



Bureau of Planning and Sustainability

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Portland Planning and Sustainability Commission

Tuesday, May 10, 2011

12:30-4:30pm

Meeting Minutes

Commissioners Present: Andre' Baugh, Karen Gray (arrived 12:37), Don Hanson, Mike Houck, Lai-Lani Ovalles, Gary Oxman, Howard Shapiro, Jill Sherman (arrived 12:40), Chris Smith, Irma Valdez

Commissioners Absent: Michelle Rudd

BPS Staff Present: Susan Anderson, Director; Julie Ocken, PSC Coordinator; Eric Engstrom, Principal Planner; Michelle Kunec, City Planner

Guests: Kimberly Branam, Deputy Director of Strategic Operations, PDC; Margaret Van Vliet, Director, PHB; Andrew McGough, Director, Worksystems Inc; Bill Wyatt, Director, Port of Portland; Steve Rudman, Director, HAP; Tom Miller, Director, PBOT; Zari Santner, Director, Parks; Dean Marriot, Director, BES; Lillian Shirley, Director, Multnomah County Health Department; Neil McFarlane, GM, TriMet

Chair Baugh called the meeting to order at 12:34pm and provided an overview of the agenda.

Consideration of Minutes

04/12/11 and 04/26/11

Chair Baugh asked for any comments or edits by Commission members. *Commissioner Smith* moved to approve both sets of minutes. The motion was seconded and passed unanimously with an Aye vote.

(Y7 – Hanson, Houck, Ovalles, Oxman, Shapiro, Smith, Valdez)

Portland Plan: Economic Prosperity and Affordability

Action: Briefing / Work Session

Eric Engstrom

Documents Distributed:

- Portland Plan Equity Preamble
- Portland Plan Economic Prosperity and Affordability Strategy

PowerPoint: <http://www.portlandonline.com/bps/index.cfm?c=41664&a=348911>

Eric Engstrom provided an overview of the Portland Plan process.

Focus on Prosperity and Affordability

- Regional job growth has not been fast enough to bring down Multnomah County unemployment rates.
- The “working poor” made up 23% of Multnomah County households in 2005-2007 (before the recent recession).
- Average wages in Multnomah County have not kept up with the rising costs of living. We are in danger of losing our middle class.



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- Median household income among black and Native American residents is only 47% and 48% of citywide median income, respectively (2008).

Prosperity and Affordability Goals

- Increase traded sector job growth.
- Define success as both business growth and better meeting the economic needs of households.
- Expand economic opportunities to support all Portlanders and an increasingly diverse population
- Expand economic opportunities for individuals to succeed.

Efforts and Investments

- Traded Sector Job Growth (target clusters)
- Urban Innovation
- Trade Gateway and Freight
- Growing Employment Districts
 - Central City
 - Industrial Land Supply
 - Institutions
- Access to Housing
- Align Education and Training with Industry Needs
- Neighborhood Business Development
- Household Security

Chair Baugh asked all invited guests to introduce themselves:

- *Kimberly Branam*: Deputy Director of Strategic Operations at PDC. In this strategy, PDC is most involved with traded sector job growth and Neighborhood Economic Development
- *Margaret Van Vliet*: Director at Portland Housing Bureau, working to invest in long-term housing that is consistent with the strategy
- *Andrew McGough*: Director, Worksystems Inc, which is an advocacy organization. They are most interested in policy funding, affordability and economic prosperity issues
- *Bill Wyatt*: Director, Port of Portland. Traded sector job growth is of key importance to the Port
- *Steve Rudman*: Director, Housing Authority of Portland, which serves all of Multnomah County

The Commissioners and guests addressed four questions in their discussion:

1. The strategy proposes two new measures: economic self-sufficiency (identifying the “working poor” as households with insufficient income to cover local costs of basic needs, such as housing, health care, childcare, and transportation); and cost-burdened households (those that spend more than 50% of household income on housing and transportation costs).

Are the proposed new measures adequate to assess household economic security and affordability? What are the challenges to this approach?



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2. The household prosperity metrics in the strategy (5-8) include specific targets. Are those targets too aggressive or unrealistic? Should we set targets aspirationally or realistically?
3. When we are measuring success in prosperity or job growth (strategy parts 1-4), should we be measuring the region, citywide or smaller geographic districts?
4. The Economic Prosperity and Affordability strategy focuses on trying to change the underlying fundamentals of the economy to support increased incomes and job growth. A persistent public comment has been the lack of any directions concerning reduced business fees or regulations. Do we need to create such a direction?

Commissioner Houck indicated that he has always heard that affordability for housing was that no more than 30% of income would be spent on housing. Why is the target in the Portland Plan 50% of income as the measure of affordability?

Margaret: 50%, which is what this strategy uses, includes transportation costs.

Andrew: Tools are available to help people understand how much they need to make to be self-sufficient; this threshold varies depending on family factors, distances, childcare costs, etc. It is much more accurate to include transportation and other necessary costs to determine self-sufficiency, but it shows that it costs quite a bit more than you usually think to be economically viable in the Portland region. There is a gap... this is a good measure but a very challenging piece of information to get. We've found that only 1 in 10 jobs (RNs) is self-sufficient for single mom who has to pay for childcare.

Commissioner Shapiro: At the last meeting, the PSC was given the option about recommending a housing exemption that will take much funding from the school district; we are weighing affordable housing with the tax exemption against funding lost for schools. How do we reach parity in giving exemptions to encourage housing to be built but equitably?

Margaret: There is a large look at tax exemption policies. County Chair Cogen and Commissioner Fish are leading an effort with colleagues to look at what we are doing with our programs and how to be more targeted and strategic. That is the reason we need to be thinking long-term about opportunities for housing and development. For so long, we've been reactive and opportunistic. Now we're looking at opportunity mapping.

Commissioner Hanson: The Ash Street project decision Commissioner Shapiro mentioned was a good decision site-wise, but we didn't have the overall context. Thanks for working on an overall strategy to show the funding impacts and distribution of housing.

Kimberly: PDC's role with neighborhood economic development is to be proactive about housing needs, coupled with other investments (e.g. Milwaukie Light Rail).

Steve: Private capital is important to make change, but there are trade-offs for public sector. I like how value-oriented the Portland Plan is, but it may set us a part from other entities in the region. To compete in the marketplace is difficult. To be honest about what it takes to be self-sufficient is much more than individual plans. The Portland Plan may be overly ambitious if we



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are going to track what partners can do to impact what people can do to increase income and be self-sufficient.

Commissioner Smith: In terms of abatements, how do we use policy to move toward a city where we don't geographically segregate people by income levels?

Commissioner Sherman: "Can we solve poverty" is the question. It is a daunting task when you put the numbers and reality out. You need either higher wages or subsidize something. I don't know how the Portland Plan helps get off those. We should be clear about what we can and should achieve.

Commissioner Valdez: We can't answer the poverty question. We can't dictate where people choose to live. When discussing the Portland Plan, we have to be visionaries and think about what we want neighborhoods to be in 25 years. If we're going to build in outer southeast, something the city can do is extend transportation options. We talk about poverty corridors frequently. If we put infrastructure in place, maybe cost scenario will go down some. But it's tough for Oregon. We're competing with people from California and the east coast coming to Oregon who have more money. Have to be smart in our resources, and transportation is a key.

Margaret: We are operating on the margins of the market. We need to be smart and look at what the private sector is doing. How do we use tools thoughtfully with a long-range vision?

Commissioner Hanson: We should focus on what the PSC can influence, which includes land-use adjacencies (living near a job) and the composition of districts.

Chair Baugh: As a strategy for prosperity, we're looking at jobs. How do we put strategic investment (housing) as close as we can to jobs, and how can we influence transportation options? We can help reduce overall costs if people live closer to where they work. We also need to connect neighborhoods that have services to get individuals into jobs and provide localized services so the neighborhood is prosperous, with jobs, education, basic needs all near housing.

Margaret: In terms of the Big Look, some of these themes have arisen. Questions about tax base (exemptions and urban renewal) are huge. School districts and the county are involved in looking at the hard questions. We've had lots of info sharing but not full findings yet. School districts talk about state of budgets, trends of poverty and changes in levels of poverty. We are currently fact-gathering then will look at ideas about how to best use exemption program.

Commissioner Sherman: [who sits on the Big Look committee] There will be changes to the existing tax exemption programs (both for single-family and multi-family units). Policies need to be updated so we have a good sense of issues. There is the big question of how to balance housing/tax abatement with lost funding for school districts. It's critical when putting in affordable housing that you think about other types of infrastructure that needs to be there (e.g. school facilities, sidewalks).

Steve: The goals of the Portland Plan include larger social issues that jurisdictions can't complete themselves. We have a great thing going on with the East Portland Action Plan — it is



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community development planning at its best. Being ambitious is ok, but all need to be involved.

Susan: This is part of why we put planning and sustainability together; there is a whole set of tools that we have. Technical assistance, behavior change and others, in addition to zoning and code. The plan itself is to involve many partners such as those around the table. What other tools do we have that BPS could be the “glue” to bring various partners back together? We should think more than just land use issues, for example, about childcare.

Commissioner Valdez: Childcare surpasses class. There are more children coming in to the area at all income levels, distribution, geographies, etc.

Andrew: Right now, childcare seems disassociated with moving closer to work, but offering and having it is a support to help people get more affordable options.

Bill: There are 2 pieces to the equation. Affordability has lots to do with income as well. The Portland Plan is attempting to address both the cost side and creating the economy that reverses the trend of incomes in Portland declining. Taxes we pay feel like they are more than they were before, and they are because our incomes are relatively lower. Schools are feeling the pinch of the larger forces. One of the big challenges for Portland is trying to figure out its place in the larger region and state. This Plan is trying to be more aspirational, which is good, but there are things the region can do that the city itself can't. The city has an interest in largest local companies (e.g. Intel), and the city should embrace the larger region. Our place in the state has changed radically over past 40 years. The Port of Coos Bay 40 years ago was 4th largest in the world (export was logs). Opportunity for economic growth in Portland is limited. Brownfield redevelopment, for example, is very difficult to do since it is challenging and expensive. Focusing on areas within the jurisdiction of the City and its partners to help improve economic strength of the area are very important. If we don't change course, we'll continue to slide downhill. We are losing ground compared to other regions (Seattle, Austin, etc) and need to be more aggressive for traded sector economic growth.

Commissioner Smith: I agree traded sector is vital. I'm interested in exploring what the local role is with neighborhood economic development is, versus participating in regional partnerships. How do we put resources into each effort?

Commissioner Houck: In 1994 when Region 2040 was underway, Metro made it clear they felt they had no role in affordable housing until the Coalition for a Livable Future got on the Metro Council to put affordable housing on the regional table. Metro, in response, created a affordable housing taskforce to address regional policies affordable housing issues. The PSC should play a role in elevating housing affordability at the regional level. Another issue was brought up by Myron Orfield who was brought to the region by CLF to discuss tax-based sharing (e.g. Minneapolis). This might be a non-starter, but the PSC might also play a role in raising this issue. I'm not sure if Portland would gain or lose in this scenario, but we should explore regional tax revenue sharing.

Bill: There have been conversations about tax base and services sharing. It is more difficult for traded sector industries to be neighborhood-based. Large companies attract many economic



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supporters, with people providing services to them. But it's hard to imagine traded sector industry with a neighborhood focus.

Commissioner Valdez: There is a challenge in Portland about being locally-specific versus a bold movement against chain stores. How do you encourage businesses to come to the region and be embraced? With Target coming into downtown, they are making slight changes to mirror Portland's customer base.

Kimberly: How do we get Portlanders to see the value of jobs in the traded sector? Education is critical to job creation needs in the next 25 years. That can help reverse the trend. An educated workforce is very important. PDC sees these as complimentary roles – conversation with the public about what it takes to have a thriving economy – and show the value of companies such as Gunderson, Intel, Nike, etc.

Bill: It is a mistake to think of the traded sector being filled with brands that imports from elsewhere to sell here. What about Keen footwear? They are vulcanizing products here. When you dig into this, it is very complicated. Some is a communications challenge. Here is an income problem – the economy is not repairing itself currently. Part of our challenge is to guide that conversation. The traded sector is more than international brands.

Chair Baugh: How do we create a synergy between the traded sector and a neighborhood economic development strategy, which in some sense supports traded sector at a local base? How do you do that while connecting jobs and education to make neighborhood a vital place where people will want to locate?

Susan: Part of the Portland Plan – import substitution and supply chain – is not well built. It is messy and hard to do economic development “gardening”, but this is a bridge because it is how small companies start up. What are economic development tools that can help on a regional basis?

Kimberly: PDC working as a relationship broker with a local standpoint for some industries (wind turbines, for example, each of which has about 800 parts per).

Commissioner Shapiro: Lots of conversation has been about the “big guys”. But greater Portland is a community of small businesses and entrepreneurs. Is there work to do to encourage small business as well in the sectors they work in?

Bill: At the Oregon Biz Council, there is an attempt to probe what is important to people in the state. We looked at the small business question. Large businesses generate lots of volume for small business (supplier list for Intel, for example) and amplifies the traded sector impact. It is in the interest of traded sector companies to look at local suppliers. Large companies are a magnet around which small companies can be successful.

Commissioner Smith: I am fortunate to be able to telecommute for work. Increasingly, telework has the potential to be a bridge between our traded-sector strategies and neighborhood economic development, with traded-sector work actually occurring in



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neighborhoods. Also, much of the work of the City could be done by telecommuting; telework could be a key Portland Plan strategy.

Andrew: Making connections is very important. Worksystems deals with how to create connections in economic development work to the level of with what and whom Worksystems works. Worker training in older/fabricating companies can help them apply new technology with other local/green companies. There are a variety of efforts that reach down as far as we can go (to entry level workers). As investors, we need to encourage the connections through the path.

Chair Baugh: In talking about small business, what about the existing ones in neighborhoods right now? They will have to transition over the next 20 years to meet new demands of constituents. How do we supply them with connections to make the transition easier for them?

Susan: A question we also have to ask is if this is the role of government and our partners to provide training and work. In my mind, it should be in partnership with this. Education is one of the key points.

Bill: I'm not sure this is the role of government because much is driven by market forces. Sometimes it is the market forces that create the industries or change them. Usually it is a slow, slide out of the industry. You have to be mindful of larger global and market forces.

Kimberly: Entrepreneurship can be learned and taught. To invest in something like entrepreneurship 101 to help people understand and engage in the market does add value could be useful.

Commissioner Oxman: In looking at Portland versus the region, we need to come to a better philosophic resolution about what the role of government is. Do we continually subsidize to achieve in the future? Or are we in more of a start-up role? We need more discussion around role of City and region. County boundaries are becoming less relevant in services, but they are very relevant in many ways, historically.

Steve: The Cradle to Career framework will be important with our increasing young population; it will be interesting to see where this puts us in 25 years. If we can stay with these ideas, the C2C framework coupled with a land-use and transportation framework, you have most of it. But what if Intel can't hire from here? We can't necessarily define what Portland can do in the future.

Commissioner Shapiro: We know population is increasing. The reality will be lots of people looking for housing and work.

Margaret: My instinct is let's be aspirational, but I know that is hard to measure. Families in poverty is very complicated. There are jobs and transportation. But there are also healthcare and social issues. It is very difficult to get out of poverty if a family has health, mental health issues. You can't solve just for one issue. We need to acknowledge the complexity but aim higher.



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Commissioner Hanson: We should also have a regional approach. Our boundaries are contrived at best. But this is hard to measure. A localized process is very important, but with a larger approach.

Susan: When we talk about incomes, we talk about different stories based on the regional differences. With a regional approach, it means that Washington County has to care about brownfields rather than expanding the UGB. The only problem with the regional approach is that solutions are still local. We don't want to miss some of the small details.

Bill: It is a 2-way street. Counties need to recognize brownfield redevelopment, but we need to be sensitive to e.g. Intel expanding at Hillsboro location.

Commissioner Sherman: We should acknowledge the complexity and be aspirational. You should look at full region, but maybe measure work in small geographies, based on the issues specific to the individual places.

Commissioner Valdez: We need to have the Portland community stop looking at 20-minute community through blinders. This is a great concept, but what I encounter is people staying in specific locations based on individual geography. If we don't take our own blinders off to look at the larger picture, we are in trouble. If we don't get jobs for the people here who are poor, services can't keep up.

Commissioner Gray: It is all about jobs. When I think about "economic prosperity and affordability", I think about people. We have a 78% rate poverty in Parkrose. My concern is about kids dropping out of school and families who go from job to job but who are not educated. We need to do some things locally to help families experience prosperity. What about the race/ethnicity overlay? Whatever we do in the Portland Plan should crosswalk to be thinking about culturally-specific neighborhoods and small businesses.

Commissioner Oxman: to achieve, need to look in detail at regional and local levels. Context creates a mosaic, identifies what is going on under the surface.

Steve: We need all sizes, some aspiration, some realistic. Social and economic issues don't have boundaries. We need to figure out how to further discussion at the regional level.

Chair Baugh: In thinking about measuring, how do we measure that change is not because they've left, but because we've changed their lives (e.g. gentrification/displacement)?

Commissioner Houck noted *The Oregonian's* recent article, but we also need to know who left by choice. We need to be careful not to just talk about displacement.

Steve: The most we can do in government is work on the margins of the marketplace. Government is not powerful compared to some companies and sectors. The other side of the story is that in the US, it is supposed to be about choice. People may have bought homes farther from the central city (where it is less expensive) without factoring transportation costs.



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Commissioner Valdez: You want people to have choice. It's an opportunity if people have moved on their own accord. Lots of people have good jobs and can buy a house very cheap right now, but they are not. We have a window of opportunity to move people from renters to owners right now to help them stay in place.

Margaret: There are some lessons learned from past investments and in urban renewal. We are working on strategic plans at PHB and PDC. As we are thinking about future budgets, if we are at least talking the same language, we can talk about keeping people to prosper in place if they choose. If we plan and budget against a similar framework, we will be better than in the past.

Bill: There are different types of industry that will move to different locations in the area, so these are not competitors. For example, Intel isn't going to come to Portland, and businesses who want to be in the harbor are not going to Washington County. But in terms of housing, expanding the UGB can have a devastating impact. We have to look aspirationally; if you were realistic, you have a harder time looking people in the eye. Realistic goals are really tough. Aspirational goals lead the way, even if you don't get all the way there. At least you're heading in the right direction.

Susan: There are lots of goals that we will reach "by accident". Potentially, this could be we reach high incomes because this is where people live, and jobs are outside the city. In the most successful cities, that is what happens over time. Wealth is concentrated with services in the city and jobs are outside. Should we be planning for this, or fight it?

Commissioner Shapiro: For the Portland Plan to succeed, we can't be in silos. We need to work together to make the plan work for everyone. Everyone needs to think about how their piece fits into the larger aspirational plan. There is a huge importance when it comes to collaboration.

Andrew: If we are going to identify goals and metrics, there should be connectors between various areas. A goal of the strategy is to have at least 90% of households be economically self-sufficient, earning enough income to cover local costs of basic needs. How does that impact services in the public school system? Whatever goals we put together, what are implications to multiple systems?

Commissioner Valdez: In real estate, the core of Portland is no longer affordable. There are certain areas of the city where affordable housing/rentals don't exist. As the PSC, we do need to talk about reducing business fees. If we are becoming Seattle or San Francisco, maybe we should be educating people about home buying. We are going to have communities with job growth outside the city. How will we fund the region and schools?

Kimberly: Are there priorities and/or things we'll have wait on? What are the trade-offs? System development charges are critical to developing parks. We should highlight and be conscious about when trade offs are being made, with some level of coordination and transparency in decision-making.



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Bill: Fees are not only city-specific. All fees act together and influence behavior. Eliminating fees isn't very useful since you're not targeting a particular outcome. Water going to get much more expensive, and this creates impacts for businesses. What are we going to do to mitigate this? In terms of regulation, the built environment is more heavily regulated than business. There are regional disparities that are significant, so we need to think about what we want to induce and address those areas.

Commissioner Houck: It will be interesting in the next discussion about role of water fees to achieve our goals.

Chair Baugh asked for any final comments and offered his thanks to the guests for the in-depth conversation.

Portland Plan: Healthy Connected Neighborhoods

Action: Briefing / Work Session

Michelle Kunec

Documents Distributed:

- Portland Plan Equity Preamble
- Portland Plan Healthy Connected Neighborhoods

PowerPoint: <http://www.portlandonline.com/bps/index.cfm?c=41664&a=349103>

Michelle Kunec provided an overview of the Portland Plan process.

Focus on Healthy Connected Neighborhoods

- Address significant health issues - like obesity and chronic disease
- Provide equitable access to healthy environments and opportunities
- Improve watershed health and reduce carbon emissions and air pollution
- Align where and how we grow and invest to achieve common goals

Strategy Goals

- Ensure Public Decisions Benefit Human and Environmental Health
 - Explicitly consider health in public decisions
 - Target public actions to maximize health, reduce disparities and mitigate risks
 - Expand collaborative partnerships
- Create a network of:
 - Strong, diverse, well designed and connected Neighborhood Hubs and
 - City GreenWays that weave nature into the city and connect people, water, wildlife and neighborhoods

Key Policies and 5-year Actions for Neighborhood Hubs

- Neighborhood Businesses and Services
- Healthy and Affordable Food
- Quality, Affordable Housing
- Gathering Places and Social Connections
- Sustainable Urban Form
- Local Initiatives and Distinctiveness



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City GreenWays

- Habitat
- Neighborhood
- Civic

Chair Baugh asked all invited guests to introduce themselves:

- Tom Miller: Director, Bureau of Transportation
- Dean Marriott: Director, Bureau of Environmental Services
- Zari Santner: Director, Parks & Recreation
- Lillian Shirley: Health Department Manager
- Neil McFarlane: General Manager, TriMet

The Commissioners and guests addressed four questions in their discussion:

1. Does this strategy adequately and effectively communicate the concept, objectives, and implementation of creating Healthy Connected Neighborhoods? Are there any critical topics that are not adequately addressed?

2. The strategy envisions a connected system of neighborhood hubs and greenways that will achieve multiple goals (i.e. improving public health, equity, watershed health and transportation and addressing climate change). Does the strategy set clear priorities for implementation?

3. Should the strategy acknowledge that density (i.e. increases in people/customers) will be required to support public and private investment in infrastructure, services and amenities in hubs and greenways?

Example: Currently, the strategy is not explicit about the link between the availability of local services and the population needed to support these services. Particularly for neighborhood hubs and civic corridors, the strategy could be clear that public and private investment in infrastructure, services and amenities will require that these hubs accommodate concentrations of housing and people.

4. Does the strategy need a stronger discussion of the relationship between neighborhood hubs and surrounding neighborhoods?

Commissioner Smith expressed he is fan of the plan, coming from neighborhood activism background. But, bicycling is not referred to specifically. “Biking is ‘over there’”, but we need to figure out how to bring people on bikes into being part of the vibrant life of the neighborhood. The strategy is also missing the goods and freight movement and piece. Trucks that deliver still need to get to neighborhoods. Is the green/people network separate from transit/delivery?

Tom: We do need a more explicit focus on the role of bicycles in achieving outcomes. Civic greenways should be where you’re moving locally-focused freight.



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Zari: The problem is about physical health. How can we, through place-making, help people to be more physically active? We need to highlight recreation programming aspects of physical health, especially for women and older people who generally may be more hesitant about biking. Parks and PBOT have collaborated to teach seniors to bike; through the program, some have graduated from recreational biking to doing errands, etc. We can't underestimate value of programs on physical and mental health. Providing opportunities for people coming together is critical.

Commissioner Shapiro: I'm happy to do safe and friendly biking. The Portland Plan will succeed only if we work collaboratively, across boundaries. This is all one seamless community. As I mentioned in the previous session, I'm hoping for an agreement to work together, not in silos, to make the Plan something everyone can access.

Neil: When we talk about connected neighborhoods, TriMet Frequent Service System is our baseline network to provide consistent opportunity for transit ridership. We need to continue to build on this and expand over time. Studies show that public transit riders also get a daily dose of walking, which is important to the health portion of the strategy.

Dean: I hope to dismantle the notion that bureaus work in silos. We would like to see it more explicitly laid out that we have been cleaning up the urban watersheds, Willamette River. We need to integrate sustainable urban development practices across the board and make it the community's responsibility to watch out for these investments. Everything we do on the land ends up in a watershed.

Lillian: The health and equity considerations of plan are great progress, but we still need to be more explicit about how we are balancing priorities. The equity preamble is very progressive. But at the same time, this shouldn't be just a preamble – it should be foundational. Balancing priorities is where the rubber meets the road.

Commissioner Houck: In the earlier conversation, I raised the issue about how we might discuss how economic prosperity would be discussed in the context of the HCN strategy. We need to articulate the contribution of HCN including natural resources and parks into the economic and affordability strategy. And, while we tend to focus on what the natural environment does for us, we also need to consider that natural systems are important in their own right, that they have their own intrinsic value. We rarely say that, but we need to discuss interspecies and intergenerational equity. Just recently there was a great example before City Council where the Council and bureaus have, as Zari noted, broken down their silos. Council approved the purchase of 134 acres of forest on the west side of Sellwood Bridge (Riverview Cemetery) to provide cold water refugia for future generations of salmonids, habitat and watershed health. I predict that they will be criticized for that in the media. We, as the PSC, should be supporting these efforts to break down silos and encourage inter-bureau collaboration.

Commissioner Gray: One of the challenges we face is how we keep this issue around HCN on the radars of all bureaus. This is a 25-year plan with great jumping off points. This is such a critical aspect of life for kids, families – access to a place to play – but how do we keep this in front of all the bureaus so we don't forget about it down the road? A major concern in my area is there are only a few bike paths and sidewalks for being safe. How do we integrate the



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environment as well as healthy food into neighborhoods that don't have grocery stores and encourage them to be active.

Zari: Government often fails to market what they are doing. We are doing great things out of our bureau silos. Parks and Multnomah County have the RX Play initiative. SUN school programs are also a great example of collaboration. We do have lots of examples, but one thing that is essential is sometimes we are fighting for the same bucket of money. We need to be creative in looking at other sources of funding to tap into and we need to educate the public about what we're doing together.

Commissioner Houck: The funding is not really a bucket... more like a teaspoon. We should also look at funding for maintenance and infrastructure at a regional level.

Tom: The plan needs to more explicitly call out safety. Safety is the first lens through which PBOT starts projects and plans. In the US, though it's safer in Portland, there is 1 traffic fatality every 14 minutes. We need to continue to encourage safety planning.

Chair Baugh: How do we connect priorities for implementation into all other plans?

Commissioner Hanson: The PSC was recently looking at the 60th Ave station project. One pushback point from the neighborhood was about air quality... why are we putting more people where air quality is the worst? That seems to be in direct opposition for how we urbanize in the future.

Zari: There are ways to partially clean the air in those areas with trees along highways, etc. This takes funding to maintain as there is lots to do. Parkways were a recommendation from the Olmstead Plan. Fragments of that do exist in the city (e.g. Ainsworth). For many years, PBOT had funds to maintain these greenways, but lack of funding has led to "orphan medians". We know what we can do, but we need the ways to make sure we can maintain financially.

Neil: When you begin to build a walkable urban neighborhood, you begin to reduce traffic overall. The plan recognizes the need to bring people together. Some key transportation corridors are also optimal ways to do this. Our TriMet fleet will be changing over the next years – e.g. reducing emissions from busses. In the long term, we hope to support the notion of walking for daily trips, and increase the "trips not taken". We have places where there are opportunities in terms of services already in place, which are great building blocks to make strategies successful.

Tom: In the example at 60th Ave, there is opportunity to create the trip not taken, which is the core of the 20-minute neighborhood concept. Benefits public health, it offers access to recreation and enhances economic prosperity. An impediment to prosperous freight mobility is private automobiles, so focusing on public transport can help move freight better, too.

Lillian: The Portland Plan is an opportunity to integrate goals. And when we integrate goals, we can better see any trade offs we may be making. The Plan can help us have less "fighting over the teaspoon".



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Commissioner Houck: “Green infrastructure” is included in HCN. To the extent we can rely on green infrastructure, there are multiple benefits for every dollar spent. I’m happy with the HCN strategy. It’s an excellent example of bureaus – PBOT, BES, Parks and Planning and Sustainability – working together to integrate their missions in HCN. As everyone here knows, I will have editorial suggestions, but in general, this is a good example of working together to integrate programs.

Commissioner Smith: The implementation document is ultimately the City budget. This year I was thinking about how budgets align with the Portland Plan. We need to make sure the budget process is measured against the Plan in the next few years.

Dean: Part of why BES is doing tree plantings and green roofs is the overlap of trees, public health and livability. There are lots of actions in the Plan, but I’m not sure if these are actions or priorities – it would be better highlight which are priority items versus action items.

Commissioner Shapiro: The Portland Plan is a 25-year ambition. TriMet will look very different in 25 years. What are you visualizing in the future for what your plans look like?

Tom: It’s all about choice, and today most Portlanders don’t have choice about transport options. With TriMet, we want to provide viable array of opportunities for people to meet daily needs. There should be an option for people to take the mode that makes the best sense for people at any given moment.

Neil: The 25th anniversary of the Banfield Light Rail line is later this year. We have major investments underway, such as the Milwaukie corridor. Bike stations will be more robust, and we are integrating stormwater quality and pedestrian connections. There are other regional corridors (such as in southwest). Another goal is for more riders to be using the bus over rail in the future, and to become a leader in the bus system, we tie capital investments and the region together.

Zari: In 2001, Council adopted the Parks 2020 Plan with the aim that every citizen is within 15 minutes walking to a park or natural area. Right now it is 77%. In past 10 years, the City has bought enough land to increase this to 82% if we had funds to develop it. Parks’ goal is to make that a priority. This has a strong connection to the equity focus of the plan – to create places so we can work with communities to celebrate diverse cultures and needs of specific populations. Connectors will play a significant role to remove disparity/access to parks.

Commissioner Oxman: These are good priorities in the Plan to start with. They will give people an opportunity to live in a more connected, healthful manner. There is a value of nature in its own right, and people are not yet in that place since they don’t yet have day to day experience with nature.

Lillian: Food policy and affordable housing are also in the mix. But when we talk about essential services and key destinations, whose key destinations are we referring to? What are the essential services? These may be different for different people. Not everyone wants the same thing... success does not look the same for everyone. Beyond the quick starts, we need to



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remember this. We need to look at neighborhoods and building for people who don't yet live here.

Commissioner Houck: The 40-mile loop is mentioned in the HCN quite a bit. I hope we see more than the 40-mile loop. Regional trail connections outside Portland throughout the region, and beyond into the Willamette Valley and Gorge, are also important, so we need a well-integrated bi-state regional trail system.

Chair Baugh: There is disproportionate investment to neighborhoods that don't currently have opportunities today. Now we want to be sure to connect them. Is it reasonable to say we are going to invest more in neighborhoods that currently have lower connection today to bring them up?

Neil: There are 7000 TriMet bus stops in the region. We recently looked at the pedestrian network analysis, which shows sidewalks and land use around stations. There are basic elements (being able to walk from house to station) we can start with. East Portland is a poster area for these types of connections. We need to "catch up" the neighborhoods to better standards around stations and stops, even where we provide excellent service. This is a fundamental safety issue, and it needs to rise to the top of prioritization.

Commissioner Smith: If we are put in the position talking about density, we have lost the battle. Density is a means – it can get you many things you want, but we need infrastructure and the design overlay, as well as funding for affordable housing to get to more livable places.

Zari: It is a struggle to say we are going to focus funds on currently lacking areas. For example, when we look at food security issues and are trying to expand community gardens, many of the older locations and plots are large. But people who have things don't want them taken away to create parity or balance in other areas. I'm not sure it is doable, or whether there will be backlash from those who currently have "x" if we don't continue to fund those or divert funds elsewhere. People have to be assured that at sometime in the future, attention will turn back to them.

Susan: That is why the 5-year action areas are so important. Getting these actions in alignment now is important because we'll be doing the next set of actions in another few years.

Commissioner Valdez: We keep coming back to the question of funding sources. We are running out of money, and there are fairness issues. The PSC will have to continue to talk about this – our tax source. There won't be enough funding for all projects, but how do we prioritize to make choices?

Dean: One of the benefits of the city changing and growing includes the natural environment and how new development can improve standards over status quo; the headwaters project in southwest is a good example. We have upgraded development standards to provide great access and environmental equity.

Lillian: One of the things we do well is inclusion in planning – stating the problem and the solution we want to work for. We need to be better about inclusion for creating the outcome.



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When we think about implementation, how do we get better about inclusion in implementation decisions? Are we doing all we can do with what we have power to do?

Commissioner Houck: How we spend the money we have is important too. Does the PSC have the opportunity to talk with OMF, which helps shape where the budget is going? What is the opportunity?

Susan: BPS had a good meeting with OMF where we went through the Portland Plan. They were surprisingly interested in making it part of the budget process in the future, and we will again talk with them in July. If the PSC wants OMF director and/or the Mayor's staff to come in the summer, after draft plan is out, to ask how we make sure implementation is within each bureau, we can look at arranging that.

Neil: We need to make sure we accommodate for the spread of age ranges. How can we best provide for the elderly or disabled? Currently it is through our Lift system, which is about \$29 per ride. But if housing can be closer to frequent service lines, we can use public resources better. We need to look at transportation and housing strategies together to look at all our resources and options.

Tom: PBOT provides a system. A focus on the hub in the Portland Plan is difficult for PBOT because we need to provide across the city, not just in a hub-centric view.

Neil: It's also important to note we look at corridors, which can connect neighborhoods. Regional high-capacity transit system is another next step as well as looking how we can connect the system to key regional employers in the area.

Commissioner Ovalles: NAYA has been working with TriMet to have station at Center; for the Native community, culture is not defined by neighborhoods. Safety is a big concern. Looking ahead, we may want to say healthy connected "communities" rather than "neighborhoods". Also looking at how to include community-based organizations in implementation is important.

Commissioner Valdez: In planning, the census figures have to come into consideration.

Zari: I see the hubs as little villages that reflect community where they are located. They will be varied, but what is important about connectivity is that it gives different communities opportunities to experience different things. How do we allow people to move to various areas of interest outside of driving there is the transportation element. The bureaus need to work more collaboratively to achieve the goals of the plan; we also need to respect the value of what we are doing individually, particularly the economic value of the plan. We want to ensure the collective understanding among bureaus and implementers that all is connect to economic development.

Susan: The previous conversation started from housing and affordability. How can we, without being redundant, show how each strategy affects the others? We do need to communicate our work better, and we're not quite there in the Plan. How would you "sell" the section that is of most importance to you?



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Dean: In terms of integration, there are opportunities to have both economic development and environmental improvements. Sometimes you do have to make choices, but if you're doing a good job developing and creating, you do it that meets other objectives.

Commissioner Houck: There is cutting edge work in ecosystem services being done at BES, Clean Water Services and elsewhere. PSU is doing this work in their Institute for Sustainable Solutions. We need to integrate the economic prosperity strategy with the HCN strategy. It is reasonable to cross-reference in both sections.

Tom: Cross-fertilization is important from PBOT's perspective. We've done a good job articulating the need for providing choice in the community. The transportation system is not currently sustainable due to financial constraints, and we have to change. Finding synchronicities and efficiencies are necessary. Thanks to BPS for starting to talk about how we think about working more collaboratively in resource-constrained situations.

Zari: I echo the accolades to BPS staff. They have been working closely with different bureaus' staff, the community, etc to achieve a much bigger goal. Thanks for engaging and including us in discussions.

Lillian: Thanks also goes to advocates and the non-profit sector. In terms of what the issues are around health, we know good education and jobs are helpful. But also in public health, it isn't just governmental sector.

Chair Baugh: Thanks for today's conversation. Will compile the conversations and information to help form draft plan.

Director's Report

Susan Anderson

- Congratulations to Mike Houck who will be awarded the Nohad Toulan (PSU) Urban Pioneer Award for Public Service. Mike will receive the award at the College of Urban and Public Affairs commencement hooding ceremony, Friday June 10th.

Chair Baugh adjourned the meeting at 4:25pm.