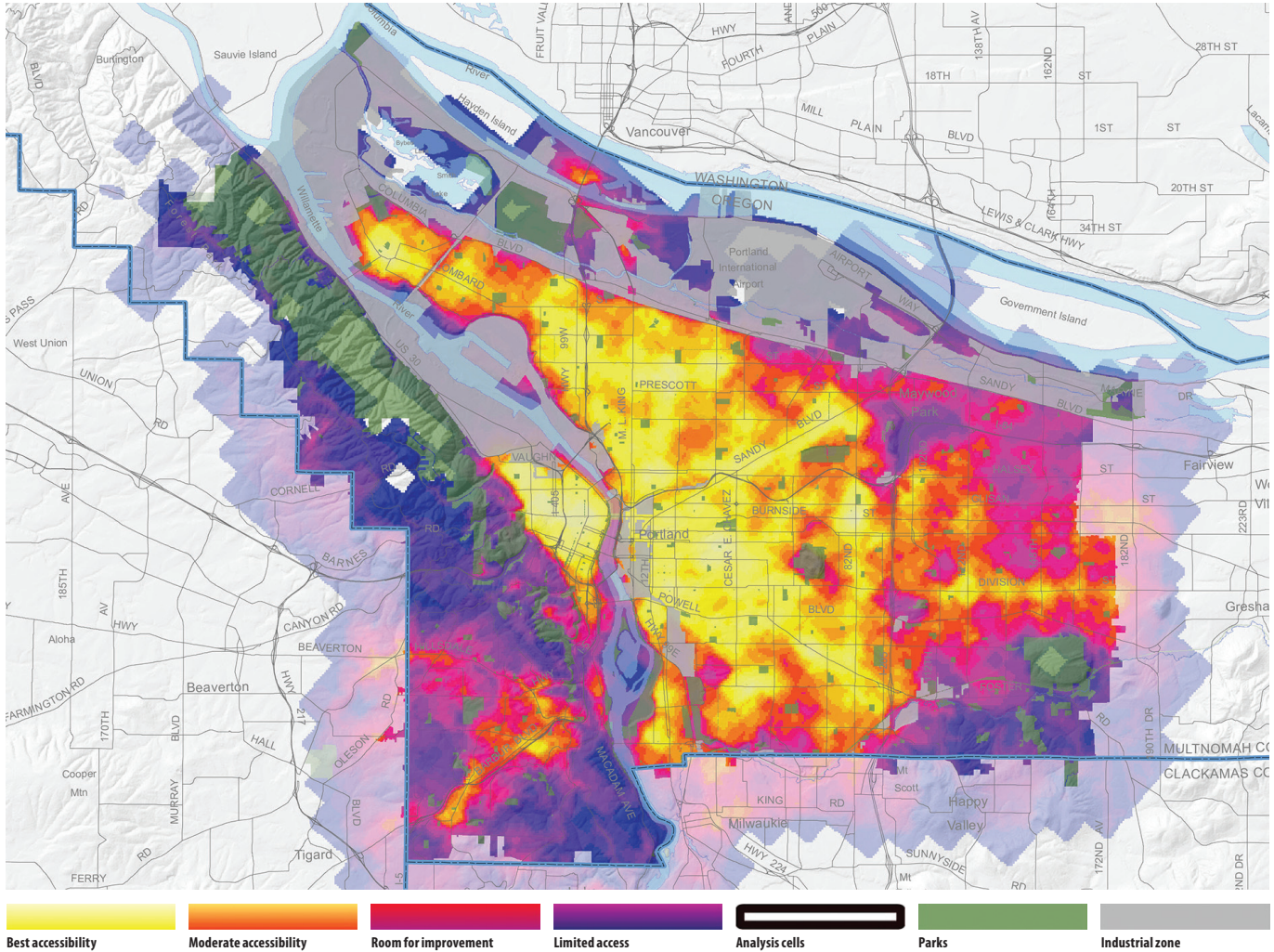
Today, less than half of all Portlanders (45 percent) live in areas with good access to schools, parks, grocery stores, sidewalks and transit, according to the City of Portland’s 20-minute neighborhood index.

Areas with high levels of access are found in all areas of the city, but most are concentrated in Portland’s inner district, which includes areas such as Belmont-Hawthorne-Division, Montavilla and Central Portland.

COMPLETE NEIGHBORHOODS

20-Minute Neighborhoods Index

The City developed the 20-minute neighborhood index to measure access to these amenities, products and services. If a neighborhood achieves a score of 70 or higher, on a scale of zero to 100, it is considered a complete neighborhood.



20-Minute Analysis Area	Percent of population within 1/2 mile of grocery store	Percent of population within 1/2 mile of a park	Percent of population within 3 miles of a full-service community center	Percent of population within 1/2 mile of elementary school	Percent of population within 1/4 mile of frequent transit
1 Central City	64%	96%	95%	33%	70%
2 Interstate Corridor	16%	97%	100%	58%	74%
3 Hayden Island-Bridgeton	7%	29%	34%	0%	3%
4 St. Johns	14%	91%	100%	45%	65%
5 Roseway-Cully	17%	73%	72%	34%	47%
6 MLK-Alberta	41%	98%	98%	49%	81%
7 Belmont-Hawthorne-Division	59%	100%	68%	53%	87%
8 Hollywood	57%	83%	100%	49%	60%
9 Montavilla	34%	82%	100%	40%	49%
10 Woodstock	46%	100%	96%	51%	40%
11 Lents-Foster	32%	91%	100%	42%	43%
12 Sellwood-Moreland-Brooklyn	47%	95%	0%	29%	16%
13 Parkrose-Argay	0%	82%	12%	25%	1%
14 Gateway	27%	97%	98%	24%	12%
15 122nd-Division	18%	99%	91%	33%	17%
16 Centennial-Glenfair-Wilkes	20%	80%	31%	23%	18%
17 Pleasant Valley	0%	62%	26%	11%	0%
18 Forest Park-Northwest Hills	0%	12%	5%	7%	0%
19 Raleigh Hills	18%	56%	88%	12%	7%
20 Northwest	61%	73%	75%	6%	51%
21 South Portland-Marquam Hill	8%	61%	22%	0%	18%
22 Hillsdale-Multnomah-Barbur	21%	77%	100%	17%	5%
23 West Portland	13%	83%	94%	19%	15%
24 Tryon Creek-Riverdale	4%	19%	26%	7%	0%

COMPLETE NEIGHBORHOODS

How aggressive is this target?

Achieving this objective — increasing the percent of Portlanders with safe walkable access to goods and services to 80 percent — will take focused action to:

- Increase housing in areas with services.
- Support economic development.
- Bring more services, including transit, to some of the areas that do not currently have them.
- Retain and attract grocery stores and markets in currently underserved neighborhoods.

Why isn't the target 100 percent? The 80 percent target acknowledges that some parts of Portland, particularly those with large amounts of natural areas, cannot accommodate the population and infrastructure needed to support the bigger and stronger business districts required to be considered a walkable urban place by 2035, without significantly compromising environmental quality and function.

This target finds its roots in both the adopted 2009 Climate Action Plan and in the public comment received throughout the Portland Plan's community involvement efforts.

Many things contribute to complete neighborhoods. People are first and foremost. An increase in households is needed to increase demand for amenities that make a complete neighborhood. Access to healthy food, parks and recreational activities, and businesses that provide what households need on a frequent basis are also among the most critical components. Providers of such amenities respond to increased demand. On the following pages, you will find additional information about these fundamental elements of complete neighborhoods.



HIGH PERFORMERS: ACCORDING TO WALKSCORE'S 2011 RANKINGS NEW YORK, SAN FRANCISCO, AND BOSTON ARE THE TOP THREE WALKABLE CITIES IN THE UNITED STATES. PORTLAND RANKS 12TH, JUST BEHIND LONG BEACH, CALIFORNIA, AND AHEAD OF LOS ANGELES. (SOURCE: WALKSCORE. 2011 RANKINGS.)

Access to healthy food

To meet the complete neighborhoods objective, we need to ensure that 90 percent of Portlanders live within a half-mile of a location that sells healthy food and that the percent of people with access to healthy food should not significantly vary across different racial and ethnic groups.

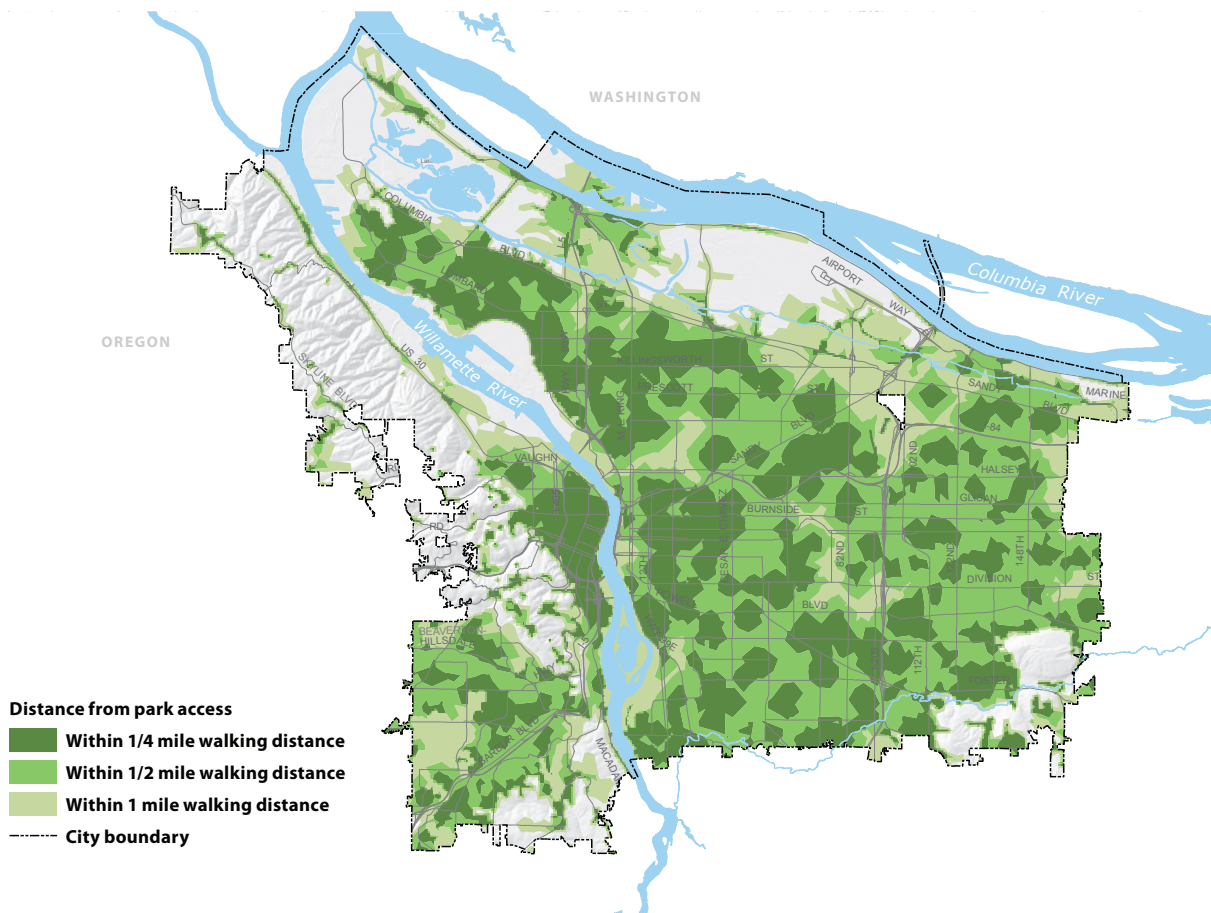
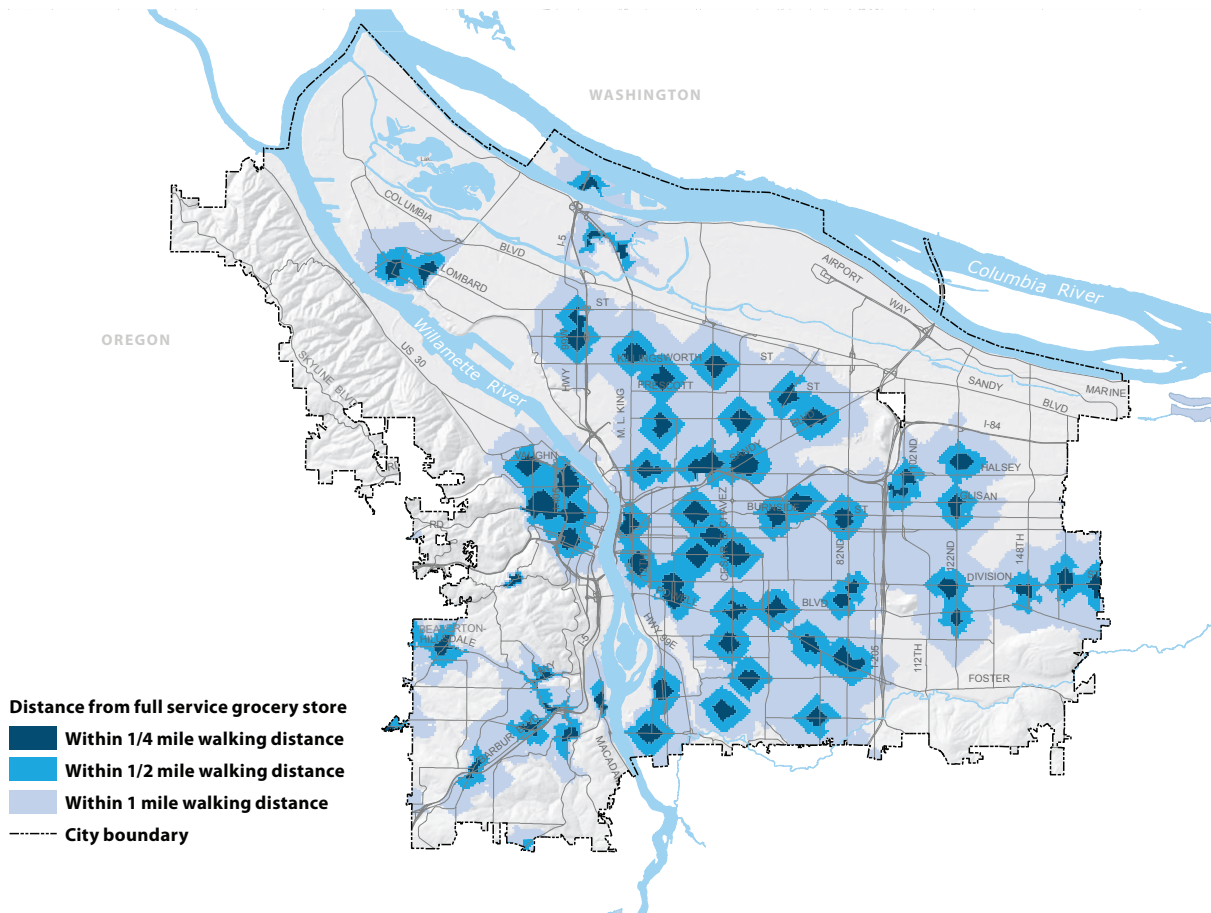
Today, access to grocery stores is better for some Portlanders than others. The residents in the Central City have the best access — more than 70 percent of the residents are within a half-mile of a grocery store. On the other end of the spectrum, Pleasant Valley, Forest Park and the Parkrose-Argay areas have no residents who live within one-half mile of a grocery store. Given the variation throughout the city, overall about 30 percent of Portlanders are within half-mile of a grocery store. In some areas, it may be a good idea to encourage the development of alternatives to traditional grocery stores such as urban agriculture, co-ops and community supported agriculture.

Access to parks and greenspace

Access to parks and greenspace is also a critical component of a healthy complete neighborhood, it is also an area in which Portland performs reasonably well. However, there is definitely more progress to be made. As Portland's population increases, it will be necessary to improve and expand services at existing parks, develop undeveloped park spaces into more accessible and functional facilities, and find new ways of making it easier for Portlanders to find places of respite and places to recreate.

By 2035, the city will ensure that all Portlanders are within a half mile-safe walking distance from a park or greenspace.

Note: This metric often stands alone as a separate measure. It is incorporated here for analysis purposes and to emphasize its importance as a component of neighborhood completeness.



Access to businesses and services

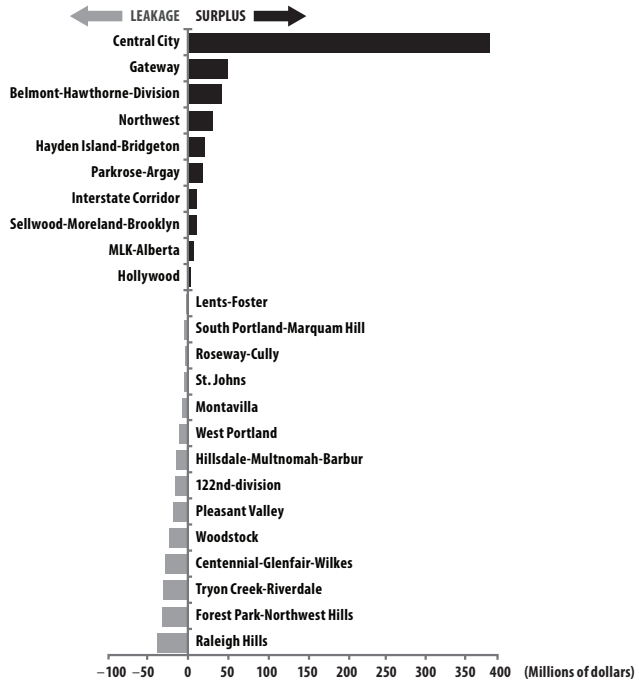
Strong neighborhood business districts are a core component of complete neighborhoods. A good measure of business district vitality is business surplus and leakage. If a business district shows a surplus, it means that businesses sold more than expected, based on the market demand of the area. For example, the Central City has a huge surplus, because many people from outside the Central City go there to purchase goods and services. If a business district shows leakage, it means that businesses sold less than the market demand for the area, and local residents went elsewhere to find goods and services. This often happens when local businesses do not have the items or services that local residents or businesses need.

The goal is to limit leakage from neighborhood business districts and support the development of neighborhood businesses that offer the goods and services needed by their neighbors. Of course, there will always be some leakage and some surplus. For example, some business districts may have a concentration of specialty shops that attract people from across the city. It isn't reasonable to expect that you will find everything to meet your needs in your closest neighborhood business district, but it is reasonable to expect that Portlanders should be able to find many common items and services they need on a daily basis nearby.

The Neighborhood Economic Development Strategy, prepared by the Portland Development Commission, includes a thorough and multi-variable approach to measuring neighborhood business vitality, including new business licenses, new business growth, positive job growth, resident income, transit access and retail needs satisfaction.

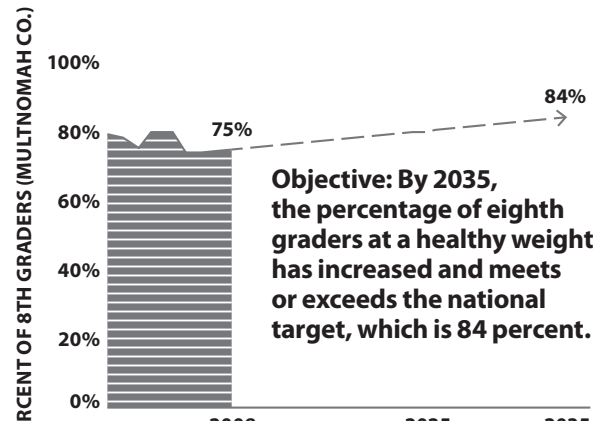
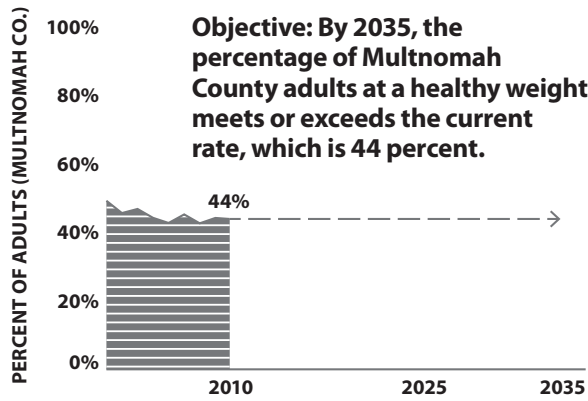
For detailed information on the neighborhood vitality index, please read the Neighborhood Economic Development strategy at www.pdc.us.

Neighborhood business leakage



Source: Bureau of Planning and Sustainability analysis of various data.
Data from U.S. Census Bureau, American Community Survey, 2005–2009.

10 HEALTHIER PEOPLE



ADULTS AT A HEALTHY WEIGHT

Today, the percentage of Multnomah County adults at a healthy weight is declining. In 2010, only 44 percent of adults were at a healthy weight. In 2009, 47 percent of Multnomah County adults were at a healthy weight. Today, less than 75 percent of eighth graders are at a healthy rate. Overall, the percentage of Multnomah County adults and youth who are at a healthy weight has been declining over the past decade.

8TH GRADERS AT A HEALTHY WEIGHT

How aggressive is this target?

Meeting this target will require stopping and reversing this trend. Physical activity and a nutritious and healthy diet are essential to maintaining healthy weight.

Why measure whether youth and adults are at a healthy weight?

The potential health impacts being overweight or obese have become increasingly clear in recent years. Multnomah County's Community Health Assessment Quarterly, Fall 2008, summarized the potential impacts of being overweight or obese: Individuals who are overweight or obese are at increased risk for a number of chronic diseases including Type 2 diabetes, hypertension, high cholesterol, coronary heart disease, stroke and certain types of cancer (e.g. breast and colon cancer). These health problems will have an adverse impact on quality of life, increase the risk of premature mortality and have a significant impact on household health costs.

Physical activity

Today, only 55 percent of Multnomah County adults and 28 percent of eighth graders meet federal physical activity guidelines, as reported by the Centers for Disease Control in the Behavioral Risk Factor Surveillance System and in the Oregon Healthy Teens report from the Oregon Health Authority. Between now and 2035, the percentage of Multnomah County adults and 8th graders that meet federal physical guidelines must continually increase.

The U.S. Department of Health and Human Services recommends that adults participate in at least 150 minutes of physical activity weekly and that youth participate in at least 60 minutes of physical activity per day. The national target for 2020 is 48 percent of adults and 20 percent of youth meet these standards. Multnomah County currently exceeds these national targets for the percentage of adults and adolescents. Setting a specific local 2035 target for the percentage of adults and youth who meet federal physical activity standards is difficult, as the demographics and national targets may change over time.



1 MILE SIDEWALK = 20 MINUTE WORKOUT = REDUCED RISKS/COSTS
RECOMMENDED DAILY AEROBIC EXERCISE CHRONIC DISEASE & HEALTH CARE COSTS

Transportation and urban form also play a role in physical activity. Increasingly, public health organizations and officials across the globe recognize the direct connection between active transportation and health. Automobile trips that can safely be replaced by walking or bicycling offer the first target for increased physical activity in communities. And changes in the community environment (urban form) that promote physical activity may offer the most practical approach to prevent obesity or reduce its co-morbidities. Restoration of physical activity as part of the daily routine is paramount to achieving health goals.

Diet

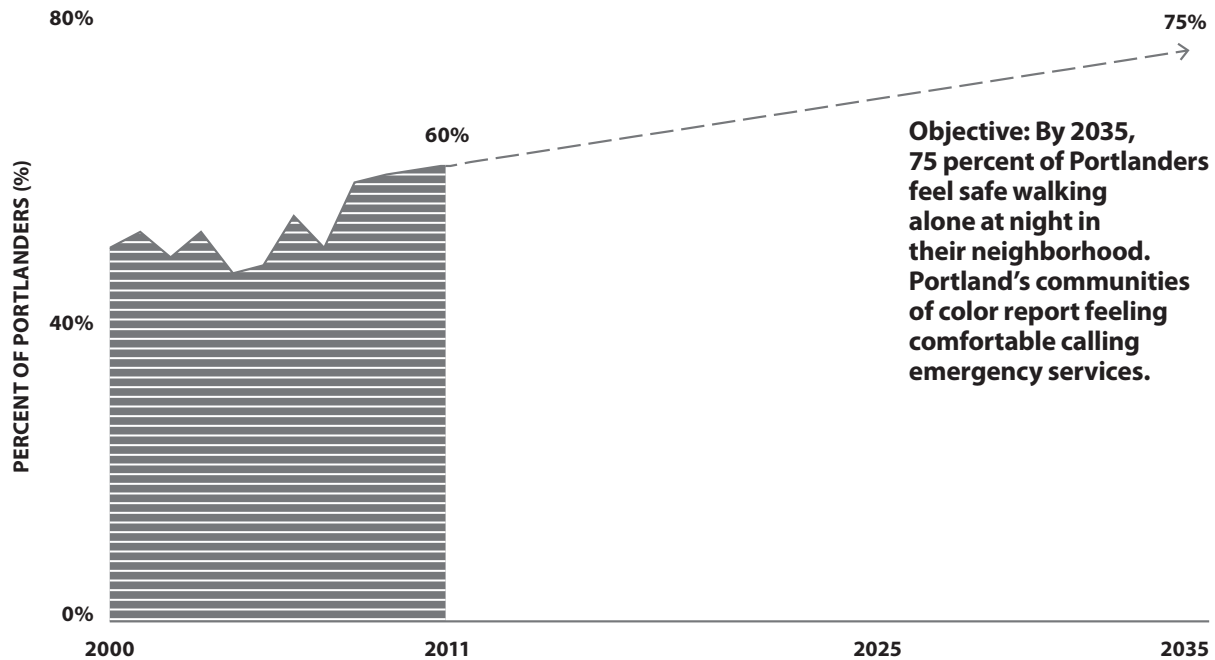
Today, 30 percent of Multnomah County adults and 23 percent of eighth graders ate five servings of fruits and vegetables per day, the federal standard. These statistics are also from the Centers for Disease Control and the Oregon Health Authority.

By 2035, the percentage of Multnomah County adults and eighth graders whose consumption of fruit and vegetable meets federal guidelines must be higher than it is today. Setting a specific local target for the percentage of adults and youth who meet federal nutrition standards is difficult, as demographics and the standards themselves may change over time. Current national targets focus on the contribution of fruits and vegetables to overall calorie consumption. This data is not currently available for Multnomah County.



HIGH PERFORMER: THE BEST AVAILABLE WORLDWIDE HEALTH INDICATOR IS THE HUMAN DEVELOPMENT INDEX (HDI). THE HDI TAKES INTO ACCOUNT LIFE EXPECTANCY AT BIRTH, AVERAGE NUMBER OF YEARS OF SCHOOLING, EXPECTED YEARS OF SCHOOLING AND GROSS NATIONAL INCOME PER CAPITA. NORWAY, AUSTRALIA, NEW ZEALAND, THE UNITED STATES AND IRELAND ROUND OUT THE TOP FIVE COUNTRIES IN THE WORLD WITH HDI SCORES OF 90 OR HIGHER. PORTLAND'S CALCULATED SCORE IS 87.

11 SAFER CITY



PERCENT OF PORTLANDERS THAT FEEL SAFE OR VERY SAFE WALKING ALONE IN THEIR NEIGHBORHOOD AT NIGHT

Today, 60 percent of Portlanders report either feeling safe or very safe walking alone in their neighborhood at night.

Why measure Portlanders sense of safety?

While most Portlanders report feeling safe in their neighborhoods, it has been reported that members of Portland’s communities of color often do not feel safe calling emergency services. This is unacceptable; all Portlanders should feel safe. Fear can cause a variety of health problems including depression, stress and sleeping problems. If residents fear crime in their neighborhoods or cities, or do not feel safe calling emergency services, they may be less likely to leave their homes or use certain public spaces. This reduced mobility can cause related social isolation and exacerbate health consequences.

How aggressive is this target?

While it essential to strive maintain the high sense of safety experienced by most Portlanders, it is also critical to work hard to ensure that all Portlanders feel safe and have no hesitation calling emergency services for help when they need it. Increasing Portlanders’ sense of safety is about more than reducing crime (crime rates in Portland have been declining) it is about making significant social change. This target is aggressive but necessary.

SAFER CITY

Part 1 crimes comprise serious person and major property crimes. In 2009, there were 52 crimes of this type for every 1,000 persons (a reported total of about 30,000 for the year). Since 2005, the rate of these crimes has steadily declined even as population has continued to climb.

In 2010, Downtown and Northwest Portland had the highest reporting rate of Part 1 crimes. In these two areas of the city, ninety Part 1 crimes were reported for every 1000 residents and employees combined. Downtown and Northwest Portland are among the most dense and urban parts of Portland. East Portland and North Portland both had over 50 Part 1 crimes per 1000 people.

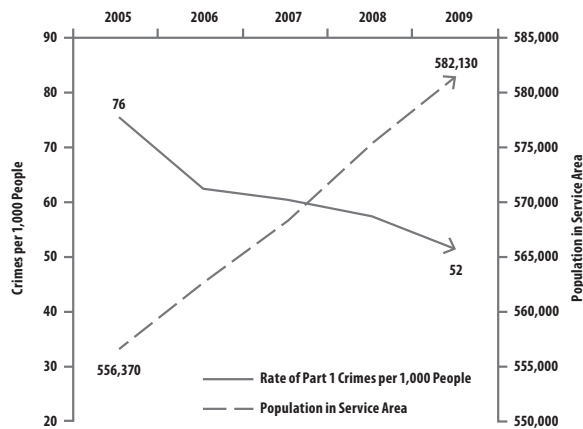
Northeast and Southeast areas had slightly lower levels of crime, around 40 Part 1 crimes per 1000 people. Southwest neighborhoods had the lowest rate, less than 20 crimes per 1000 people in the area.

Crime rates are influenced by a number of factors, including national demographic and economic trends. For this reason, a relative measure — which tracks the City's progress against other comparable cities — is a better measure of police performance than per capita crime rates. Maintaining our high level of safety will require continued efforts to prevent violent crimes. Achieving the transportation safety part of this objective will require continued safety improvements on city streets with the goal of reducing by 50 percent the number of traffic-crash related injuries and fatalities.

For more crime data, please see:

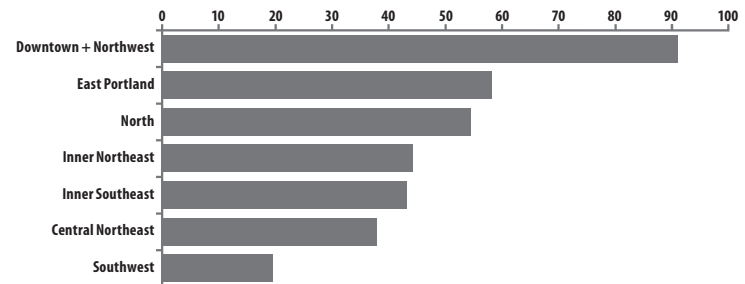
City of Portland — Neighborhood Crime Statistics
www.portlandonline.com/police/crimestats
 and CrimeMapper:
www.gis.ci.portland.or.us/maps/police.

Serious crimes (Part 1) per 1,000 People, 2009



Source: Portland Police Bureau. Annual Statistical Report 2009.

Crime in Different Parts of the City — Part 1 Crimes per 1,000 Residents and Employees by Sub-area, 2010.



Source: Portland Police Bureau. Crime Stats. July 25, 2010.
www.portlandonline.com/police/crimestats. ESRI, Business Analyst Online.
 Population data based on 2010 U.S. Census data, extracted using City of Portland, Neighborhood Coalition boundaries. July 2010.



HIGH PERFORMERS: BEST AVAILABLE DATA IS BASED ON THE QUALITY OF LIVING SURVEY CONDUCTED BY MERCER CONSULTING. AMONG THE SAFEST CITIES IN THE WORLD INCLUDE LUXEMBOURG, BERN, GENEVA, HELSINKI AND ZURICH.

12 HEALTHY WATERSHEDS

Objective: By 2035, all of Portland’s watersheds have a score of 60 or higher on the Portland Water Quality Index and the Willamette Watershed has a score of at least 75.

Healthy watersheds support clean air and water, help moderate temperatures, reduce the risks of flooding and landslides, preserve places to enjoy nature, and help the city adapt to climate change. Many factors affect the health of Portland’s major watersheds: how rainwater interacts with the land, how much impervious surface covers the land, chemicals and bacteria carried into groundwater and streams, tree canopy, the amount and quality of habitat and the presence of wildlife. In addition to the Portland Water Quality Index, the Portland Plan will also track effective impervious surface and tree canopy as sub-measures for healthier watersheds.

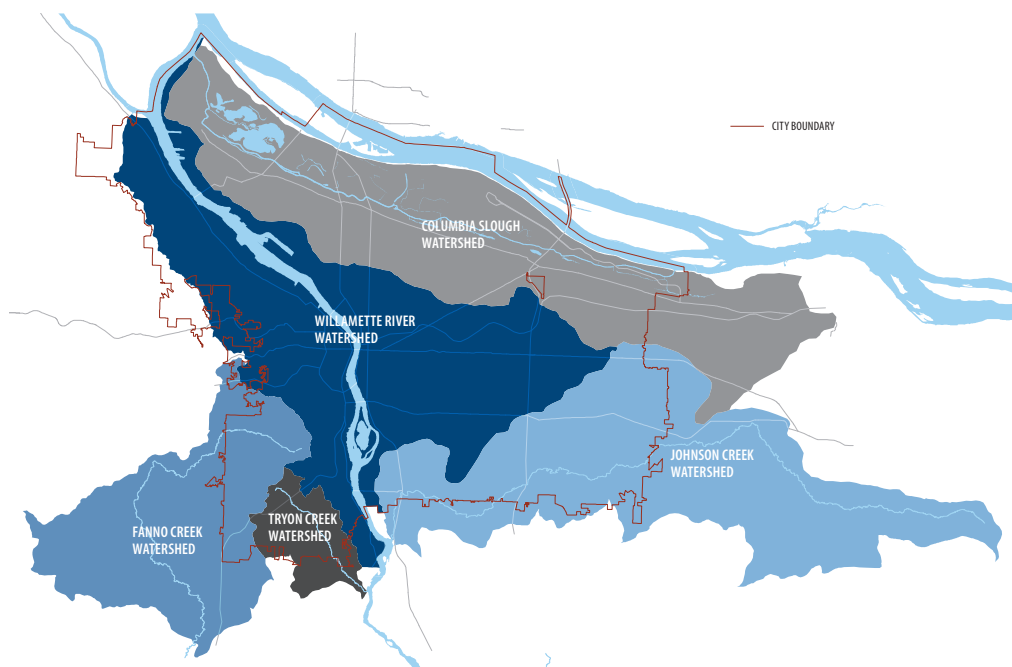
Portland Water Quality Score by Watershed Area within the City of Portland (2010–11)

Columbia Slough	52
Johnson Creek	53
Fanno Creek	56
Tryon Creek	41
Willamette River	67

Source: Portland Bureau of Environmental Services

Portland Water Quality Index (PWQI)

Disturbance in a watershed affects a stream’s water quality, influencing its safety for human contact (like swimming or fishing) and ability to support native fish, amphibians and insects. The PWQI combines eight water quality indicators to assess how close Portland streams and rivers are to meeting water quality standards (including those set by regulators such as Oregon DEQ). The index is tailored to the unique qualities of each water body, but shares a common scoring system with a target of 60 points at which the water body as whole meets water quality standards. The PWQI compiles data for eight indicators taken at several locations along each stream, so individual datum may show poorer or better conditions than indicated by the overall results. Because watershed and weather conditions vary considerably year to year, this indicator is most useful when analyzed over several years.



How aggressive are these targets?

With continued work and dedication, the targets are likely achievable for the Johnson Creek, Fanno Creek and Columbia Slough watersheds. However, achieving the targets in the Tryon Creek and Willamette River watersheds will require considerable work. Although the Willamette River is close to the target, its watershed comprises 11,478 square miles and such large systems take time to improve. Portland has significant impacts on the Willamette, but it occupies just 69 square miles of the watershed. Progress toward meeting water quality targets will also depend on the actions of other jurisdictions' actions that share these watersheds.

Effective impervious area

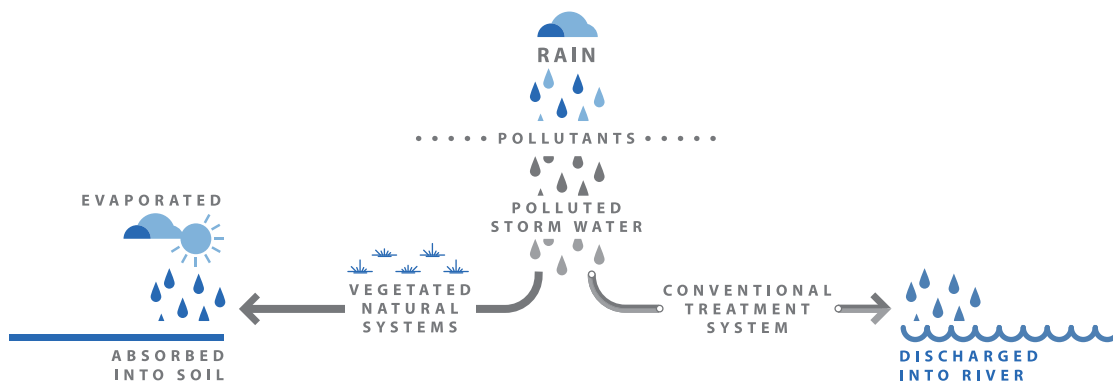
The effective impervious area in a watershed, which is the amount of land that is unable to soak up rainwater, is an important sub-indicator to measure when assessing watershed health. Surfaces like pavement and rooftops prevent rainwater from soaking into the ground or being soaked up by plants. Trees, landscaping, ecoroofs and green streets reduce the effect of impervious area, so their benefits are considered when calculating effective impervious area. High amounts of impervious area require more extensive stormwater management, and watersheds with effective impervious areas as low as 10 percent can experience problems with water quality, flooding and habitat quality.

Percent Effective Impervious Area by Watershed Area within the City of Portland (2010–11)

Columbia Slough	36%
Johnson Creek	28%
Fanno Creek	25%
Tryon Creek	21%
Willamette River	35%

Source: Portland Bureau of Environmental Services

Healthy water

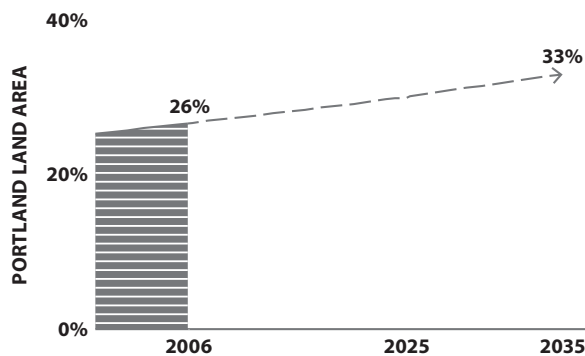


Tree Canopy

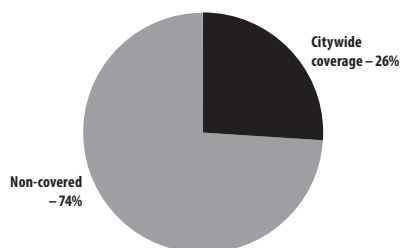
Today, approximately 26 percent of the city is under tree canopy. By 2035, tree canopy should cover 33 percent of the city. All residential neighborhoods will have at least 20 to 25 percent tree canopy, including street trees. The Central City and industrial areas — the more urbanized areas of the city — will have between 10 and 15 percent tree canopy.

Overall, 33 percent is an ambitious goal, but one that is well worth striving for not only for watershed health purposes, but to also address equity issues in tree-poor areas. This target was identified in the Climate Action Plan.

Percent of Portland under tree canopy



Urban trees have many benefits. They help manage stormwater, reduce pollution and carbon dioxide emissions, recharge groundwater, decrease flooding and erosion, provide wildlife habitat, improve neighborhood appearance and provide a pleasant and relaxing environment, to name a few.

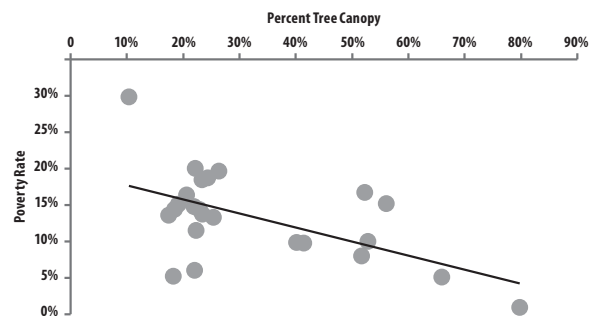


- A recent report produced by the Bureau of Environmental Services notes that each tree intercepts 572 gallons of rainfall, removes 0.2 pounds of air particulates and sequesters carbon.
- Surfaces like pavement and rooftops prevent rainwater from soaking into the ground or being soaked up by plants. Trees, landscaping, ecoroofs and green streets reduce the effects of impervious area. High amounts of impervious area require more extensive stormwater management. Watersheds with effective impervious areas as low as 10 percent can experience problems with water quality, flooding and habitat quality.
- Urban trees reduce heating and cooling costs for buildings by providing shade and wind breaks.

They also increase property values and reduce landslide and flood damage. A local study found that the presence of street trees increased East Side home values by almost \$9,000 on average (Donovan and Butry, 2010).

Although Portland has a robust tree canopy, that canopy is not equitably distributed across the city. Analysis shows that areas with higher poverty rates tend to have less tree canopy coverage. Given the benefits provided by urban trees, it is important to improve tree canopy in all of Portland’s residential areas.

Tree Canopy Percentage Relative to Poverty Rate in the Last 12 Months



Source: BPS Geographic Information Systems (GIS) analysis of tree canopy by 20-minute neighborhood cells. Poverty Rate, American Community Survey 2005–2009.

THE PORTLAND PLAN

