

PROPOSED DRAFT PORTLAND PLAN - PUBLIC TESTIMONY LOG

Public Testimony - Proposed Draft Portland Plan			
<p>The public comment period opened on October 18 and closed on December 28, 2011. Additional comments were received between the close of the comment period and the distribution of comments to the Planning and Sustainability Commission. Comments 1 through 154a were received before the deadline.</p>			
Date Received	Comment Number	Author's Name	Address
10/25/2011	1	Chuck Martin	944 SE SELLWOOD BLVD., PORTLAND, OR
10/24/2011	2	Ross Swanson	5812 SE 21ST AVE., PORTLAND, OR 97202-5232
10/28/2011	3	Jason Barnstead-Long	8904 N PORTSMOUTH AVE., PORTLAND, OR 97206
10/31/2011	4	Jay Bloom	3122 NE SCHUYLER ST., PORTLAND, OR 97212
10/31/2011	5	Alice Gustafson	1210 NE 152ND AVE., PORTLAND, OR 97230
11/7/2011	6	Chris Smith	2343 NW PETTYGROVE ST., PORTLAND, OR 97210-2609
11/9/2011	7	Don MacGillivray -1	2339 SE YAMHILL ST., PORTLAND, OR 97214
11/9/2011	8	Tatiana Xenelis	5017 N NEWARK ST., PORTLAND, OR 97203
11/10/2011	9	Alice Chesworth	6512 SE 19TH AVE., PORTLAND, OR 97202
11/12/2011	10	Christopher Palacios	2941 NE AINSWORTH ST., PORTLAND, OR 97211-6749
11/9/2011	11	Kayse Jama, CIO	700 N KILLINGSWORTH ST., PORTLAND, OR 97217
11/14/2011	12	Brian Cefola	3244 NE SCHUYLER ST., PORTLAND, OR 97212
11/16/2011	13	Richard Ellmyer	9124 N MCKENNA ST., PORTLAND, OR 97203
11/15/2011	14	Don Baack	6495 SW BURLINGAME PL., PORTLAND, OR 97239

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Date Received	Comment Number	Author's Name	Address
11/17/2011	15	Mike Saling, PWB	1120 SW 5TH AVE ROOM 600 PORTLAND OR 97204-1926
11/17/2011	16	Nick Sauvie, Rose CC	5215 SE DUKE ST. PORTLAND, OR 97206
11/17/2011	17	Mia Birk	3604 SE LINCOLN ST., PORTLAND, OR 97214
11/18/2011	18	Beth Levin	3043 NE 51ST AVE., PORTLAND, OR 97213
11/15/2011	19	Eric Fruits - 1	4318 NE ROYAL CT., PORTLAND, OR 97213
11/15/2011	20	Eric Fruits - 2	4318 NE ROYAL CT., PORTLAND, OR 97213
11/15/2011	21	Ana Meza	12105 SE HOLGATE BLVD., APT 135, PORTLAND, OR 97266
11/15/2011	22	Bridgette Lang	9455 N ALLEGHENY AVE., PORTLAND, OR 97203
11/15/2011	23	Jennifer Basham - 1	7217 N CONCORD, PORTLAND, OR 97217
11/18/2011	24	Ann Beier	1120 SW 5TH AVE., ROOM 1000, PORTLAND, OR 97204
11/21/2011	25	Rob Sadowsky, BTA	618 NW GLISAN ST., STE, 401, PORTLAND, OR 97209
11/15/2011	26	East Portland SDs, Teresa Baldwin, Don Grotting, Karen Fischer Gray, Joyce Henstrand	1500 SE 130TH AVE., PORTLAND, OR 97233
11/15/2011	27	Carla Danley	7412 N WILBUR AVE., PORTLAND, OR 97217
11/15/2011	28	Sumitra Chhetri	13040 SE KELLY CT., PORTLAND, OR 97236
11/15/2011	29	Brian Walker	4545 NE 115TH AVE., PORTLAND, OR 97220
11/15/2011	30	Terry Parker	PO BOX 13503, PORTLAND, OR 97213

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Date Received	Comment Number	Author's Name	Address
11/18/2011	31	Erin Janssens, PFB	1300 SE GIDEON ST., PORTLAND, OR 97202
11/18/2011	32	Mary Beth Henry, OCT	1120 SW 5TH AVE., ROOM 1305, PORTLAND OR 97204
11/15/2011	33	Annette Mattson	12045 SE FOSTER PL., PORTLAND, OR 97266
11/8/2011	34	NECN, Chris Lopez	4815 NE 7TH AVE., PORTLAND, OR 97211
11/8/2011	35	Joanne Fuller, Bill Scott, SUN	421 SW OAK ST., STE. 200, PORTLAND, OR 97204
11/8/2011	36	Don MacGillivray - 2	2339 SE YAMHILL ST., PORTLAND, OR 97214
11/29/2011	37	Mark Whitlow	1120 NW COUCH ST., 10TH FLOOR, PORTLAND, OR 97209-4128
11/29/2011	38	Ellen Johnson	921 SW WASHINGTON ST., STE. 500, PORTLAND, OR 97205
11/29/2011	39	Alexis Grant	2841 SE SCHILLER ST., PORTLAND, OR 97202
11/29/2011	40	Jeremy O'Leary	15445 SE MILLMAIN DR., PORTLAND, OR 97233-3353
11/29/2011	41	Emily Fern Dayton / Transition PDX	1315 SE LINN ST., PORTLAND, OR 97202
11/29/2011	42	Dan Ryan, All Hands Raised	2069 NE HOYT ST., PORTLAND, OR 97232
11/29/2011	43	Dorothy Shoemaker	3652 SW SPRING GARDEN ST., PORTLAND, OR 97219
11/29/2011	44	Curt Schneider, St Johns Boosters	6904 N CHARLESTON AVE., PORTLAND, OR 97203
11/29/2011	45	Francie Royce, npGreenway	1854 NW ASPEN AVE., PORTLAND, OR 97210-1211
11/28/2011	46	Mike Abbate, PP&R	1120 SW 5TH AVE., ROOM 1302, PORTLAND OR 97204
11/28/2011	47	Colin Cortes	8900 SW SWEET DR., APT. 1116, TUALATIN, OR 97062-7497

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11/28/2011	48	Mike Houck, PSC	2433 NW QUIMBY ST., PORTLAND, OR 97210-2644
11/23/2011	49	Michelle Rudd, PSC	2213 NW PINNACLE DR., PORTLAND, OR 97229-9108
11/22/2011	50	Marilyn Reece	3126 SW UPPER DR., PORTLAND, OR 97201-1770
11/22/2011	51	Dean Marriott, BES	1120 SW 5TH AVE., ROOM 1000, PORTLAND OR 97204
11/18/2011	52	Patrick Quinton, PDC	222 NW 5TH AVE., PORTLAND, OR 97209
11/30/2011	53	Vicki Hersen	1411 SW MORRISON ST., STE 290, PORTLAND OR 97205
11/29/2011	54	Carrie Richter, Landmarks Commission - 1	1900 SW 4TH AVE., STE. 5000, PORTLAND, OR 97201
11/30/2011	55	Anita Yap, Home Forward	135 SW ASH ST., PORTLAND, OR 97204
11/29/2011	56	Mary Vogel, Congress for the New Urbanism - Cascadia Chapter	PO BOX 12437, SEATTLE, OR 98111
12/1/2011	57	Pati and Matt Hall	5230 SE 118TH AVE., PORTLAND, OR 97266
12/4/2011	58	Don MacGillivray - 3	2339 SE YAMHILL ST PORTLAND OR 97214
12/4/2011	59	Don MacGillivray - 4	2339 SE YAMHILL ST., PORTLAND, OR 97214
12/4/2011	60	Don MacGillivray - 5	2339 SE YAMHILL ST., PORTLAND, OR 97214
12/5/2011	61	Tom Miller, PBOT	1120 SW 5TH AVE., ROOM 800, PORTLAND OR 97204
12/5/2011	62	Doug Kloutz	2630 SE 43RD AVE., PORTLAND, OR 97206

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Date Received	Comment Number	Author's Name	Address
11/23/2011	63	Tom Miller DOUBLE ENTRY: VOID	1120 SW 5TH AVE., STE 800, PORTLAND OR 97204-1914
11/29/2011	64	Cathy Galbraith	701 SE GRAND AVE., PORTLAND, OR 97214
11/28/2011	65	Eric Inclan	7020 SE 42ND AVE., PORTLAND, OR 97206
11/29/2011	66	Joe Poracsky, Urban Forestry Commission	1120 SW 5TH AVE., ROOM 1302, PORTLAND OR 97204
11/29/2011	67	Bill Wyatt, Port	7200 NE AIRPORT WAY, PORTLAND, OR 97218
11/29/2011	68	Terry Griffiths	4128 SE REEDWAY ST., PORTLAND, OR 97202-7534
11/29/2011	69	Suzanne Myers Harold	6206 SE 45TH AVE., PORTLAND, OR 97206
12/7/2011	70	Don MacGillivray - 6	2339 SE YAMHILL ST., PORTLAND, OR 97214
12/7/2011	71	Alesia Reese and Arlene Kimura, EPAP and East Portland Parks	1017 NE 117TH AVE., PORTLAND, OR 97220
12/7/2011	72	Daniel Ledezma and Kim McCarty, PHB	421 SW 6TH AVE., STE 500, PORTLAND OR 97204
12/8/2011	73	Don MacGillivray - 7	2339 SE YAMHILL ST., PORTLAND, OR 97214
12/8/2011	74	Judy Shiprack, County Commissioner	501 SE HAWTHORNE BLVD., STE 600, PORTLAND OR 97214
12/9/2011	75	Don MacGillivray - 8	2339 SE YAMHILL ST., PORTLAND, OR 97214
12/9/2011	76	Don MacGillivray - 9	2340 SE YAMHILL ST., PORTLAND, OR 97214
11/23/2011	77	Courtney Duke, Portland Bureau of Transportation	1120 SW 5TH AVE., STE 800, PORTLAND, OR 97204-1914

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12/8/2011	78	Babak Govan	[REDACTED]
12/9/2011	79	Don MacGillivray - 10	2341 SE YAMHILL ST., PORTLAND, OR 97214
12/9/2011	80	Don MacGillivray - 11	2342 SE YAMHILL ST., PORTLAND, OR 97214
12/9/2011	81	Don MacGillivray and Kelly Reece - 1	2339 SE YAMHILL ST., PORTLAND, OR 97214 and 3126 SW UPPER DR., PORTLAND, OR 97201
12/9/2011	82	Don MacGillivray and Kelly Reece - 2	2340 SE YAMHILL ST., PORTLAND, OR 97214 and 3126 SW UPPER DR., PORTLAND, OR 97201
12/9/2011	83	Don MacGillivray and Kelly Reece - 3	2339 SE YAMHILL ST., PORTLAND, OR 97214 and 3126 SW UPPER DR., PORTLAND, OR 97201
12/9/2011	84	Don MacGillivray and Kelly Reece - 4	2339 SE YAMHILL ST., PORTLAND, OR 97214 and 3126 SW UPPER DR., PORTLAND, OR 97201
12/10/2011	85	Don MacGillivray - 12	23339 SE YAMHILL ST., PORTLAND, OR 97214
12/11/2011	86	Don MacGillivray - 13	2339 SE YAMHILL ST., PORTLAND, OR 97214
12/11/2011	87	Jeremy O'Leary	15445 SE MILLMAIN DR., PORTLAND, OR 97233-3353
12/12/2011	88	Mary McWilliams and Debbie Aiona, The League of Women Voters of Portland	310 SW 4TH AVE., SUITE 520 PORTLAND OR 97204
12/12/2011	89	Don MacGillivray - 14	2339 SE YAMHILL ST., PORTLAND, OR 97214
12/12/2011	90	Lindsay Brown	9401 NE SCHUYLER ST., PORTLAND, OR 97220
12/12/2011	91	Rachel Hemmingson	2064 SE 103RD DR., PORTLAND, OR 97216

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12/12/2011	92	Marc Farrar, Comcast Cable	9605 SW NIMBUS AVE BEAVERTON OR 97008
12/15/2011	93	Don MacGillivray and Marilyn C. Reece - 1	2339 SE YAMHILL ST PORTLAND OR 97214 and 3126 SW UPPER DR PORTLAND OR 97201
12/16/2011	94	Kelly Reece	3126 SW UPPER DR., PORTLAND, OR 97201
12/18/2011	95	Don MacGillivray - 15	2339 SE YAMHILL ST., PORTLAND, OR 97214
12/18/2011	96	Don MacGillivray - 16	2339 SE YAMHILL ST., PORTLAND, OR 97214
12/18/2011	97	Don MacGillivray - 17	2339 SE YAMHILL ST., PORTLAND, OR 97214
12/19/2011	98	Elly Blue	3827 SE LINCOLN ST., PORTLAND, OR 97214
12/19/2011	99	Peter Finley Fry, Gunderson	2153 SW MAIN ST, #105, PORTLAND, OR 97205
12/20/2011	100	Peter Finley Fry, Central Eastside Industrial Council	PO BOX 14251, PORTLAND, OR 97293
12/20/2011	101	Jay Brown	2626 SE TIBBETTS ST., PORTLAND, OR 97202
12/21/2011	102	Christopher Eykamp	2101 SE TIBBETTS ST., PORTLAND, OR 97202
12/21/2011	103	Mary McWilliams and Debbie Aiona, The League of Women Voters of Portland	310 SW 4TH AVENUE, SUITE 520, PORTLAND, OR 97204
12/21/2011	104	Guenevere Millius, Portland Design Commission	1900 SW 4TH AVE., STE 5000, PORTLAND, OR 97201

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12/21/2011	105	Carrie Richter, Landmarks Commission	1900 SW 4TH AVE., STE 5000, PORTLAND, OR 97201
12/22/2011	106	Pei-ru Wang, IRCO/Asian Family Center	8040 NE SANDY BLVD., PORTLAND, OR 97213
12/23/2011	107	Chris Lopez, Northeast Coalition of Neighborhoods	4815 NE 7TH AVE., PORTLAND, OR 97211
12/23/2011	108	Traci Price	1156 SE 85TH AVE., PORTLAND, OR 97216
12/23/2011	108a	Mary Ann Schwab	605 SE 38TH AVE., PORTLAND, OR 97214
12/23/2011	108b	Mary Ann Schwab	605 SE 38TH AVE., PORTLAND, OR 97214
12/26/2012	109	Chris Smith, PSC	2343 NW PETTYGROVE ST., PORTLAND, OR 97210-2609
12/26/2011	110	Andy Dworkin	1322 SE 45TH AVE., PORTLAND, OR
12/26/2011	111	Amy Lewin and Linda Nettekoven, HAND	PO BOX 15033, PORTLAND, OR 97293
12/26/2011	112	Will Filler, SWNI Schools	3824 SW CANBY ST., PORTLAND, OR 97219
12/26/2011	113	A.B. Paulson	6822 SW BURLINGAME DR., PORTLAND, OR 97219
12/26/2011	114	Leslie Pohl-Kosbau	7136 SW 3RD AVE., PORTLAND, OR 97219
12/26/2011	115	Kelly Moosbrugger	708 NW 19TH AVE., APT B., PORTLAND, OR 97209
12/27/2011	116	Bicycle Advisory Committee, Matthew Arnold, Roger Geller	1120 SW 5TH AVE., ROOM 800, PORTLAND OR 97204

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12/27/2011	117	Audubon Society of Portland, Bob Sallinger	5151 NW CORNELL RD., PORTLAND, OR 97210
12/27/2011	118	Rachel Tillman	6106 N COMMERCIAL AVE., PORTLAND, OR 97217
12/27/2011	119	Outdoor School Student Leaders, c/o Olivia Franke	2214 NE 25TH AVE., PORTLAND, OR 97212
12/27/2011	120	Annette Mattson, David Douglas School District	1500 SE 130TH AVE., PORTLAND, OR 97233
12/27/2011	121	Jeff Allen, Drive Oregon	1600 SW 4TH AVE., SUITE 112, PORTLAND, OR 97201
12/27/2011	122	Rick Sills	5036 NE 10TH AVE., PORTLAND, OR 97211
12/27/2011	123	Susan Blevins	3034 SW FLOWER TERRACE, PORTLAND, OR 97239
12/27/2011	124	Kay Sweeney	921 SE MARION ST., PORTLAND, OR 97202
12/27/2011	125	Angie Even, Woodstock Business Association	4207 SE WOODSTOCK, BLVD., PMB 130, PORTLAND, OR 97206
12/27/2011	126	Kenneth Heggem	5215 SE HAROLD ST., PORTLAND, OR 97206
12/27/2011	127	Jonathan Brandt	4709 SE 64TH AVE., PORTLAND, OR 97206
12/27/2011	128	Jennifer Basham - 2	7171 N CONCORD, PORTLAND, OR 97217
12/27/2011	129	CenturyLink, Karen Stewart	310 SW PARK, 11TH FL., PORTLAND, OR 97205
12/28/2011	130	Yehuda Winter via Harriet Cooke	5707 NE 15th AVE., PORTLAND, OR 97211 AND 6312 CAPITOL HWY., #225, PORTLAND, OR 97239

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Date Received	Comment Number	Author's Name	Address
12/28/2011	131	Alan DeLaTorre and Joe VanderVeer, Accessibility in the Built Environment, Portland Commission on Disability	1120 SW 5th AVE., PORTLAND, OR
12/28/2011	132	Briggy Thomas	131 NE THOMPSON ST., PORTLAND, OR 97212
12/28/2011	133	Peter Finley Fry	2153 SW MAIN ST., # 105, PORTLAND, OR 97205
12/28/2011	134	Edward Jones, Linnton Neighborhood Association	10249 NW 109TH AVE., PORTLAND, OR 97231
12/28/2011	135	Heidi Guenin	3101 SE 55TH AVE., PORTLAND, OR 97206
12/28/2011	136	Rick Sills	5036 N.E. 10th, portland, OR 97211
12/28/2011	137	Howard Silverman and Rick George, Ecotrust	721 NW 9TH AVE., PORTLAND, OR 97209
12/28/2011	138	Jerry Cohen, AARP	9200 SE SUNNYBROOK RD., STE 410, CLACKAMAS, OR 97015
12/28/2011	139	Michael Szporluk	1933 SE ALDER, PORTLAND, OR 97214
12/28/2011	140	Harriett Cooke	6312 SW CAPITOL HWY., #225, Portland, OR 97239
12/28/2011	141	Don MacGillivray - 18	2339 SE YAMHILL ST., PORTLAND, OR 97214
12/28/2011	142	Roger Averbeck	4907 SW CANTERBURY LN., PORTLAND, OR 97219
12/28/2011	143	Don MacGillivray - 19	2339 SE YAMHILL, PORTLAND, OR 97214
12/28/2011	144	Bonny McKnight	1617 NE 140TH, PORTLAND, OR 97230

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Date Received	Comment Number	Author's Name	Address
12/28/2011	145	Anna Kroma	SW PARK AVE., PORTLAND, OR 97205
12/28/2011	146	Don MacGillivray - 20	2339 SE YAMHILL, PORTLAND, OR 97214
12/28/2011	147	Terry Griffiths, Woodstock Neighborhood Association Land Use Committee	5905 SE 43RD AVE., PORTLAND, OR 97206-6208
12/28/2011	148	Rick and Cindy Brodner	324 SE 30TH PLACE, PORTLAND, OR 97214
12/28/2011	149	Portland Public Schools, C.J. Sylvester (Paul Cathcart)	501 N DIXON ST., PORTLAND, OR 97227
12/28/2011	150	John Gibbon	9822 SW QUAIL POST RD., PORTLAND, OR 97219
12/28/2011	151	Tamara DeRidder	1707 NE 52ND AVE., PORTLAND, OR
12/28/2011	152	Allan Lazo, Human Rights Commission	5315 N VANCOUVER AVE., PORTLAND, OR 97217.

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12/28/2011	153	Transition PDX: Liz Bryant, Jim Newcomer, Jeremy O'Leary, Stacy Anne Murphy, Kelly Reece, Don MacGillivray, Michael Wade, Leah Maka Grey, Carol McCreary and Harriet Cooke	4140 SE 37TH AVE., PORTLAND, OR 97202
12/28/2011	154	Kirky Doblle, SWNI Community Centers Committee	0106 SW RIDGE DR., PORTLAND, OR 97219
12/28/2011	154a	Carly Riter, Portland Business Association	200 SW MARKET ST., STE 150, PORTLAND, OR 97201
12/28/2011	155	Kristin Watkins, Portland Community College	PO BOX 19000, PORTLAND, OR 97280
12/28/2011	156	Susan Lindsay, Buckman Community Association	c/o SE UPLIFT, 3534 SE MAIN ST., PORTLAND, OR 97214
12/28/2011	157	Jeff Swanson, Working Waterfront Coalition	200 SW MARKET ST., STE. 150, Portland, OR 97201
12/28/2011	158	Phillip Wilson	6501 SE 50TH AVE., PORTLAND, OR 97206
12/28/2011	159	Amalia Alarcón de Morris	1221 SW 4TH AVE, PORTLAND, OR 97204
12/28/2011	160	Greg Greenway	1313 SE OAK ST., PORTLAND, OR 97214
12/28/2011	161	Michael Roth, Rose City Park NA	5126 NE WISTARIA DR., PORTLAND, OR 97213

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12/28/2011	162	Jim Brown	3407 SE 27TH AVE., PORTLAND, OR 97212
12/28/2011	163	Linda Nettekoven	2018 SE LADD, PORTLAND, OR 97214
12/28/2011	164	Maryhelen Kincaid, East Columbia NA	2030 NE BLUE HERON DR., PORTLAND, OR 97211
12/28/2011	165	Margaret Neal and Alan De la Torre, Institute on Aging, PSU	PSU, INSTITUTE ON AGING, URBAN 470 Q, PO BOX 751, PORTLAND, OR, 97207
12/28/2011	166	Commission on Disability, Joe VanderVeer	1120 SW 5TH AVENUE, PORTLAND, OR
12/29/2011	167	Julia Harris	4045 SW COUNCIL CREST DR., PORTLAND, OR 97239
12/29/2011	168	Carole Smith, Portland Public Schools	501 N DIXON ST., PORTLAND, OR 97227
12/29/2011	169	Darise Weller	PO BOX 83722, PORTLAND, OR, 97283
12/30/2011	170	Noelle Dobson	315 SW 5TH AVE., STE 202, PORTLAND, OR 97204
12/30/2011	171	André Baugh	333 SE 2ND, Suite 200, 97214
1/3/2012	172	Peggy Moretti	24 NW FIRST AVE., STE. 274, PORTLAND, OR 97209
1/3/2012	173	Liz Paterson	4509 N LOMBARD ST., PORTLAND, OR 97203

From: Chuck Martin [mailto:chuckmartin1@comcast.net]
Sent: Tuesday, October 25, 2011 4:52 PM
To: Dornan, Chris
Subject: RE: Portland Plan Testimony

You have my consent. My address is 944 SE Sellwood Blvd., Portland, OR

ChuckMartin

From: Dornan, Chris [mailto:Chris.Dornan@portlandoregon.gov]
Sent: Tuesday, October 25, 2011 2:58 PM
To: 'chuckmartin1@comcast.net'
Subject: RE: Portland Plan Testimony

Hi Chuck,

Thank you for your email!

If you would like your suggestions considered as official Portland Plan testimony, please send me a reply with 1) your consent, and 2) your mailing address. We need both of these to formally accept your email into the public record.

Let me know if you have further questions, thanks.

Regards,

Chris Dornan

Bureau of Planning and Sustainability
503-823-6833
chris.dornan@portlandoregon.gov

From: Chuck Martin [mailto:chuckmartin1@comcast.net]
Sent: Saturday, October 22, 2011 3:05 PM
To: Planning and Sustainability Commission
Subject: Number of Jobs in Portland Plan

In the data detail on jobs, I found the data that shows that Sellwood/Moreland/Brooklyn lost 4,078 jobs between 2000-2008. This was the most jobs lost in any of the 24 neighborhood groupings.

We just do not see that in the Sellwood Westmoreland business district. Was there a large job loss in Brooklyn that is driving this figure?

Chuck Martin
Executive Director
Sellwood Westmoreland Business Alliance

From: Chuck Martin [mailto:chuckmartin1@comcast.net]
Sent: Saturday, October 22, 2011 3:00 PM

To: Planning and Sustainability Commission
Subject: Must be an error!

On page 114 of the full plan, the Sellwood-Moreland-Brooklyn neighborhood is rated a "6" on Economic Prosperity with segment ratings of 10,10,0,and 7 on Page 115 Woodstock is rated a n "8" with individual ratings on Page 115 of 10. 9, 0 and 7.

We believe that the "6" rating is in error, and should be an "8"

Chuck Martin
Executive Director
Sellwood Westmoreland Business Alliance.

From: Chuck Martin [mailto:chuckmartin1@comcast.net]
Sent: Saturday, October 22, 2011 2:27 PM
To: Planning and Sustainability Commission
Subject: Where to find data referenced

The draft plan says that 17 out of 23 neighborhood market areas lost jobs in the 2000-2008 time frame. Where do we find that specific data?

Chuck martin
Executive Director
Sellwood Westmoreland Business Alliance
South Portland Business Association

From: Chuck Martin [mailto:chuckmartin1@comcast.net]
Sent: Thursday, October 20, 2011 12:59 PM
To: Planning and Sustainability Commission
Subject: Portland Plan Testimony

On page 14, Goal 7, the Plan states that 23% of workers 16 and older take transit or active transportation to work. Recently published data from the US Census Bureau refutes this figure. I believe that they state that only 6 % of Portlanders ride public transit to work. This was published in the Oregonian about 6 weeks ago. The data did support the stats on bicycle ridership.

On page 15, Goal 9, has anyone considered using walkscore.com as the measurement tool? Our business association Sellwood Westmoreland Business alliance has found their data relevant. Their one fault is that they measure by GPS, which means they go in straight lines and over waterways, rail lines ,etc. Distance measurements by Mapquest would be more accurate. They have been trying to improve their system, so may have changed that by now.

Chuck Martin
Executive Director
Sellwood westmoreland Business Alliance

From: ross swanson [mailto:rossswan@yahoo.com]
Sent: Monday, October 24, 2011 12:50 PM
To: Planning and Sustainability Commission
Subject: Portland Plan Testimony

Thanks for the opportunity to comment on the plan. My comments are specific to the Sellwood-Moreland area and transportation and land-use

I like that there is some thoughts to the Tacoma Station - however those plans are at 60% engineering and will be built with-in 4 years from now, so I hardly think it is relevant to a longer term plan like this one. I say this as that leaves no vision for the neighborhood to work with until the next plan is done. I would recommend the following additions:

1) Pursuit of the Harold Street station for PMLR. Thresholds for when this would be considered have been developed with the neighborhood and TriMet. These items should be noted in the plan and the city should have a path for pursuit. This stop should be considered with AND without the concept of a ped bridge connection to Reed College. The Reedway bridge proposal to Reed College is expensive, well thought out, grand but expensive. However, this is where these ideas should fall.

I would offer up an At-grade McGloughlin crossing to the Harold Station as a second option - as we should plan to be flexible with an unknown economic outlook. At a minimum, this would provide a Rail connection for the north end of the neighborhood.

2) Pursuit of high quality private development in-fill adjacent to the proposed Harold Street station. This area has already been rezoned with the anticipation of a light rail stop but has not lived up to the promise. It seems like we rezoned and walked away. That is falling into a cliché of how the citizens view government and build distrust.

4) Pursuit of Oaks Bottom revitalization for not only habitat but also a model for environmental education. It's hard to believe that this asset is in a city of our size and yet is still has not had a significant effort to showcase it's value.

Thanks again on the Planning effort. It looks like a lot of good work. Just put in my suggestions - especially about Harold Street - and I will be happy.

Ross Swanson
Landscape Architect / Project Manager
5812 SE 21st Ave.
Portland, OR

October 28, 2011

Re: Proposed drafts of the Portland Plan Report and the Summary

Portland city staff and PSC members,

The following are my comments after going over and reading the drafts of the Portland Plan Report and the Summary. Thank you again for your efforts.

- I read/skimmed through the Summary & Report and found these:

Page 8 of Summary; 2nd para: "This action plan can easily be adapted to fit..." In the same section of the Report (p. 9), the like sentence says "adopted" instead of "adapted". If I understand the sentence correctly it should be "adapted".

Page 29 of Summary; 2nd para; 1st sentence: I think the second "will" should be a "to", and "updated data" should be "updates data". I looked and it is that way in the Report (p.118)

- In going through the Report and Summary I came up with a number of formatting suggestions that I feel would help in the readability and acceptance of the documents. I think, if they are of value to you, that you would want them before the dates of the public hearings.

1. Especially for the Summary, make the 12 Measure of Success, the Framework for Equity, and the 3 Integrated Strategies stand out more (larger, bolder, different fonts). And if possible, put them at least at the smaller scale on one of the first open pages (before or on the first page of the Summary for example). People tend to want steps and results, not history, explanations and data, and those are great diagrams for that. They should also continue to be reinforced through marketing to keep people on track (the website, signs, handouts, etc.). I said "especially" for the Summary (black & white copy) because the lack of color really does affect the readability of the information, and that these are important, especially in the document for those who might not have as much interest, time, or understanding as those who would read the full Report.

2. While the Report has a good, visible table of contents at the beginning, the Summary does not, it's stuck in at the bottom of page seven. With questions of "What will be done" and "Who will do it" I found it to be difficult to find those by just skimming through (or not having too much understanding of the terms). I did find the actions and policies, and the data at the beginning of the Implementation section, eventually. If it is possible to make those stand out more and to move the table of contents to a better spot I think that would help a lot.

3. I found very little on accountability (for the City and partners). I thought we were trying to promote accountability, especially due to issues with development events of the past. If it's in there please make it much more noticeable. *(In later reading I saw that there is more on accountability in the Report (pp.11-14, 84, 117), but most of that is not in the Summary where it would be just as, if not more, valuable.)*

4. I also found very little on the need and desire for as wide a variety as possible of Portlanders to continue and increase their involvement with community affairs and development; to continue this great movement and for sustainability's sake.

- In line with some comments at the last Community Involvement Committee meeting – that the "Local Actions" section (Appendix B of the Report) would do more harm than good, dividing neighborhoods and communities against each other – pages 34-53 of the Summary should be cut. While arguments might be made to leaving it in the full Report, those pages make up over a third of the Summary. Taking them out would help reduce the size of the Summary, and also make room for the "Framework for Equity" pages 11-14 of the Report.

Kind regards,
Jason Barnstead-Long
8904 N Portsmouth Ave
Portland, OR 97206

From: Jay Bloom [mailto:jay@bloomanew.org]
Sent: Monday, October 31, 2011 6:57 PM
To: Stein, Deborah
Subject: RE: Announcing the release of The Portland Plan - Proposed Draft

3122 NE Schuyler St Portland OR 97212
Attached is more information you may find helpful.
Thanks
Jay

"To be truly radical is make hope possible rather than despair convincing." Raymond Williams

Jay C. Bloom
www.bloomanew.com
503-381-2649
808-753-4331

[Some Boomers 'retire' to jobs that allow them to help others](#)

From: Stein, Deborah [mailto:Deborah.Stein@portlandoregon.gov]
Sent: Monday, October 31, 2011 3:50 PM
To: 'Jay Bloom'
Subject: RE: Announcing the release of The Portland Plan - Proposed Draft

Thanks Jay. Would you like me to submit this email into the formal record for the Portland Plan? I would be happy to do that - I will just need a mailing address in addition to your email address (which I have below). If you have any additional comments you would like to submit, either overarching comments or specific details, we would welcome them.

Thanks, and I looking forward to continuing the conversation about addressing the needs and opportunities for older adults in both this plan and the Comprehensive Plan update which will follow.

Deborah

Deborah Stein
District Planning Manager
Portland Bureau of Planning & Sustainability
503.823.6991
deborah.stein@portlandoregon.gov

From: Jay Bloom [mailto:jay@bloomanew.org]
Sent: Sunday, October 30, 2011 9:31 PM
To: Stein, Deborah; nealm@pdx.edu; aland@pdx.edu; Hersen, Vicki; phuff@terwilligerplaza.com; JCohen@aarp.org; donitasf@nayapdx.org; Hussein, Sara; Libby, Lisa; Hocker Jr, George; jmullin@oregonlawcenter.org; jay@bloomanew.org; Islaughter@ulpdx.org; lauretta410@gmail.com; aland@pdx.edu
Subject: RE: Announcing the release of The Portland Plan - Proposed Draft

Thanks for sharing. However I do believe a separate section should have been broken out about aging and especially the opportunities for vital aging since people 50 and older represent over 25% of the population. Minimally we should emphasize more intergenerational strategies.

Here are a couple of examples of other cities.

<http://www.denvergov.org/aging/AgeMattersInitiative/tabid/432447/Default.aspx>

<http://www.epa.gov/aging/bhc/awards/2010/index.html#Charlotte>

Jay

"To be truly radical is make hope possible rather than despair convincing." Raymond Williams

Jay C. Bloom

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OREGON: A State for the Ages

By Jay C. Bloom President/CEO Bloom Anew

Background:

Nearly 25% of all people who live in Oregon are age 50 or older with the overwhelming number of residents wanting to age in place.

Clearly this emerging scenario presents many challenges. Numerous advocates and older adult experts have been trying to get policy makers to be aware of the “**silver tsunami**” with the attending need for long term care and social supports. Groups such as AARP Oregon, Oregon Alliance of Retired Americans, the Area Agencies on Aging, two Governor’s Task Forces on long term care and many others continue to point out the growing gap between current and future needs and the resources that are currently allocated. Pressure to respond to these inevitable needs will only increase in the years ahead.

“We are pushed by pain until we are pulled by vision.” Rev. Michael Beckwith

Opportunities:

What about the opportunities of this scenario for Oregon? What is the value of this human resource given we are living longer and with more vitality than previous older generations? As Dr William Thomas says, “**What are old people for?**”

Older adults are often honored in our local communities. Can we do more than respect and honor our older adults? How could Oregon take advantage of this growing demographic? How could employers, the tourism industry, schools, nonprofits, developers and universities, health care organizations utilize and leverage this growing resource?

The boomer generation that is aging in Oregon will be the most educated, healthiest, and largest older population in state history. Although not all, many of these people will part of the most affluent generation the world has ever known. How can Oregon strategically utilize this human capital of talent, time and expertise to address the many challenges we face economically, socially, and in our schools?

Richard Florida, author of “Who’s Your City” and the “Rise of the Creative Class” told the **Greenlight Greater Portland (now Greater Portland Inc)** annual conference three years ago that Portland and Oregon are one of the few regions and States that are attracting talented people from all age groups. He noted that individuals tend to move at three major times in their lives. The first is when they are out of college, the second when they are starting their families and the third when a couple experiences an “empty nest.” So in addition to the aging in place Oregon is experiencing a growth of older adults who in their own way have decided to **finish well here.**

Economic Development case:

The following are some key facts that support the position that older adults can and should be part of our economic development strategies.

- Individuals 45 and older own 77% of the wealth in the United States and account for more than half of the nation's discretionary spending.
- More than 50% of the nation's discretionary spending is done by those 45 and older.
- Despite current high rates of unemployment, growing workforce shortages are expected over the next 20 years nationally and locally especially in the utility, health care, education, governmental and nonprofit sectors.
- The boomers are projected to be the healthiest, most educated and most affluent older population in human history.
- **Numerous national studies indicate that over 75% of boomers indicate they want or need to work in their later years either in paid and/or unpaid work.**

Older adults:

- Pay taxes and represent significant purchasing power
- Represent a growing workforce
- Have wisdom, expertise, experience and time for civic engagement
- Prefer intergenerational involvement opportunities and less age-segregated neighborhoods
- **According to the Kaufman Foundation, Americans 55 to 64 form small businesses at the highest rate of any age group**

How could Oregon take advantage of these trends as well as from some of its unique strengths and assets?

Oregon should embrace and leverage the opportunities its aging population offers. Oregon could be a state that not only honors older adults but could be a national model for **aging well, engaging older adults in work, lifelong learning, civic engagement and for the opportunities of intergenerational living.**

Researcher Mark Fagan of Jacksonville State University in Alabama reports in his book, "Retirement Development: A How to Guide," that a typical retired couple has the **same economic impact to a town as the attraction of 3.4 manufacturing jobs.**

In addition to the states of Arizona and Florida a number of other states such as North Carolina, Maryland, Tennessee, Mississippi and New Mexico have begun to develop **proactive economic development strategies and campaigns to recruit older adults** to come and move there because of the reasons cited above. Some states have set up special commissions and/or departments to actively pursue these opportunities.

Portland and Oregon have some special assets that give us unique opportunities to leverage our **natural environment, culture of civic engagement, significant health care capacity, public transportation, housing policies** and reputation for being an age-friendly state to attract, engage and retain older adults and to serve as a national if not international model.

Oregon and Portland stand out:

- Portland was the only American city to participate in the World Health Organization study of what makes an “Age-Friendly City.” (2007)
- Portland was identified as the **number one place to retire** by Sperling’s Best Places (2006)
- Portland was rated number two by AARP as a **place for older adults to live** (2005)
- Portland was rated number one in the nation for **access to the outdoors** (2007)
- Portland was rated number one as a **place to raise a child** (2005)
- Portland was rated one of the **best walking and biking cities** in America (2008)
- Portland was rated number two in US cities for **civic engagement** (2010)
- Multnomah County completed a nationally recognized **Task Force on Vital Aging report** (2008)
- National foundation Atlantic Philanthropies invested over a million dollars in the local initiative **Life by Design Northwest** a program sponsored by Portland Community College and in the Oregon Community Foundation early childhood initiative with older adults. (2006)
- Site Selection magazine released its inaugural sustainability rankings on July 8, 2010 placing **Oregon third** on its state list behind California (No.1) and Washington (No. 2). In the magazine's city list, the **Portland metro area placed second** behind the San Francisco Bay Area.

In the future, green and sustainable businesses will play a bigger role in the economy. Portland and Oregon are well poised to play a strong role in the green economy of the future. Older citizens have many skills that can support the green economy.

However Oregon invests now in the development of small businesses marketing and resources could be targeted to demonstrate how the State **values helping older adults start and support new businesses** including matching retired executives and managers who may want to mentor or serve as advisors to others who are starting new businesses. The State could draw down Department of Labor funds to more aggressively assist older workers find jobs.

Oregon’s employers could create model employment policies that would not only attract and retain older workers but be models for what an effective intergenerational workplace could be. Managing a multigenerational workforce is becoming one of the top diversity training challenges for employers. The **Chambers of Commerce, Oregon Business Council and Oregon Business Association** could lead this

effort. **Portland General Electric, CH2M Hill** and three national companies that have a presence the state, **CVS, Home Depot, and Starbucks** are already pursuing corporate recruiting and retention strategies to attract older workers and would gladly participate in a statewide effort.

Oregon's tourism industry could create a very aggressive effort to develop intergenerational experiences and market opportunities for grandparent/ grandchildren travel. This is an area that will surely grow in the future and Oregon could be the leader in this opportunity. It is an industry that will need to recruit and retain older adults as part of its core workforce strategy going forward why not use this inevitability for specifically helping target the older adult traveler. Increasingly the older adult wants a unique experience and what better opportunity to include one or more grandchildren in that trip. Intergenerational experiences could not only include the recreation variety but include learning and/or volunteer ones as well.

Oregon's community colleges and universities could become leaders in helping older adults to re career and stay in the workforce longer. Health care, education and the nonprofit sectors are just some of the top employers who will be looking for workers in the future. These same institutions could also become leaders in offering assistance in life planning and upgrading skills including offering and promoting **lifelong and/or intergenerational learning opportunities** for older adults. **Portland Community College's** encore gerontology project and the **University of Oregon's** Osher Life Long Learning Institute are just two excellent examples that could be strengthened and expanded.

Developing new housing options for an aging population will be a growth area throughout the United States. Given the desire for older adults to want to live directly or near other generations **Oregon is uniquely positioned to be a leader in developing and promoting a variety of intergenerational housing options** ranging from many different co housing models to shared housing between older adults and college students among others. **The Sheldon Cooperative and Bridge Meadows** are just two new examples that have recently emerged and other new construction models are being developed.

Many technology companies such as **Intel** and General Electric (Care Innovations) are investing in research and products on how technology can assist the aging world's population to be better able to age in place more effectively and participate more actively in their own aging well. The new national health care reform effort will also have dollars for piloting technology and aging as well. **Oregon has the opportunity of being an excellent beta site** similar to what Ireland and **Oregon Health Sciences University** currently are for Intel.

Social Capital case:

One of the most significant challenges still facing Oregon is its educational system. When asked where older adults would like to make a difference working with and for children's causes are the clear favorite choices. There are a number of potential roles for older adults to play in education both inside and

outside of schools ranging from teacher aides to mentors for children and even support for parents with infants.

Retired teachers and principals could be a great resource to use for training and supervising older adults who will need orientation and support as they experience new work cultures. The **Chalkboard Project, the Children's Institute, Stand for Children, Experience Corps and Cradle to Career** are organizations already deeply committed to improving education and early childhood initiatives and they could take the lead in investing in capacity building and demonstrating how to effectively leverage older adults both inside and outside of schools. Oregon Community Foundation along with Atlantic Philanthropies has funded a three year initiative pairing **Babies and Boomers**.

Oregon has a history that values volunteering and informally supporting each other. Oregon could also become a leader in leveraging older adults who want to make a difference in other areas of the community. Nonprofit organizations do great work in Oregon but they too are faced with an aging workforce, limited resources and growing needs and challenges. They are also likely to be called even more in the years ahead.

The governor of California created a cabinet level position titled **Secretary of Service and Volunteerism** that promotes the statewide value of service and volunteerism. The Governor of Oregon should adopt this best practice and add the responsibility of strengthening the relationship between the private, government, and nonprofit sectors. Oregon is one of the first states to lead in the development of **encore fellowships** by **Social Venture Partners Portland** between private employers and nonprofit organizations. Federal funds may become available in the future for such efforts through the **Corporation for National and Community Service**.

In Oregon according to the **Nonprofit Association of Oregon**, there are over **14,000 registered charitable nonprofits that spend more than \$35 billion annually and employ over 160,000—12% of all Oregonians!** Clearly this is an important sector that secures money from outside of the state that eventually circulates in our local economy. Given the state's current and future budget challenges an argument could be made that the government will need the nonprofit sector even more going forward and will need all the human capital it can get in responding to our current and future health, human service and educational needs. The State has a vested interest in strengthening its relationship with the nonprofit sector and in promoting volunteerism.

Many older adults want to participate in "**returnment**" not retirement. "Returnment" is the act of giving back or returning in some small way what the world has given you. **The Oregon Community Foundation, Meyer Memorial Trust, the Nonprofit Association of Oregon, Oregon's United Ways, Oregon Mentors and corporate philanthropy along with others** could lead the way in building the capacity of recruiting, orienting, and supporting skilled volunteers to work with nonprofits. **Hands On Greater Portland** is focusing on older volunteers through their boomer initiative. Nonprofit organizations also need help in learning how to utilize this resource effectively as well.

Unless you are engaged in your later years you are just dying longer not living longer. Older adults who stay engaged either in paid or unpaid work live healthier longer and need less public and private services and family support. Promoting engagement is a smart investment for not only the quality of life for the individual and their family but for the community, employers, families and cost of public services as well.

Sustainability:

Finally Oregon among many other states is increasingly targeting the opportunities and necessities of sustainability. In recent polls the environment is the number one common area of interest shared by the older and the younger generations.

Sustainability is fundamentally an intergenerational issue focusing on leaving the planet as good or better for future generations. The International Bruntland Commission defines sustainability as **“meeting the needs of the present generation without compromising the ability of future generations to meet their own needs.”**

Oregon can be as national and international leader in aging using the themes of **intergenerational interdependence and intergenerational equity** as foundations of our sustainability efforts. Older adults are a **“renewable resource” that represents human capital that can be transformed into new resources and “energy” for our communities.**

Just like wind, wave, sun, and thermal are alternative energy resources so too are the growing numbers of older adults currently aging here and moving here.

There are a number of partners in addition to the ones mentioned above that could step up and be a part of this overall campaign including but not limited to **AARP Oregon, SOLV, Oregon Public Broadcasting, the Business Journal, the Oregonian, the faith community, service clubs**, to name just a few.

Oregon: a State for the Ages.

A state of mind and place that truly will be for all ages and last through the ages.

It is an opportunity and vision waiting to be created.

Jay C Bloom
August 10, 2011

Everyone Matters:

A Practical Guide to Building a Community for All Ages

Report of the
Multnomah County
Task Force on
Vital Aging - 2008

Portland, Oregon



MULTNOMAH
COUNTY





TABLE OF CONTENTS

Introductory Letter from Co-Chairs	2
Background	5
Key Assumptions	7
Employment	8
Civic Engagement	18
Challenges/Barriers	23
Recommendations	26
Conclusion	32

Complete report including appendices and web links available at www.co.multnomah.or.us/chair



Credit: Travel Portland

INTRODUCTION

It is not all about denying the very real problems associated with aging. It is all about denying the very real potential associated with aging.¹

-DR. GENE COHEN



For decades, demographers have been ticking off a litany of problems that communities around the nation will face as a result of the **Baby Boom generation** reaching retirement age. There is no question that such a large cohort approaching this important milestone **raises challenges** around employment, health care, housing and other areas. But an emphasis on a negative view overlooks **major opportunities** that are emerging as well. There is a positive story that needs to be told and this report represents the first chapter in that story.

Too few communities have developed concrete plans to address the problems associated with the aging of the Baby Boom generation. Even fewer have prepared themselves to **capture the significant potential benefits** that will result from this **unprecedented pool of talent and experience**. Only communities that **plan well** will reap these benefits. Multnomah County has been planning for many years through its Aging and Disability Services Division, Health Department and other agencies to address the potential challenges that may arise. **Multnomah County will also be one of the few jurisdictions in the nation** that will also have a **plan to reap the benefits** of this wellspring by carrying out the recommendations in this report. A more complete copy of this report along with numerous links can be found on the Chair's website at www.co.multnomah.or.us/chair.

At our recommendation, the Multnomah County Board of County Commissioners voted unanimously on February 15, 2007 to create a Task Force on Vital Aging. The Task Force was charged with **identifying opportunities, challenges, best practices and recommendations** for enhancing the **independence, engagement and contributions** of older adults in Multnomah County and throughout our region and to **raise our community's awareness** of older adults as a growing resource who do and can contribute even more to our community.

Vital aging is about having the quality, capacity, and opportunity for continuous engagement at an optimum level through one's life cycle. The Task Force chose to focus on the two primary opportunity areas of **employment and civic engagement** of older adults. We recognize there are many other important avenues to creating a community for a lifetime and a place where people of all ages can thrive and prosper together. These include but are not limited to affordable **housing**, adequate public **transportation**, accessible and affordable **physical and mental health care**, a dynamic **arts community**, **lifelong learning** opportunities, support for **caregivers**, in-home and long-term **care support** and **public safety** to name just a few. Multnomah County, along with our public

sector partners, the support of the private and philanthropic sectors and individual citizens, will **continue to work on this range of issues.**

We would also like to thank Jay Bloom who staffed the Task Force on Vital Aging and who offered overall leadership to the effort. Of course, we also thank each one of the Task Force members and staff who participated and contributed in some way to this excellent final report. They include:

Arleen Barnett, Vice President of Administration, Portland General Electric
Greg Chaille, President, Oregon Community Foundation
Mark Dodson, Chief Executive Officer, NW Natural
Sho Dozono, President, Azumano Travel
Eileen Drake, Vice President of Administration & Legal Affairs, PCC Structural
Nick Fish, Attorney, Meyer and Wyse Law Firm
Gillian Floren, Vice President of Marketing, Greenlight Greater Portland
Joyce Furman, Community Leader
Jerry Hudson, Trustee, Collins Foundation
Pam Knowles, Chief Operating Officer, Portland Business Alliance
Carol Nielsen-Hood, Director, Gresham Chamber of Commerce
Preston Pulliams, President, Portland Community College
Dan Saltzman, Commissioner, Portland City Council
Harold Williams, Board Member, African American Chamber of Commerce
Jay Bloom, Task Force Staff, President, Bloom Anew

We also want to thank the chairs of the workgroups, Joyce DeMonnin, Andy Nelson, Judy Strand and Raquel Aguillon and all of the individuals who contributed to the workgroups. Each is appreciated for his or her contributions. We greatly appreciate support from the underwriters of this report: **AARP Oregon, Portland Business Alliance, Portland Community College and the United Way of Columbia-Willamette.**

Our colleagues on the Board of County Commissioners – Jeff Cogen, Lisa Naito and Lonnie Roberts - have all earned our gratitude for their willingness to support research in this critical, emerging area. We appreciate their continued commitment to the needs of people of all ages in our community.

The primary audiences for this report are **employers, public policy makers and the philanthropic community**, including both **fundors and nonprofit** organizations. We expect each of these groups will find some helpful and stimulating ideas. We believe individual readers will also gain from reading this report since all of us want to age vitally.

Key themes in this report:

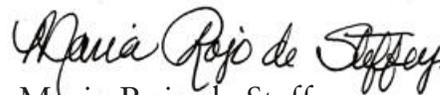
- o The **average age** of our local population and workforce is **increasing**.
- o This will lead to significant **challenges for all employers** in the public, private and non-profit sectors.
- o Fortunately, the vast majority of adults **want to work and stay engaged** in our community as they grow older.
- o Area employers and nonprofits will have to **proactively create new approaches and change attitudes** if we are to effectively engage this new significant community resource.
- o **Old models will have to be updated** and retooled and old assumptions and stereotypes “retired.”
- o Harvesting this significant new resource **requires leadership in planning**, identification of **achievable action steps** and **leveraging** the unique contributions of government, business, philanthropic organizations, nonprofit agencies and the larger community.
- o The changes needed in the workplace and civic organizations to engage older adults are **very similar to those desired by the younger generation**. Adapting models to include older workers **will also help attract and retain younger adults** as well.

This process further highlights the role of Multnomah County as a **convener, partner and catalyst** for effective **collaboration** between government, business, philanthropic and nonprofit organizations and other community groups to achieve public purposes.

This report is by no means the “final answer” about how to best capture all the benefits of projected demographic changes in the years to come. It does, however, provide Multnomah County with **concrete strategies** that we would be wise to work to adopt. We hope this report will be a **call for action** for further **innovation and creativity** going forward and provide a **practical guide** to building a community for all ages, one that values the **interdependence** of all our generations. **Imagine a community where “Everyone Matters.”**



Ted Wheeler,
Multnomah County Chair



Maria Rojo de Steffey,
Multnomah County Commissioner
District 1

BACKGROUND

The rapidly graying of America will fundamentally change our culture and present us with some of the most critical policy issues of our times.²

– PAUL HODGE, GENERATIONS POLICY PROGRAM, HARVARD UNIVERSITY

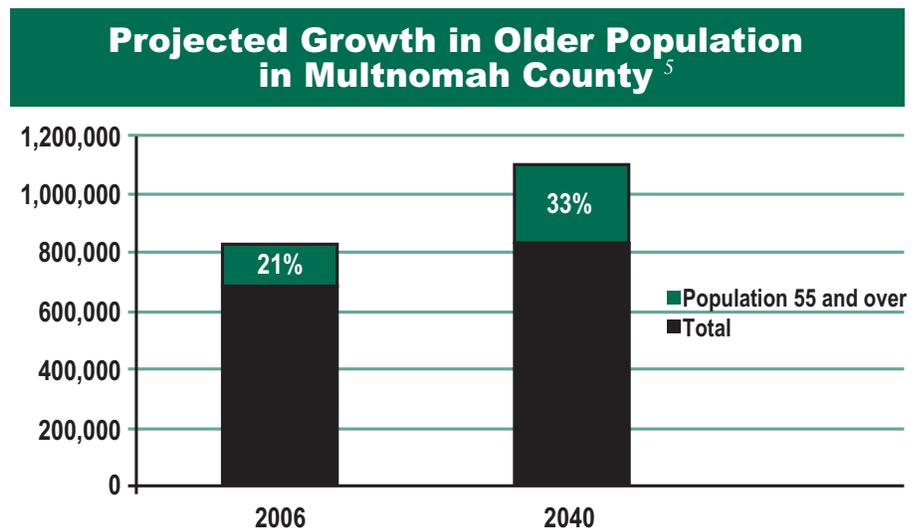
We often hear about the “Baby Boomer” generation. Who are these “Baby Boomers” and why should we care? Born largely between 1946 and 1964, Baby Boomers now range in age from 44-62. They are our aging population and their numbers are far greater than any previous older generation. Adults age 44-62 currently number **78 million**, up from just **43 million** in 1980.³ Oregon’s demographics are consistent with this trend.

This **increase in the number of aging adults** may raise concerns among some, but it also provides us with **extraordinary opportunities**.⁴

This generation of older adults will be the **healthiest**, most **educated**, most **skilled** and most **affluent** in history. Aging adults have the knowledge and skills to contribute to our communities. They have also indicated a fervent desire to continue to actively participate in society through **employment and civic engagement**.⁶

Oregon Gray Matters, a report commissioned by Portland Community College and published by AARP Oregon, found that Oregon shows signs of a state entering the “**longevity revolution**.” These are states in which active aging is predicted to impact the workplace and postsecondary education as older workers return to school for recareering needs. From 2001 to 2005, the number of workers 55 and older increased from 205,097 to 264,930. The labor force participation of workers 55 and older rose from 36% to 45%.⁷

The Portland area is nationally recognized as a bell weather state that anticipates and prepares for societal shifts. This **call to action** is another example of a pioneering effort to harness the capacity and address the needs of our aging population. A recent survey of over 10,000 local governments asked about their preparedness for an aging population. The survey found that only 46 percent of American counties have even begun to address the needs of the rapidly increasing, aging population.⁸ Public policy makers, employers, nonprofit organizations and both public and private funders have the opportunity right now to pursue innovative and effective strategies to engage our aging adults.



Increasingly, reports describe **workforce shortages** of talented and experienced workers and the impact this will have on the public, private and nonprofit sectors. Not only do older adults want to work in future, they want to work in ways that benefit the community and the next generation. They also want more options in how they work. It is to our benefit to identify practices that will provide the desired flexibility while drawing on this vast supply of skill and knowledge.

“Ageism” is discrimination or prejudice against people of a particular age. Ageism is most evident against older adults and can be found in our workplace policies, the media and our culture generally.

Some view older adults as a **growing liability rather than a dynamic asset**. Warnings of Social Security bankruptcy, runaway Medicare costs and excessive demands on long-term care reflect a belief that older adults are a costly burden rather than critical, contributing members of our communities.



70%
of older adults will want to work in some capacity in their later years.

42%
want second careers where they can share or pass on their knowledge to others.

58%
of adults ages 50 to 70 years old would consider taking jobs now or in the future to **benefit their communities**.

78%
of these individuals are interested in working to **help the poor, the elderly, and other people in need.**⁹

There is an increased demand for flexibility and work-life balance not only among older workers but also among younger workers. Creating a flexible and rewarding workplace for older adults will make those businesses and organizations more attractive for employees of all ages.

KEY ASSUMPTIONS

*Poor health is not an inevitable consequence of aging.*¹⁰

- CENTERS FOR DISEASE CONTROL AND PREVENTION

Vital Aging: We intentionally chose the term “vital aging” to reflect that older adults can be creative, productive, successful and healthy. *Aging does not mean disability. Aging is not a disease.* With increased attention to diet, exercise, alcohol intake, smoking, lifelong learning, work and civic engagement our aging population will be the healthiest in history. Even when aging adults have a disability, there are still opportunities for a vital, active life.

Older Adults are a Resource: Older adults represent a growing resource with considerable expertise, experience and available time for work and service to the community. All older adults have value and are capable of meaningful contributions to our community.

Older Adults Pass on Knowledge: Older adults should have opportunities to transmit their skills and knowledge for the benefit of future generations of employees.

New Attitudes, Practices and Policies Are Needed: We must build on the strengths of older adults and give them the opportunity to contribute in a meaningful way.

Active Adults Remain Independent: The more actively engaged older adults are, the more likely they will remain independent and the better their quality of life. They may also be in lesser need of public and private services as they age.

Working Adults Generate Income: Older adults who work longer earn more personal retirement income, pay taxes and continue to contribute to Social Security.

Employment and Civic Engagement Are Critical: We have focused this report on employment and civic engagement as two critical avenues for vital aging.

What’s good for older adults is good for the whole workforce: Young, talented individuals are seeking out workplaces that offer the same kind of flexibility and work-life balance that is needed to maintain and attract older adults.



“Have you given much thought to what kind of job you want after you retire?”

EMPLOYMENT

*We are pushed by pain until we are pulled by vision.*¹¹

– REVEREND MICHAEL BECKWITH

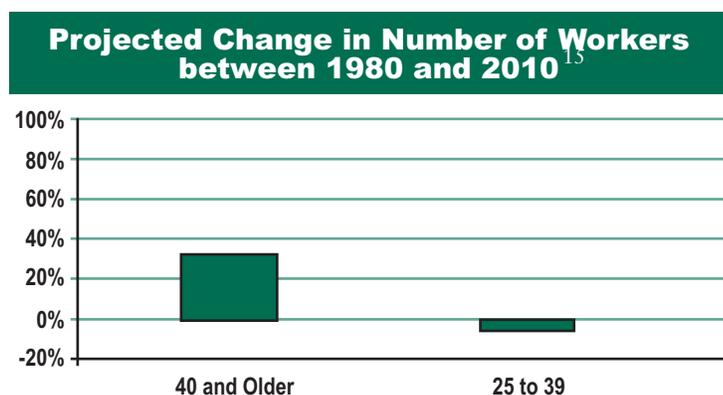
Workforce Shortage and Knowledge Loss

The Bureau of Labor Statistics projects a **shortfall of 10 million workers** in the United States by 2010.¹² Older adults are a critical part of the solution, both because of this shortage and also because of their substantial knowledge.

43 percent of the U.S. labor force will be eligible to retire between 2004 and 2012, impacting the public, private and non-profit sectors. Moreover, for every two workers exiting the workforce **only one may enter.**¹³

Industries in Oregon with some of the oldest workforces are:¹⁴

- * Utilities
- * Education
- * Nonprofits
- * Real Estate
- * Healthcare
- * Government
- * Manufacturing



The impact will be felt in staffing, but also in financial statements and operational issues. Organizations should identify the impact these workforce shortages will have and how older workers can help to mitigate these gaps. Only 36% of Oregon employers say they have taken steps to prepare for an aging workforce.¹⁶

The impending gap is not only in numbers but also in available skills.

*There is business value that is uniquely derived from experience, making it an asset that can't be replaced simply with technical knowledge or know-how.*¹⁷

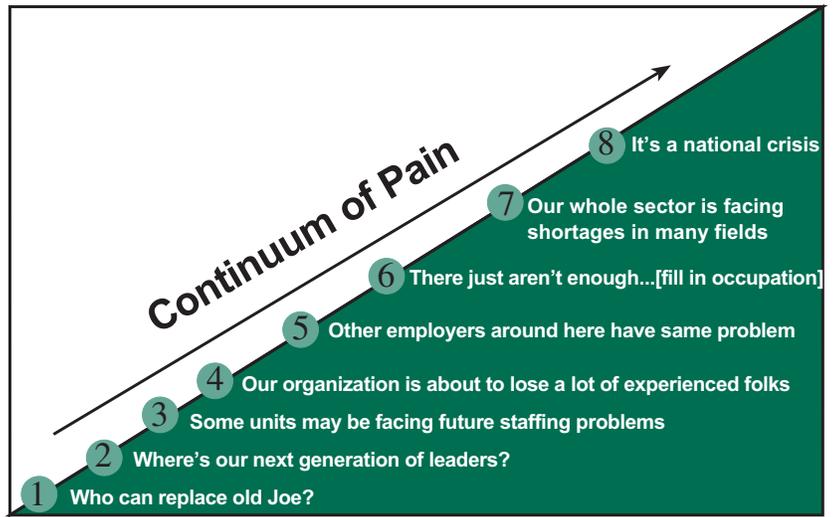
This includes loss of knowledge, skills, efficiency, loyalty and relationships. The 2007 report “Will Oregon Have Enough Workers,” notes that as Baby Boomers retire, one of the primary challenges will be finding individuals with the right combination of skills and experience to replace them.¹⁸

Relationships that make the work more efficient and more effective are lost. These include networks inside and outside the organization, including relationships with vendors, customers, funders, donors and regulators.

Developing recruitment and retention practices that are friendly to older workers can limit these losses dramatically. The competitive edge and future success of our businesses, nonprofits and public organizations is closely aligned with efforts to recruit, retain, retrain and re-engage older adults.

This chart illustrates the stages of pain an organization may experience as their workforce ages. Organizations will find themselves in different stages of feeling “the pain.”

Where's the Pain? ¹⁹



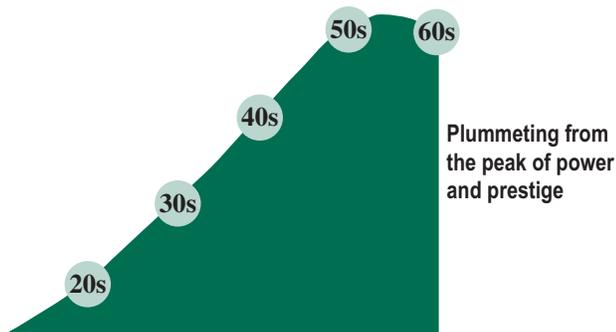
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What Older Employees Want

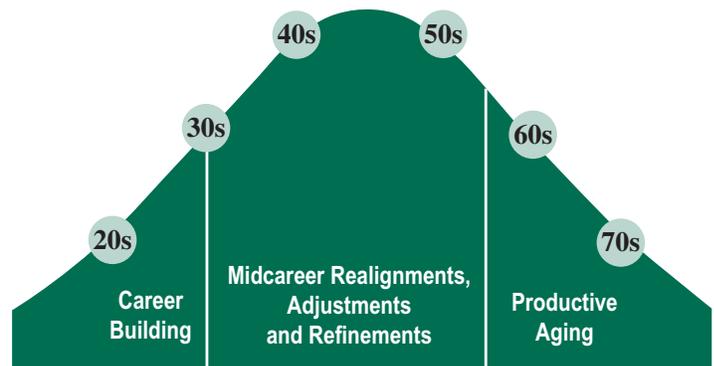
Because the boomer demographic is so large, any generalization will be imperfect. But we do know that **these older adults will age very differently** than previous generations due to their health, educational attainment level, work histories and personal motivation. Studies repeatedly show that the “Baby Boomers” have **no intention of seeking a traditional retirement.**²⁰

The old model of obtaining education, working and then retiring is waning. It is being replaced by **cyclical patterns**, with individuals moving in and out of workforce, educational and leisure activities. For many, retirement will **no longer mean to withdraw**, disappear and wind down to full-time leisure. Rather, it will mean **new beginnings**, continued engagement, productivity and contribution over twenty, thirty or forty years.²¹

Traditional Retirement Profile ²²



Productive Aging View



Source: *Retire Retirement, Rekindle Career, Retain Talent* by Dychtwald, Erickson and Morison. 2005

71% percent of older adults feel that work is part of an ideal retirement.²³

The top reasons for continuing to work (other than for money) are the desire to:²⁴

87%
Stay **mentally active**

85%
Stay **physically active**

77%
Continue to be **productive**

66%
Maintain **health benefits**

Some older adults will have the financial means to choose whether to work. But a **majority of older adults will probably have to work to supplement Social Security support and retirement savings.**²⁵

Workers age 55 to 59 who say that the **need for income** is a primary reason to work:
72%

Workers age 60 to 65 who say that their **need for income** is a primary reason to work
60%

Older workers want:

- **Meaningful work** that contributes to the community and to others
- **Flexibility** in work schedules, assignments and location
- **Options** to allow for work/life balance

Most people don't retire because they want to stop working, but because they want more control over their time, for health reasons or for family obligations. Many want to ease into retirement, have more freedom, deal with less stress or simply want a change. Flexibility and options will continue to be key for this generation of workers as it will for younger generations of workers. Offering options will provide a positive return for organizations.

Employers report these **benefits from engaging older workers:**

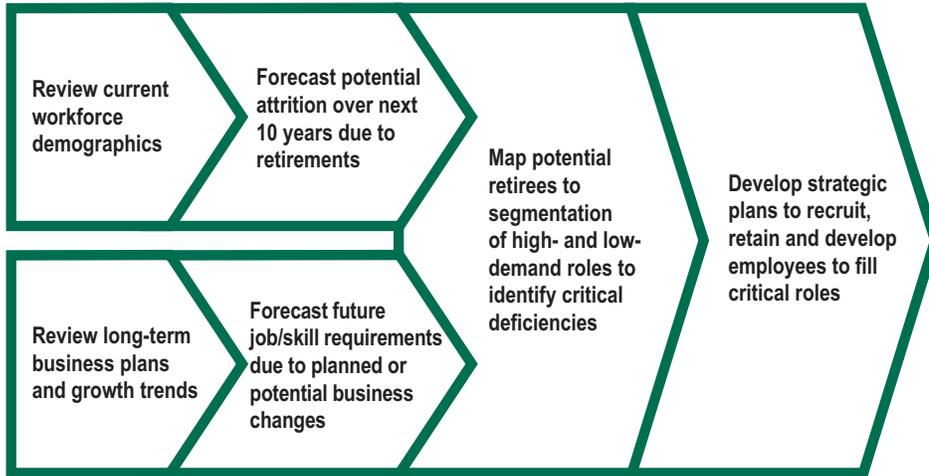
- Reliability
- Problem solving skills
- Informed judgment
- Long-time experience
- Ability to manage crises
- Sense of responsibility and loyalty
- Established networks
- History of working with diverse people

Employer Best Practices

The following best practices allow organizations to approach the aging of their workforce proactively rather than waiting for a crisis. Many organizations and leaders are resistant to addressing new trends and making critical changes even if they will ultimately benefit the organization and its employees. But there are great opportunities to engage older adults and in doing so, ensure greater success for your organization.

Strategic Analysis:²⁶

Figure 1: Forecasting and Planning for Future Retirement-Related Talent Deficits



Best practices:

- Strategic analysis
- Recruitment
- Work environment and design
- Flexible working arrangements
- Compensation and benefits
- Knowledge transfer, mentoring and training
- Multi-generational workforce training

Ask Critical Questions: Does age in your workforce matter given your strategic goals? What percentage of your workforce is approaching retirement? Do you have a future workforce in the pipeline with the requisite skills and experience to meet your goals?

Conduct An Internal Sustainability Workforce Audit: Focus on the age of your workforce, what departments or positions are most vulnerable to knowledge or experience loss, where replacing workers will be difficult, whether key positions have internal candidates ready for succession. Locally, Portland General Electric assesses risk by unit, position and type of risk (retirement, retention, labor market availability and knowledge transfer). They use an annual staffing and development process for each business unit.

Once vulnerable positions, functions or departments have been identified, organizations can take steps to create back-up resources and institute knowledge transfer strategies. This should be part of an overall strategic workforce planning process.

Recruitment

- Partner with organizations that help older workers find jobs.
- Maintain a job bank of retired and former employees who may be interested in filling positions, participating in projects, or promoting openings.
- Supplement recruiting packages with materials designed for older workers.
- Ensure the organization’s web site and recruitment materials reflect images of an age-diverse workforce.
- Use positive language and supplement factual information with an emotional message.
- Identify experience as a plus or mature judgment preferred in job ads.
- Use age-diverse interview panels.
- Design interview questions that encourage candidates to share their skills and experience.
- Eliminate barriers by reducing restrictions on post-retirement employment.
- Create an intermediary organization that can help you recruit like “Your Encore.com.”
- Create internships for older workers.

Workplace Design

- Ensure that work facilities, equipment and processes are safe and ergonomically sound, and assist employees of all ages. Provide ergonomic adjustments as necessary.
- Ensure that workplace lighting is adequate.
- Ensure that floor surfaces are flat and stairs meet building codes.
- Set computers in a physically appropriate location.
- Design jobs to avoid continued repetitive duties by cross training and rotating employees in repetitive motion jobs.
- Encourage regular stretch breaks.
- Provide training on back care and safety.



Organizational Culture that Supports Manager and Supervisor Readiness

Workers of all ages generally don't leave organizations, they leave their supervisors. Therefore, it is important to invest in training for managers and supervisors so they can provide the experience that will retain and cultivate their workforce.

- **On-going coaching** for supervisors and managers is most effective, helping to **reinforce periodic trainings** and remind managers that accommodating the new workforce is a key element of the organization's **recruitment and retention strategy**.
- Develop an **individual agreement** with each employee to define **expectations** regarding the pace and speed of their **career advancement**, implications for the employee's schedule, compensation and **potential** for promotional opportunities.²⁷

Key Principles:

- Any new work design must work for both the **organization and the employee**.
- Any new work arrangement should be **conditional**, approached explicitly as **temporary**, and **revisited** periodically to ensure success and mutual satisfaction.

Work Design

The old work model of the industrial age was designed for an individual to work full-time, five days a week, fifty-two weeks a year. Newer work design models allow for more creativity, flexibility and choice. Increasingly, organizations are offering work in different designs:

Episodic or durational

assignments allows work to be done for short periods of time or on a project-by-project basis.

Telecommuting allows work to be done outside of the office.

Bridge jobs allow workers to

work seasonally or part-time and may involve changing positions with an organization. Employees may move from a salary to an hourly wage. The goal is to bridge the gap between career employment and complete retirement.

Phased retirement aims to reduce hours and responsibilities for an existing position and potentially, the phasing in of a successor.

Global Trends

In Europe, "**interim management**" is a growing trend. Organizations employ former managers on short-term projects from three to six months.

In Spain, **one in three workers** now appears on the payroll as a **temporary worker**.²⁸

Ask older workers what they want and need. Don't make assumptions.

Flexible Working Arrangements

59% of workers age 50 and older would like to remain in the workforce if they could **reduce their hours** or **have flexible hours**.²⁹ While compensation is important, many workers, especially older ones, report that flexibility is key in their decision to continue to work.

The following are varying types of flexible work arrangements that employers can consider. What they share is that they allow flexibility in:

- Scheduling of work hours
- Number of hours
- Location of work
- Compensation

Individual employees may move in and out of such arrangements over time. A guide to flex-options can be downloaded at www.we-inc.org/flexguide.pdf.

Three Stages in Approaching Flexibility:

- Flexibility is focused simply on its **benefit to the organization**.
- Flexibility **policies are written** particularly to attract and retain employees. Usage is low and often handled on an **ad hoc** basis, risking perceptions of unfairness.
- Flexibility is **the rule** rather than the exception. Organizations not only recognize the increased productivity or service, but also **want their workforce to have as many options as possible** in order to stay healthy and vital.³¹

Compensation and Benefits

To attract and retain workers, employers might consider providing:

- **Compensation and benefit policies**, including retirement pensions, that promote part-time or reduced work schedules and at the very least, do not restrict or create unnecessary barriers to these arrangements.

Employees who have greater flexibility, report higher levels of **job satisfaction**, stronger **commitment** to the job, higher levels of **engagement** and better **health**.³⁰

Flextime: Employees have flexibility in start and end times, maintaining the same number of hours each day.

Compressed work week: Employees work longer hours on some days and shorter hours on other days in that same pay period.

Part-time: Employees work less than full-time.

Job sharing: Two or more employees share one full-time position.

Telecommuting: Employees work from a remote location.

Internships: Employees learn skills as an “apprentice.”

Episodic: Employees work intermittently as needed, on-call or as a back-up or substitute.

Project/Durational: Employees work on time-limited assignments.

- **Health benefits** to a greater portion of workforce, regardless of number of hours worked.
- **Long-term care insurance.**
- **Short and/or long-term disability insurance.**
- **Retirement savings incentives** such as a matching 401K contributions, profit sharing or stock options.
- **Elder care and care giving support.**
- **Tuition, professional development and lifelong learning support.** Older workers often need training to learn new skills and promote themselves.
- **Diverse training** that incorporates multiple learning styles and adult learning principles which may include classroom learning, distance learning, individualized training, coaching, internships or apprenticeships.
- **Travel reimbursement** and public transportation vouchers.
- **Wellness trainings** that include health screenings, nutrition guidance and internal fitness programs or discounts on fitness memberships.
- **Internal volunteer programs.**
- **Retiree associations** providing opportunities for continued engagement and connection.
- **Non-monetary forms of compensation** as described in the nonprofit section of this report.



Retirement and Life Planning

One benefit being offered by some organizations is life planning for pre-retirees and sometimes, their partners. Weyerhaeuser has been providing this service since 1986. Providing life planning and retirement seminars may help explain your organization's retirement and Social Security benefits and introduce employees to the idea of planning for other aspects of their later years. Providing this service for current employees



nearing retirement can serve a variety of purposes:

- **Employee** is better prepared for retirement.
- **Employer** may obtain critical information about an individual's plan for retirement.
- **Employer and employee** can begin to talk about possible options.

Many employees are anxious about retirement and the uncertainties it will bring in role identity and economics. Anxious workers are generally more distracted and less productive. Helping employees plan for this significant life transition can lessen their anxiety and help them **make better decisions** about how and when to retire or re-career.

It is in the organization's best interest to have more satisfied and prepared retirees whether as ongoing ambassadors for their organization or as a future workforce resource.

Knowledge Transfer/Mentoring/Training

Workers age 50 and over are more likely to have **remained with one organization** or in the **same field longer** than the younger generation.³² Employees who are able to work at organizations for long periods of time are more likely than short-term employees to **accumulate job-specific critical knowledge** around business operations, organizational culture, best practices and technological changes and adaptations. This is what we consider "**institutional memory.**"³³

Organizations can mine this critical knowledge and experience through formal mentoring and training programs. Mentoring can occur on an informal basis, but more successful mentoring efforts are more formal. Here are some tips for designing an effective mentoring program in your organization:

- **Screen effectively** for those individuals have the skills and temperament to be a mentor. Not everyone does.
- Mentors need upfront **training and ongoing coaching.**
- Before meeting a mentor for the first time, **employees should analyze their own objectives and learning styles.** The best mentoring programs have identified specific skills and knowledge to be transferred.

Life by Design Northwest (lifebydesignnw.org) provides life planning in the greater Portland metropolitan area and is available for employers, their employees and the public at large. The initiative was launched by:

- AARP Oregon
- Express Personnel
- Hands On Greater Portland
- Morrison Child and Family Services
- Multnomah County Library
- Northwest Natural
- Oregon Public Broadcasting
- Portland Community College
- Portland State University

- Arrange meeting times, locations and frequency to **accommodate both parties and cultivate a personal connection.**
- Recognize opportunities for “intergenerational” mentoring or “**mutual**” mentoring so that both parties can learn from each other.
- Assure older employees that they are **not working their way out of a job** by teaching skills to younger employees.

An added benefit of a formal mentoring program that matches older with younger workers is that it can reduce biases and myths that both parties may have. Interaction between workers of different ages can ease awkwardness, tensions and help everyone realize that all generations have something to offer the workplace and to each other.



Multi-generational Workforce Training

Organizations that want to respect and cultivate diversity among their employees are increasingly adding age as another key element of a diverse workforce. Such efforts can **reduce stereotypes and improve inter-generational communication** in the workplace.

Only 16% of organizations have prioritized demographic issues in their training.³⁴ In recent years the term “cultural competence” has emerged, which suggests a knowledge of multiple cultures, styles and needs in order to be successful with diverse staff, customers and organizational partners. “**Generational competence**” would begin to encourage organizations and their employees to understand, appreciate and meet the specific needs of different generations.

One-fifth of employed adults today are older than their bosses. This percentage is expected to grow dramatically in the years ahead.³⁵

What is it like to be supervised by someone the age of your son, daughter, niece or nephew? What is it like to supervise someone the age of your parent? Organizations need to initiate discussions about generational differences and perspectives and form teams that deliberately include members of varying generations. Multi-generational management is in its early stages and our capacity and capabilities in this area will surely grow in the future.

It's like the 1970s, when women were streaming into the workplace. Employers who paid attention and changed their policies to be friendly to women had a powerful edge. The same thing is going to happen as boomers age. There are great opportunities for employers who can make their policies diverse enough to accommodate everyone.³⁶

-DEBORAH RUSSELL, DIRECTOR OF ECONOMIC RESEARCH, AARP

CIVIC ENGAGEMENT

Community service or volunteering through nonprofit and charitable organizations is a very common pursuit in the United States and contributes significantly to our overall quality of life here in Multnomah County and throughout our state.

Volunteering happens most often informally, without involving any organizations. All cultures and ethnic groups value helping their neighbors. One can argue that care-giving of any type is a form of civic engagement. We need to acknowledge the work that older adults do for others as valuable. Women, in particular, deserve respect for their daily care-giving.



Caregivers contribute billions of dollars to society in the form of unpaid work.³⁷ We need to recognize and reward these efforts. We must also acknowledge other forms of civic engagement, including serving in a public office, serving on public commissions and advisory boards, voting and other forms of public advocacy. There are other intermediary groups, such as faith communities, fellowships, service clubs and various neighborhood organizations that contribute to the community's well-being and can leverage the aging individual's desire for community involvement and meaningful work.

For purposes of this report, we have chosen to focus on civic engagement through nonprofit organizations.

The Unique Case for the Nonprofit Sector

The nonprofit sector has many reasons to care about our aging population, particularly given its size, educational and skill level, good health and relative wealth. The boomers will have the money, expertise, desire and time to engage in community work through nonprofit organizations. The Portland metro region ranked number six in the country for volunteer rates of civic engagement.³⁸

The aging of boomers will affect the nonprofit sector workforce as well as its donor base, volunteer corps, advocacy capacity and direct service demand.

Adults age 45 and older account for 77% of financial assets in the United States, control 70% of total wealth and account for more than half of the nation's discretionary spending.³⁹

There is a potential labor market that could meet people's desire for a sense of purpose and a hope of making a contribution to something larger than themselves. I see a potential movement, an intersection of the practical assets of work with the higher purpose assets of service.⁴⁰

-MARC FREEDMAN ENCORE- FINDING WORK THAT MATTERS IN THE SECOND HALF OF LIFE

As with other sectors, the nonprofit sector has begun to experience a **shortage** of line workers, middle management and upper managers. This shortage will only grow in coming years.⁴¹

Two-thirds to three-quarters of the executive directors of nonprofits plan to leave their jobs in the next five years.⁴² Between **2007 and 2016**, nonprofit organizations **will need to attract** a total of **640,000 new senior managers**, 2.4 times the number currently employed. This is the equivalent of recruiting more than **50 percent** of every MBA graduating class, at every university across the country, **every year for the next ten years.**⁴³

However, **attracting and retaining a workforce based on financial compensation in the nonprofit sector is almost an oxymoron.** The cost of living in most of our communities for housing, transportation, health care and child care, has significantly outpaced social sector financial compensation. There are exceptions, but as a rule, the vast majority of nonprofit organizations have not kept up with yearly inflation increases during the past twenty years, and this is not likely to change in the near future.

Close to **nine in ten nonprofit** organizations that recruited employees for professional and administrative jobs during the past year found the task to be **“somewhat” or “extremely” challenging.**⁴⁴ Fewer **college students** are majoring in the social sciences as opposed to business, law and computer science. College students are carrying ever increasing educational debt, a significant financial barrier to working in the nonprofit sector.⁴⁵

Nonprofits can expect even more fierce competition from the private and governmental sectors for a decreasing number of available young workers in the years ahead. Along with other employers, nonprofits are **increasingly putting the burden for health insurance costs and retirement savings** onto the employee, exacerbating the problem of limited compensation.

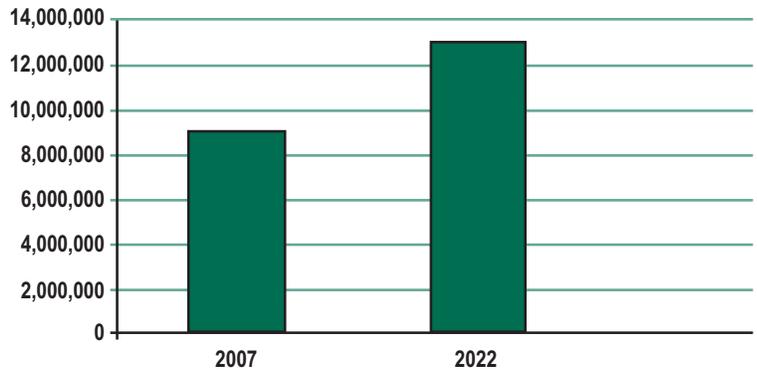
But if nonprofits choose to compete for the older workforce, they have some **critical challenges.** The **best practices** identified earlier in this report for employers are applicable to nonprofit employers as well.



One-third of boomers volunteer and have the highest volunteer rate of any group.⁴⁶

There are other opportunities in nonprofits besides a typical paid position. One nonprofit, ReServe, recruits and places older adults in other nonprofits and pays a stipend equivalent to \$10 an hour for up to 15 hours a week. The positions include senior management and middle management as well as line positions.

Projected Growth in Number of Volunteers Age 65 and Older in U.S.⁴⁷



Nonprofits need to broaden their view of older workers, whether paid or unpaid, to see them as **significant assets**, a kind of donor to their organization and mission. There is the potential value for **millions of dollars worth of work in unpaid hours and work at discounted pay rates.**

Conceptually and practically it is important for nonprofits to develop a continuum of work and compensation options.



THE NEXT CHAPTER: REAPING THE EXPERIENCE DIVIDEND⁴⁸

THE SPECTRUM OF SERVICE AND WORK OPTIONS

	OCCASIONAL, UNPAID COMMUNITY VOLUNTEERING			ONGOING, PAID COMMUNITY SERVICE WORK		
Options	Episodic, informal volunteering	Episodic formal volunteering	Ongoing formal volunteering	Sustained intensive service	Part-time public service employment	Fulltime public service employment
Commitment & Compensation	Occasional Low level commitment No organized volunteer structure	Intermittent One-time commitment Organized volunteer structure	Regular 2-5 hrs/week over 6-12 months/year Possible expense reimbursement	Ongoing 10-15 hrs/week 9-12 months/yr Stipend Transportation or meal expenses Insurance	Part-time 16-32 hrs/week Wages or salary Possible employee benefits	Full-time 40 hrs/week Salary or wages Health benefits Other employee benefits
Examples	Helping neighbors Friendly visiting	Special events Short-term projects	Mentor Tutor Coach Hospital aid Museum docent	Stipended service programs in •Education •Caregiving •Youth services	Nonprofit or public agency worker Childcare worker	Teacher Nurse Nonprofit manager Social entrepreneur

What Older Adults Want from Civic Engagement

Older adults have a variety of reasons for civic engagement, from **using their skills and experience** and continuing to **feel productive**, to **maintaining social interaction** and leaving a **positive legacy**.

Returnment – the act of giving or returning in some small way what the world has given you, especially as an alternative to retirement.⁴⁹

- JAY C. BLOOM

There are a number of challenges, however, for nonprofits to effectively engage older adults. Older adults often **prefer to use their professional skills** and experience rather than do general labor. But most nonprofits do not have the capacity to utilize the experience and skills of the large numbers of adults who will potentially want to engage in this sector.

As in paid work, older adults are **looking for flexibility in their civic engagement** as well. Short-term, episodic work for example, may be attractive to many older adults. **Options** that include **minimum wage, stipends** or **working for health insurance benefits** may also be inviting to older adults.

The challenge for the nonprofit sector is to move away from preconceived notions about what a job should look like, to craft jobs that fit both the goals and needs of the people occupying them and those of the employing organization.⁵⁰

-DR. PHYLLIS MOEN

For those older adults who do not need financial compensation, there are a number of forms of compensation, incentives and benefits that nonprofits can promote and actively utilize. These can include the opportunities to:

- Employ their **skills, expertise, wisdom**
- Learn **new skills** for personal interest or future paid employment
- Meet **new and diverse people** and gain exposure to new cultures
- Work on a **team**
- Give back to the community, **make a difference**, leave a legacy
- Receive **recognition** and appreciation



- Feel needed and have a **purpose**
- Work in **different kinds of roles** ranging from board member, senior or middle management, program staff
- Have **new experiences**
- Maintain a **flexible schedule** with episodic work
- Obtain **mentoring or training**
- Receive **recognition** in an annual report, newsletter, certificate or event
- Receive a **reference** for potential future paid employment
- Work in an environment where **employee opinions matter**
- Receive a discount for a service, product or admission to an organization
- Increase **mental and physical health** by staying engaged
- Maintain a **structure** to daily life
- Expand **network** through meeting other staff, board members or individuals who work with the organization
- **Connect previous career** with the next life stage
- **Create balance** between leisure and work
- Volunteer or **work alongside a spouse, partner or family member**

Nonprofits will benefit by keeping these motivations in mind as they design promotion, recruiting and retention efforts.⁵¹



CHALLENGES/BARRIERS

Every day, people have problems for which they do, in fact, have the necessary know-how and procedures. We call these technical problems. But there is a whole host of problems that are not amenable to authoritative expertise or standard operating procedures. They cannot be solved by someone who provides answers from on high. We call these adaptive challenges because they require experiments, new discoveries, and adjustments from numerous places in the organization or community.⁵²

-RON HEIFETZ, MARTIN LINSKY, LEADERSHIP ON THE LINE

In addition to employing best practices, there are adaptive and **attitudinal changes** that need to occur. These changes may actually be more difficult to address. To date, most aging policy, literature and services are largely focused on aging as a period of declining function and withdrawal from social engagement. This is changing, but very slowly. **Stereotypes are common**, ranging from a belief that older workers are ill more often, to the idea that older workers are less flexible and adaptable than younger workers. **Age discrimination is alive and real.**⁵³

Other **attitudinal barriers** include the belief that:

- There are **enough younger people** available to work full-time.
- We have to treat everyone the same and that **customizing agreements** with individual employees is inherently **unfair and unjust**.
- Such adaptations are **too time-consuming**.

The workplace is becoming filled with more generational, economic and lifestyle diversity. Consequently, different attitudes and approaches need to be developed.

HOW BUSINESSES PERCEIVE OLDER WORKERS ⁵⁴

AARP asked 1,000 executives whether they agreed with some commonly perceived advantages and disadvantages of older workers:

Advantages	Percentage who agreed
Experienced	91%
Knowledgeable	78%
Ability to mentor other workers	71%
Valuable insights into customer or business needs	63%
High level of engagement in their work	37%
High productivity	23%

Disadvantages	Percentage who agreed
Uncomfortable with technology	52%
Inflexible	49%
Difficulty reporting to younger supervisors	44%
Risk of health problems	30%
Lower productivity	18%
Unwilling to be a team player	14%

SOURCE: AARP

BETSY BOCK/Staff Artist

Participating in diversity training may be an important technical tool, but deeper learning, coaching and real-life experience is needed for adaptive learning to occur and for an individual to become more culturally and generationally competent.

Leadership for technical and attitudinal changes must start from senior leadership and be actively pursued by all levels of the organization, recognizing there will be resistance.

*Effective leadership is the capacity to disturb people at a rate they can absorb.*⁵⁵

-LEADERSHIP ON THE LINE

Human Resources Focus Must Change: Human resources department must become more focused on strategic workforce development rather than being primarily risk management agents.

Costs Can Be Recovered Over Time: Managing two part-time people rather than one can be more expensive and challenging. However, it is not unlike the initial investment in technology. If done right, the frustrations and upfront costs can be recovered many times over with greater productivity, retention, and job satisfaction.

Some **common assumptions** nonprofits must challenge:

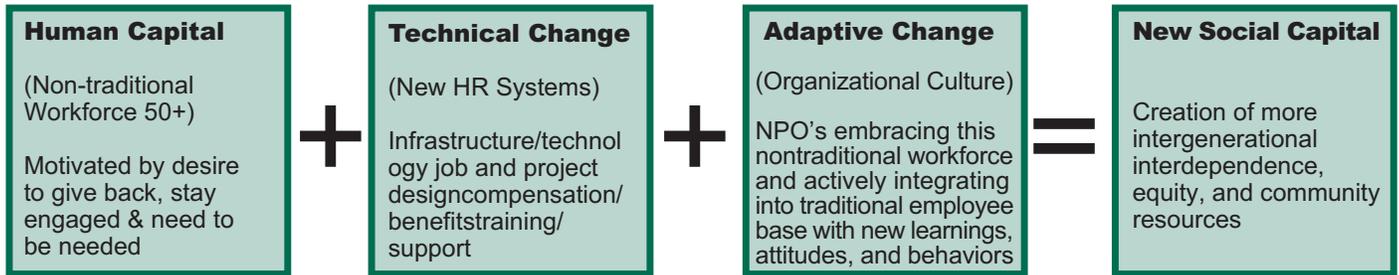
Older People Want To Work For Market Wages or Just Volunteer: This may be true for some, but many older adults may be willing to work for a lower wage, for a stipend or for some other monetary or non-monetary benefit.

People Want To Work Only In Their Area Of Expertise. While that may be true in some cases, other individuals may also want to try or learn something new.

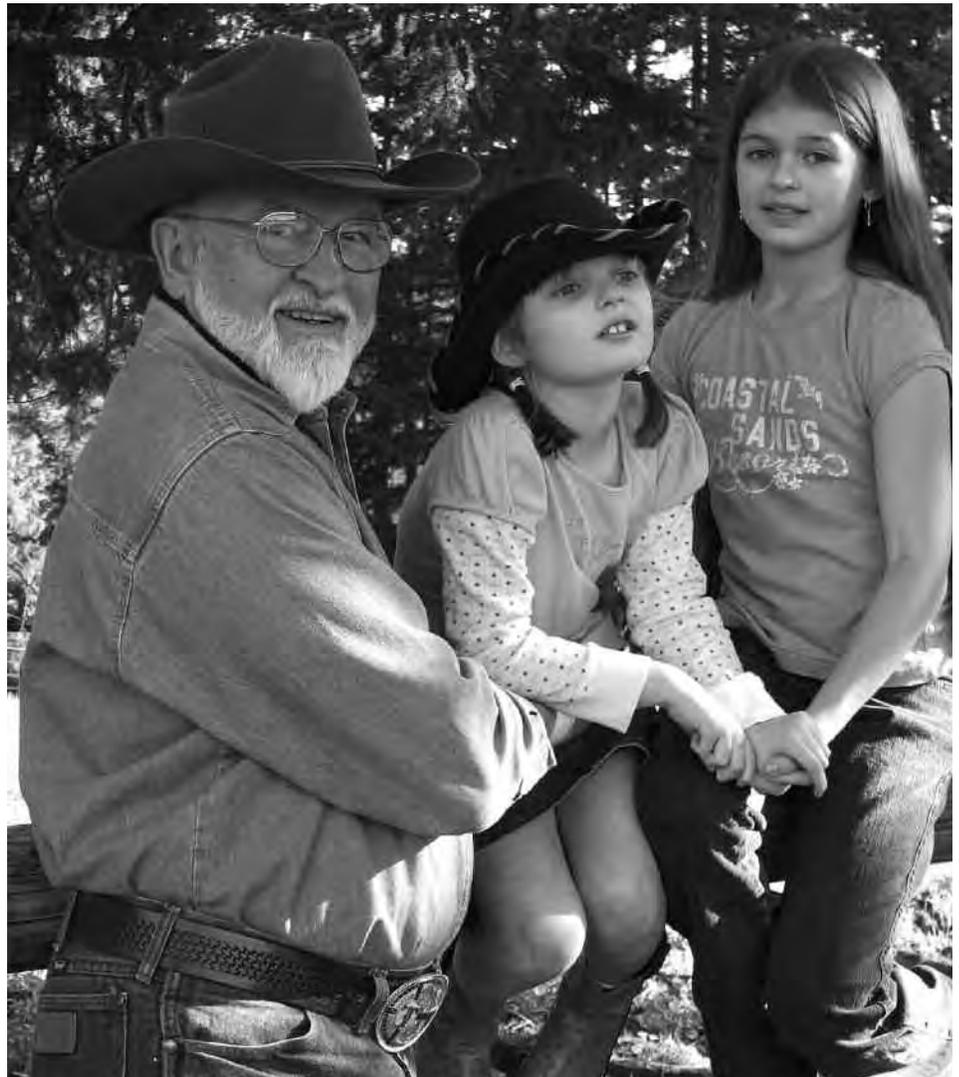
The Costs Are Too Great. Organizations must make investments in infrastructure to effectively recruit, screen, orient, train, support and evaluate the current and new workforce. Managing this new workforce is not unlike investing in fund development; cultivating and securing donors takes planning and resources. Most professional fundraisers acknowledge that it takes money to raise money. Harvesting this growing workforce resource will also take an investment of time and resources.⁵⁶

Given that the vast majority of nonprofits are relatively small, they may need third-party institutions to support these functions and lessen the overall burden for the individual nonprofit organization. All of us should revisit our assumptions on aging and recognize the significant challenges our organizations face.

“Experience making a difference”⁵⁷



© 2004, Jay C. Bloom



RECOMMENDATIONS

These recommendations for next steps are provided for:

- Employers
- Nonprofit organizations
- Public and private funders
- The community at large
- Multnomah County government
- Public policy makers

Employers: Private, Public and Nonprofit

- Beginning with executive leadership, **publicly and intentionally commit your organization** to full utilization of workers age 50 and older. Reward employees who embrace this commitment and do not tolerate indifference or lack of support.
- Conduct a **workforce sustainability audit** in light of your organization’s strategic direction.
- Create **flexible options** for as many workers as legally possible. Toss out that ‘one size fits all’ in benefits and work arrangements.
- Establish and **cultivate a culture and work environment** that values cross-generational diversity. Combat negative stereotypes of all age groups.
- Proactively **develop knowledge transfer strategies**.
- Conduct **multi-generational training** as part of overall diversity training.
- Support **retraining and development programs** for all workers, giving action to the term “lifelong learning.”
- Offer **life planning** for pre-retirees through workshops and/or one-on-one coaching.
- Allow **flex-time** for employees to be able to engage in community projects prior to their retirement.
- The Portland Human Resource Management Association and others could maintain an **ongoing learning community** specifically focusing on best practices for employing older adults.



Nonprofit Organizations

- **Expand language.** Recognize that the lines will blur between volunteers who are unpaid and those who receive a stipend or other forms of compensation. Some volunteers will prefer to have a specific title, such as member, staff, associate, participant, mentor, teacher, advisor, coach, consultant, project manager, coordinator, or by specific function such as designer, clerk or discussion leader. Where appropriate, use functional descriptors for these positions.
- **Pay the upfront costs.** Engaging unpaid individuals does cost time, money and requires effectively investing in infrastructure and systems to manage this resource well.
- **Assign management of unpaid staff to professional volunteer managers** with attention to job and project descriptions, orientation, training, supervision and evaluation. Where appropriate, ensure that the volunteer management function is fully supported by human resources, rather than fund development offices.
- **Strengthening the volunteer management function** through staff participation in Northern Oregon Volunteer Administrators Association (NOVAA), training and other professional development opportunities.
- **Organize and sponsor regular nonprofit work fairs.** Potential sponsors: Life by Design, Elders in Action, Idealist.org, Nonprofit Association of Oregon, Hands on Greater Portland.
- **Don't assume that money is the number one motivation** for older workers wanting to work in the nonprofit sector. There are many other compelling reasons individuals choose to do this work.
- **Create work and compensation options.**
- **Create unpaid staff career ladders** or tracks that allow for advancement.
- Hands on Greater Portland, the Northwest Oregon Volunteer Administrators Association, Metropolitan Family Services, TACS and the Nonprofit Association of Oregon (NAO) should **continue to develop and promote best practices** for engaging older adults on their websites as well as through training, workshops and consultation.



Philanthropic and Public Funders

- Provide **funding for nonprofits** that demonstrate successful models of engaging older adults.
- Provide more **funding for training and placement programs** that target older adults through One Stop Career Centers like WorkSystems.
- Invest in funding the infrastructure of an existing organization like Technical Assistance for Community Services (TACS) or a new organization that can serve as a **broker between older adults who want to work in the nonprofit sector and nonprofit organizations**. Think of a temporary agency model targeting nonprofits that can cover a full range of compensation including paid, partially paid and unpaid work.
- Invest in funding in nonprofit organizations for **succession planning and executive transitions**.
- Provide funding for **executive coaching and professional development**. Fund support for structured peer networking opportunities for executives.
- Annually **recognize the top ten best nonprofit organizations** that engage older adults with compensatory prizes.
- Provide **seed money for colleges and nonprofits** to develop educational programs designed to tap the time, talents and skills of older people.
- Provide **general operating and unrestricted support**, more multi-year support and capacity-building support for nonprofits.

Community at Large

- Create an **online resource and information packet** available for employers of all sizes with information and tips on how to make a workplace friendly for all ages. Potential sponsors: Portland Business Alliance, Oregon Business Council, Oregon Business Association.
- Organizations such as Life by Design Northwest, Hands On Greater Portland and Idealist.org develop and maintain comprehensive content on their **websites for older adults with links and resources** for discovering, designing and engaging in their later years.



- Make current local **employment placement and training programs** work more effectively for older people.
- **Transform neighborhood schools into community centers** for all ages and activities, considering using school buses as transportation options. See complete report on the web which details the case for schools.
- Provide and strengthen **opportunities for social interaction** among isolated and vulnerable, older adults. This alleviates or reduces isolation, loneliness and depression. Faith communities, community associations and individuals can be very important resources in this area.

Multnomah County

- Be a model **governmental employer** of older adults in recruitment, retention, management, training and the development of policies and procedures.
- Identify **one contact** as a resource for citizens who may want to directly volunteer for the County and for any County manager who may have a project or job for a volunteer.
- Develop and/or strengthen **existing intergenerational approaches** of human service programs that the County directly provides or funds throughout its departments.
- Expand programming and **outreach by Multnomah County library** to older adults. For example, use one of “Everyone Reads” campaigns on a book about different generations and their interdependence with each other.
- Offer **award points in County Requests for Proposals (RFPs)** in the external contracting process for organizations that create effective engagement opportunities for older adults.
- Create an ongoing **vital aging awareness campaign** that displays positive examples of older adults as employees, engaged and giving in our community. Possible sponsors: The Oregonian, Portland Business Journal, local hospitals, health insurers and television stations.



- **Share County practices** and learning with other private and public employers.
- Create a **community engagement plan** that utilizes members of the Task Force on Vital Aging and workgroups to reach out and share results of this final report with community groups and other organizations.
- Partner with the City of Portland’s planning department in strengthening Portland and Multnomah County as a community for all ages by **building on the “Age-Friendly Cities” report** published by the World Health Organization.
- **Leverage resources** with other public and philanthropic funders in intergenerational programs, such as the SUN Schools Initiative and the Oregon Community Foundation and others.
- Maintain up-to-date vital aging **resources on the County’s website**.
- Work with Greenlight Greater Portland, City of Portland, Oregon Business Council, Portland Business Alliance, State of Oregon and other appropriate groups in promoting the **recruitment and retention of older adults as an economic development strategy**.
- Pursue opportunities for **national philanthropic funding and investment** in Multnomah County as a model community for vital aging.

Public Policy Considerations

- Provide **tax credits for employers** who hire low-income older adults.
- Reduce minimum number of hours required in order to be **eligible for health insurance**.
- Advocate for **change in IRS laws** to allow individuals to work and draw on earned pensions in the same company after age 55.
- **Change defined benefit retirement** plan pay-outs from ‘last three years’ to ‘best three years.’
- Advocate making **health insurance portable** and not tied to any one employer.
- Create **greater flexibility** in wage and hour laws for nonprofits to utilize stipends and other forms of compensation.



-
- Provide **tax credits to individuals volunteering** in nonprofit organizations or schools.
 - **Open state employees' health insurance pool** for nonprofit organizations to use the umbrella of a larger group to purchase health insurance for their employees.
 - Significantly **expand national community service programs** such as Experience Corps, AmeriCorps, RSVP, Foster Grandparents, Senior Companions and Peace Corps.



CONCLUSION

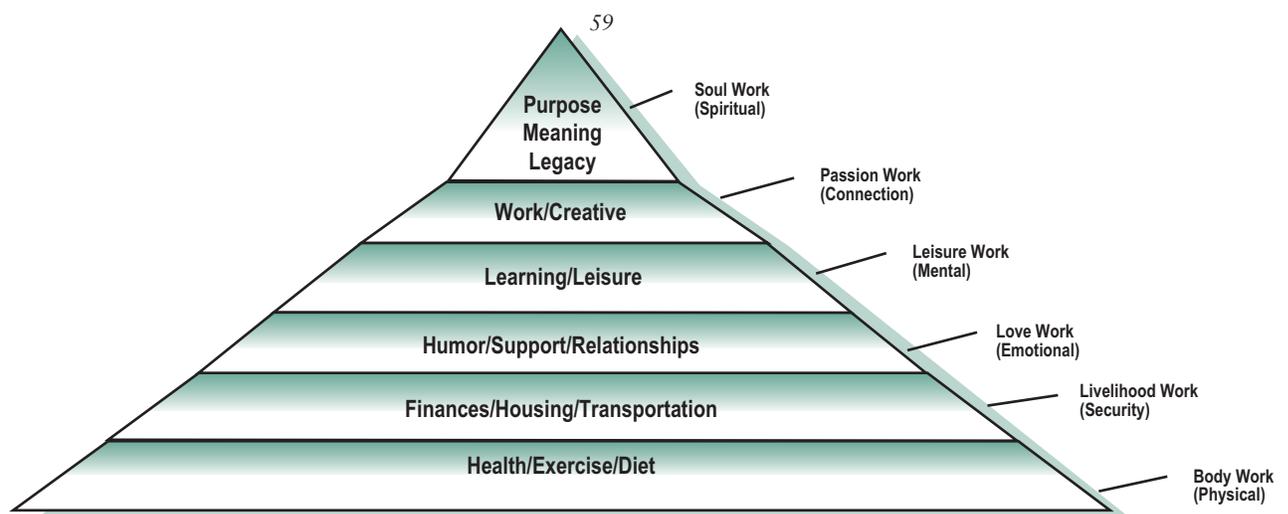
*Getting older is a fascinating thing. The older you get, the older you want to get.*⁵⁸

- KEITH RICHARDS

- Older adults represent a growing resource for employers and nonprofits
- One size does not fit all. Individual choice and flexibility will be the driving forces.
- Changes are needed in organizational technical practices and in the adaptive attitudes of managers and employees.
- Best practices for employing and engaging older adults make organizations more attractive to workers of all generations.
- Older adults represent a significant economic development opportunity. See the online complete report for more details.
- An age friendly community for older adults is an aging friendly community for all ages.

While the work of the Task Force is complete, the magnitude of these issues indicates the need for further discussion, planning and action. No organization will be untouched by the dramatic demographic change that is taking place.

Each of us hopes to have the option of facing the question, “What can I do to create a purposeful and vital life in my later years?” This pyramid illustrates the hierarchy of needs of older adults which range from satisfying basic needs to attaining purpose and meaning.



© 2006, Jay C. Bloom

It is very hard to say no to work. We may courageously resign, take a sabbatical, or retire to a simpler, more rustic existence, but then we are engaged in inner work, or working on ourselves, or just chopping wood. Work means application, explication, and expectation. There is almost no life human beings can construct for themselves where they are not wrestling with something difficult, something that takes a modicum of work. The only possibility seems to be the ability of human beings to choose good work. At its simplest, good work is work that makes sense, and that grants sense and meaning to the one who is doing it and to those affected by it.⁶⁰

-DAVID WHYTE



"We're tired of playing. We want to work."

If our older generation wants to engage in our community, we cannot afford to pass on this gift. We challenge organizations and individuals to imagine the possibilities.

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Credit: Travel Portland

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From: Tom GUSTAFSON [mailto:TomandAliceG@MSN.com]
Sent: Monday, October 31, 2011 4:51 PM
To: Planning and Sustainability Commission
Subject: The Portland Plan

In the 90's East Portland, when we were annexed to the city, were told we would have all the amenities of the city, one of which would be sidewalks, at least on the arterial streets.

Three streets, NE Glisan, NE Halsey from 132nd street to 148th street, have yet to have sidewalks on either side of the streets and around Glendoveer Golf Course. Only a few individual owners chose to put these walks in front of their homes, but the majority have not.

With light rail coming in, people have had to walk in the bike lanes or when bikes are there, have had to walk the streets. Many people use buses on these streets and have to walk a narrow path, filled with dirt or weeds to get to their bus stop. We are told we should walk more, and would, if there were proper sidewalks to walk on. You can imagine when a mother strolling with her children has to take to the street or a person in a wheelchair does the same. I have seen this happen numerous times over the years.

I believe it is time for the city to recognize we are part of Portland, not just for the taxes we pay, but for giving us the same quality of living as the inner city. There are many streets this side of 162nd (that is part of Portland) that do not even have paved streets in their neighborhood. Sidewalks should, at the least, be a priority for East Portland.

Alice Gustafson
1210 NE 152nd Av
Portland, Or. 97230

Member of Wilkes Community Group

INTEROFFICE MEMORANDUM

TO: ERIC ENGSTROM
JOE ZEHNDER

FROM: CHRIS SMITH

SUBJECT: INITIAL COMMENTS ON PORTLAND PLAN

DATE: NOV 6 2011

Please find some initial reactions to the plan below. These views are of course subject to change as we go through the public hearing and work sessions. Congratulations again on an outstanding document.

Economic Prosperity and Affordability Objectives, p. 35

Under objective #2, Urban Innovation, we might consider calling out creating a transportation system that is affordable both for the users (offering lower cost travel options) and for the City (by being less expensive to maintain). Similarly, we can pursue affordability through reduced need for energy through more efficient buildings and infrastructure.

Under objective #5, Neighborhood business vitality, we have called out transit access as a key enabler. We should equally call out pedestrian and bicycle access as success factors.

Urban Innovation Action Plan, p. 41

Related to the comment above I'd like to see an action item around affordable transportation related to Bicycle Master Plan implementation.

Healthy Connected City objectives, p. 61

This is the first of a number of places in the plan where we use the phrase "Transit and Active Transportation". I'd prefer if we used the language "Transit, Biking and Walking" for several reasons:

- The former language could be perceived as prioritizing Transit over the other individual modes
- Not everyone will understand what active transportation is
- There is some debate about whether transit should be considered within active transportation because transit trips almost always involve some walking

Healthy Connected City Health Actions, p. 65

I think we miss an opportunity by not calling out actions related to active transportation here to make the connection between active transportation and health.

Neighborhood Hubs Actions, p. 69

Neighborhood schools are one of the most important and vital anchors for a neighborhood, but they aren't mentioned in the actions?

Connections for People, Places, Water and Wildlife Actions, p. 71

The Intertwine is called out appropriately as an important resource for habitat, but its importance as a transportation system could use more emphasis (perhaps it should also be called out in a more transportation-related action area?).

p. 73

"Pettigrove" Street is misspelled (should be Pettygrove). Francis would be upset :-)

Connections Actions, p. 75

The Civic corridors actions do not call out freight. In fact, freight is found nowhere in the Healthy Connected City section (although it is well represented in the Economic Prosperity and Affordability section). Making transit, cycling, pedestrian access and freight work in concert in both Civic Corridors and Neighborhood Hubs is going to be critical to the success of the plan and we should specifically call out the challenge.

Measures, #5 Growing Business, p. 93

I'm struggling a bit with using our national rank order on exports as a metric. Would something a little more quantitative like the percentage of our regional production being exported be a more consistent and understandable indicator?

Measures, #6, Creating jobs, p. 95

I'm not sure if this is aggressive or aspirational (although it's certainly vitally important). Could we find a more concrete way to connect the measure to the economic development plan, perhaps by having goals for specific sectors or plan components (e.g., neighborhood economic development versus clusters)?

Local Actions, Central City, p. B-3

It might be useful to include bike share in the "next generation built environment".

Local Actions, Roseway/Cully, p. B-7

Should the development of Thomas Cully Park be called out here?

Local Measures, Cost-burdened Households, p. C-9

Shouldn't transportation be called out in the "cost burden" measure? The objective statements earlier in the plan call out the combined costs and we'll get better policy decisions by looking at both issues together rather than housing alone.

Local Measures, Walkability and Accessibility, p. C-10

I'm having trouble understanding the low score for Northwest for walking and accessibility. I realize that the area mapped includes some hillier sections, but it also includes a designated pedestrian district. Are we sure the score is accurate?

Local Measures, Transit and Active Transportation, p. C-12

I wonder if we need to scale this measure a little differently so it better informs investment choices? Having all but one sector in the same category is not telling us much.

From: Don MacGillivray [mailto:mcats@teleport.com]
Sent: Wednesday, November 09, 2011 10:10 AM
To: Dornan, Chris
Subject: Re: FW: Buckman Community Association: Monthly Meeting, Nov. 10th:
C.C.H.S. 7-9pm

Sure. Why not?

Please include the following:

The plan should include "the Wash. HS Community Center or the Lone Fir Cemetery improvements..... There is also no consideration given to historic resources and very little to neighborhood character and little about neighborhood associations. There is lots to support (like the Equity stuff) and lots to be concerned about."

Best wishes,

Don MacGillivray
2339 SE Yamhill, 97214

From: bhdistrict@googlegroups.com [mailto:bhdistrict@googlegroups.com] On Behalf Of Don MacGillivray
Sent: Tuesday, November 08, 2011 12:44 PM
To: Bkm-Sustainability; BCA Board; BHDistrict@googlegroups.com
Subject: Re: Buckman Community Association: Monthly Meeting, Nov. 10th: C.C.H.S. 7-9pm

I am happy that the Portland Plan is on the BCA agenda. Please provide some testimony before Nov. 30th No mention is made of the Wash. HS Community Center or the Lone Fir Cemetery improvement, but I am not sure if they are "strategic" enough. There is also no consideration given to historic resources and very little to neighborhood character and little about neighborhood associations. There is lots to support (like the Equity stuff) and lots to be concerned about. If you want me opinions let me know.

Best wishes,

Don

From: Tatiana Xenelis [mailto:tatianapdxrealtor@gmail.com]
Sent: Wednesday, November 09, 2011 5:09 PM
To: Dornan, Chris
Subject: Re: Portland Plan & Portsmouth neighborhood

yes please 1. fine to include my comments as official PP testimony and my physical mailing address is 5017 N Newark St 97203
thanks a bunch!

On Wed, Nov 9, 2011 at 4:50 PM, Dornan, Chris <Chris.Dornan@portlandoregon.gov> wrote:

Hi Tatiana,

Thank you for your comments! If you would like your comments recorded as official Portland Plan testimony, please send me a reply with 1) your consent to do so, and 2) your physical mailing address. Give me a call if you have questions – thanks again.

Regards,

Chris Dornan

Bureau of Planning and Sustainability

[503-823-6833](tel:503-823-6833)

chris.dornan@portlandoregon.gov

From: Tatiana Xenelis [mailto:tatianapdxrealtor@gmail.com]
Sent: Wednesday, November 09, 2011 4:26 PM
To: Portland Plan
Subject: Portland Plan & Portsmouth neighborhood

Hi Portland Plan Staff --

I attended the Portland Plan hearing last night at Jefferson High. Overall I was impressed with the overall goals of the plan, the vision of the plan itself and the thorough presentation by all members. I live in the Portsmouth neighborhood. 5017 N Newark St 97203.

However, the plan falls flat when it comes to implementation and actions that will benefit/boost my Portsmouth neighborhood and more importantly, the business vitality along *Lombard St from N Chautauqua to St Johns center*.

The Plan summary on page 34 lists our area as *Far from target; can benefit*

from extensive work (investment, prioritization)

Portsmouth is grouped under the subgroup 4 - St Johns page 38. I was completely underwhelmed with the Economic Prosperity and Affordability -- Neighborhood business vitality implementation actions. Compared with other subgroups where, for example, Main Streets program was part of the action / implementation plan to build economic prosperity, the peninsula communities are provided this disappointing action plan: *Business resources: Increase knowledge of resources available for small business development.*

Why isn't Lombard St in Portsmouth which is a main East West artery with plenty of historic buildings and fledgling business blocks, listed as a recipient of the Main Street program or other concrete economic building actions? Portsmouth isn't located in a URA so we don't have those resources available to us. Parts of Lombard St are pot hole ridden, street scape is minimal except in a few areas around University Park. We've had a rash of arsons lately in residential homes and commercial businesses. Small businesses pop up and fail. Cha Cha Cha recently moved into the space at N Hodge & Lombard St. that has been three different restaurants in the last 5 years.

I am a member of the *Portsmouth Neighborhood Association* and the newly forming *University Park Business District* and am committed to helping bring increased economic vitality to this section of Lombard St.

I'd like to see the Portland Plan offer actions for SubGroup 4 such as those stated in the Cully neighborhood section:

- Portland main streets: Maintain and expand the PortlandMain Streets program for commercial areas interested in and ready to take on the comprehensive main street business district management
- Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the he growth and development of neighborhood based businesses.

thank you for your work on this huge project and your consideration in helping shape the health of my neighborhood businesses.

--

----- All the best,
Tatiana Xenelis, MBA/MSW
Prudential NW Properties
Cell: [503-756-2559](tel:503-756-2559)

Community | Lifestyle | Home

November 10, 2011

Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, OR 97201-5380

Attn: Portland Plan testimony

I want to commend the city on focusing the Portland Plan on all three aspects of the triple-bottom-line: economy, ecology, and society. These are all important in envisioning a city that will continue to thrive into the future. However, I am disappointed that the city is still promoting an outdated model of economic vitality. Focusing on economic growth is a 20th century pre-occupation that is not sustainable in the long term. As we all know, there are finite resources; the only path to a successful future requires turning away from unidimensional growth-focused policies and toward policies that focus first on supporting an environment where people thrive. From this low unemployment and a robust local economy will flow.

Portlanders must think forward to what will work to create a stable, successful society that is focused on solving economic problems locally through small business creation and low unemployment. More people spending more money on more stuff is not going to get us anywhere. Portland will be much better able to thrive if instead the community focuses on local people spending locally-earned money on locally-produced products.

Here are some examples of the types of changes in focus that are necessary to fulfill this vision:

Section	Old	New
12 Measures of Success	5. Growing Businesses	5. Vibrant Local Businesses
	6. Creating Jobs	6. Low Unemployment
Economic Prosperity and Affordability: Goal	Expand economic opportunities to support a socially and economically diverse population by prioritizing business growth, a robust regional economy and broadly accessible household prosperity.	Support a socially and economically diverse population by prioritizing small business creation, a robust local economy and broadly accessible household prosperity.
Economic Prosperity and Affordability: actions and policies	Promote regional traded sector job growth.	Promote local small business establishment.
	Support job growth in the city's diverse business districts.	Support full employment for city residents.
Economic Prosperity and Affordability:	1. Trade and growth opportunities (export growth): The metropolitan area rises into the top ten nationally	1. Thriving Local Economy: The metropolitan area reduces dependence on long distance imports and rises to the top ten nationally in

2035 Objectives	in export income, and jobs in the City’s target clusters grow at rates that exceed the national average.	providing for its own needs regionally.
	2. Urban innovation: Portland grows as a national leader in sustainable business and new technologies that foster innovation, spur invention and attract talent.	2. Urban Innovation: Portland grows as an international leader in sustainable business and new technologies that foster innovation and spur invention.
	3. Trade gateway and freight mobility: Portland retains its competitive market access as a West Coast trade gateway, as reflected by growth in the value of international trade.	DELETE
	4. Growing employment districts: Portland has captured 25 percent of the region’s new jobs and continues to serve as the largest job center in Oregon. Portland is home to over 515,000 jobs, providing a robust job base for Portlanders.	4. Shrinking Unemployment: Portland has a thriving community of small, locally-focused businesses that provide a robust job base for Portlanders.
	5. Neighborhood business vitality: At least 80 percent of Portland’s neighborhood market areas meet metrics for economic health, including: economically self-sufficient households, retail market capture rate, job growth, business growth and access to frequent transit.	5. Neighborhood business vitality: At least 80 percent of Portland’s neighborhood market areas meet metrics for economic health, including: economically self-sufficient households, retail market capture rate, success of small business initiation, low unemployment, and access to frequent transit.

The world is now at a crossroads. Continuing to focus on exports and growth is leading us to a literal dead end. The Portland Plan provides the opportunity for us to take another road; one that leads to a thriving local economy focused on fulfilling the needs of our citizens long into the future.

Alice Chesworth
6512 SE 19th Ave
Portland, OR 97202

From: Christopher Palacios [mailto:postnoodle@gmail.com]

Sent: Saturday, November 12, 2011 2:23 AM

To: Planning and Sustainability Commission

Subject: built to spill

<http://www.portlandonline.com/portlandplan/index.cfm?c=49008>

regarding your plans for central oregon. Is this the same central owned by portland's at risk? central city concern is not exactly concerned with downtown portland.. it is "preoccupied"and shouldn't there be a waiting list for each city block and public agency. Multnomah county health should be last....a long with the suspiciously anglo social work, outreach, coordination supervision and directors. Adam K. can't do everything for kristi and kristen and eva for that matter. Amanda can smile. Get her on some task enforcement.

Central Oregon? Central Booking! Get out of the hotel business!

oh...thea rabb and chantal evicted me illegally on dec 09 2010 from 1020 n church street, 97209 for being a gay person of color with HIV.

--

Christopher Palacios (503) 734-5463

portfolio:

http://clearcreative.com/new_work/portfolio.html

--

postnoodle@gmail.com

2941 NE Ainsworth Street, Portland, Oregon 97211-6749

http://www.youtube.com/watch?v=9LdJtr7xVa8&feature=channel_video_title

Equity in the Portland Plan: Challenges and Opportunities

Introduction

As the Portland Plan process has taken shape over the last few years, the city has emphasized the inclusion of equity in every area of Portland's development. The most recent drafts of the Portland Plan's strategic goals – in education, economic development, and healthy neighborhoods – take steps toward that emphasis on equity, but fall frustratingly short.

As a comprehensive guide to city policy over the next 25 years, the Portland Plan can – and should – provide a “roadmap” for equity, and a set of benchmarks to measure our progress toward that goal. Although admirable in its ambition, the Portland Plan in its current form will *not* ultimately achieve the goal of making Portland an equitable city.

It's not perfect – but it is perfectible.

It's worth taking a moment to talk about what we mean by “equity.” At a very basic level equity is about eliminating disparities suffered by communities of color, immigrants, refugees, and other historically marginalized groups. These disparities occur in many different arenas. In housing, for instance, a recent audit test by the Fair Housing Council of Oregon and Portland Housing Bureau showed discriminatory or disparate treatment of renters in 64% of tests. In education, graduation rates for students of color are well below those of their white peers. The Bureau of Planning and Sustainability itself sets out a definition of equity in the Equity Initiative guiding the full Portland Plan process, although sadly no mention of this document appears in strategy area reports.

The key to making Portland an equitable place to live is realizing that these disparities are avoidable, that they're unjust, and that the city can and must take action to rectify this legacy of discrimination and marginalization. This is where the Portland Plan comes in.

This response is intended to be a constructive critique of the draft strategy areas, as well as a roadmap for making Portland a more equitable city. It will review, in turn, each of the three strategy areas of the Portland Plan and make concrete recommendations to enhance the city's equity analysis.

Education

One of the Education strategy's main goals is to "address the disproportionately negative outcomes experienced by youth of color and youth in poverty" in Portland's schools. Although intentionally vague (giving the city room to develop policy approaches over time), actually achieving this goal requires a specific focus on policies to make Portland's school system more diverse, more inclusive, and more culturally aware.

We propose the following:

- School curricula need to reflect the experiences, histories, and cultures of Oregon's communities of color, immigrants, and refugees. From social studies to art education, creating a school system to which all of Portland's students can relate will boost student investment and performance.
- Vocational training opportunities – apprenticeships and internships, among others – need to be offered to prepare students of color, immigrants, and refugees for the job market. The city is in a unique position to leverage its relationships with the business community to support its students.
- Our education workforce needs to reflect Oregon's increasing diversity. The city should work with school districts to ensure that more teachers, counselors, and administrators are hired from communities of color, and the immigrant & refugee community. Relatedly, school districts should partner with community organizations to develop cultural competency training for employees, to ensure that our educators are well prepared for Oregon's increasingly diverse population.
- Any partnership that addresses the achievement gap must include organizations representing communities of color, immigrants, and refugees. Without community partnerships, we cannot eliminate disparities.
- Affordable housing and gentrification need to be explicitly addressed. School demographics in Portland are shifting as communities of color, immigrants, and refugees are pushed farther east; without explicit attention to how this impacts our students, we cannot achieve an equitable school system.

Economic Prosperity and Affordability

As this strategy area rightly notes, key to developing prosperity in Portland is ensuring that all households have access to basic needs and that all Portlanders have access to jobs. Economic development, growth, and developing a sustainable economy are the macro-level metrics for our human capital. At the same time, the Plan misses the mark when it comes to small business development – particularly when it comes to communities of color, immigrants, and refugees – which will ultimately be the key to Portland’s economic future. Economics and equity can go hand-in-hand.

To ensure that Portland’s economy is prosperous for all, we propose:

- The city should provide support and resources for people of color, immigrants, and refugees to open and continue to operate small businesses as a way of eliminating economic disparities. Relatedly, The city needs to establish a clear mandate for hiring contractors and businesses owned by people of color, immigrants, and refugees.
- Partnering with community organizations, the city should develop an Economic Development Corporation representing people of color, immigrants, and refugees in order to provide local and regional development strategies and support.
- Develop a community partner advisory team including representatives from communities of color, and the immigrant, and refugee community.
- Following the education strategy, the city should partner with businesses owned by people of color, immigrants, and refugees to develop vocational programs for students and adults in order to build job skills.
- In addition to supporting small business development, the city’s economic interests are served when companies take advantage of our urban renewal areas and enterprise zones, and move within the city limits (e.g. the recent arrival of SoloPower). Much of this new business development – in the green sector and otherwise high-tech – is dependent on specialized education and training. The city should commit to providing high-quality “new” jobs training for communities of color, immigrants, and refugees, to be competitive in emerging enterprise.
- The city’s transit system, while often lauded as national exemplar, is wholly inadequate for many workers. Inconvenient schedules, areas outside of transit corridors, and expensive fares are a handicap for workers without control over their work schedules or locations. The city should partner with local transit entities to ensure that Portland’s public transit is truly first-class.

Healthy, Connected Neighborhoods

Healthy, connected neighborhoods are the basic unit of community development. By ensuring that all Portlanders have access to transit, to businesses, to green spaces, and to basic infrastructure services, we can ensure that all residents have their basic needs met. But it's not just about living close to a grocery store: any truly healthy neighborhood has and retains a cultural and historic character, gives the community a space for self-representation, and is truly multicultural.

Here's how:

- This section is one of the only places in the Portland Plan draft reports that features a specific plank on equity. Unfortunately, occupying just one line on the page, the inclusion of equity here seems vague and hollow. The city's commitment to equity needs to be more than just the deployment of buzzwords.
- The discussion around "displacement" glosses over the key term and issue at stake: gentrification. The gradual movement of communities of color, immigrants, and refugees to the east stems in part from increased home values in traditionally-minority areas (e.g. Alberta-Killingsworth, Albina). The city should commit to ensuring affordable housing in all of Portland's neighborhoods so that historically rooted communities are not pushed out in waves of gentrification.
- Along the same lines, any real "inventory" of "historic resources" surely includes the preservation and celebration of communities' unique characters. This means offering spaces for communities of color, immigrants, and refugees to participate in "cultural institutions;" the city's commitment to this kind of community spirit should be more than a farmer's market and Last Thursday on every street.
- The city's emphasis on healthy, local food is admirable, and ultimately beneficial for public health. At the same time, it's not just about eating well in a strict sense: the city should specifically work to include culturally identified foods available, by working with communities of color, immigrants, and refugees.

Conclusion

We applaud the work of the Bureau of Planning and Sustainability both in coordinating the Portland Plan process and the commitment that BPS has shown to engaging community stakeholders. It's time for that commitment to turn into action.

The city has a long way to go to achieve equity for all Portlanders; the Portland Plan process is key to this effort. Although the current draft has severe oversights and omissions in terms of concrete policy recommendations, there's room for improvement.

Respectfully submitted,

Kayse Jama
The Center for Intercultural Organizing.

From: Brian [mailto:bjcefolo1984@aol.com]
Sent: Monday, November 14, 2011 8:07 PM
To: Dornan, Chris
Subject: Re: Portland Plan testimony

My mailing address is
3244 NE Schuyler Street
Portland OR 97212

Thanks,
Brian

On 11/14/2011 11:32 AM, Dornan, Chris wrote:
[Hi Brian,](#)

[Thank you for your comments! If you would like them recorded as official Portland Plan testimony, please send me a reply with your mailing address.](#)

Regards,

Chris Dornan
Bureau of Planning and Sustainability
503-823-6833
chris.dornan@portlandoregon.gov

From: Brian [mailto:bjcefolo1984@aol.com]
Sent: Thursday, November 10, 2011 6:01 PM
To: Planning and Sustainability Commission
Subject: Portland Plan testimony

I'm writing to provide testimony on the draft of the Portland Plan viewable at <http://www.portlandonline.com/portlandplan/index.cfm?c=56527&>. I have two specific concerns and one general concern. The two specifics are

- 1) On page EQ-10, under "Making Equity Real" four aspirations are listed. The second one is "The benefits of growth and change are equitably shared across our communities. No one community is overly burdened by our region's growth". How is that possible? Different areas have different levels of density and development. Compare downtown and north 82nd street, one of those is more likely to see radical growth than the other. Shouldn't the benefits follow where the growth is? If say Irvington shuts out new development, why should it benefit from what happens east of 82nd street?
- 2) On page EPA41, objective 7 looks suspiciously like an endorsement of the arts bond. That has no place in a long term planning document and should be left entirely to the judgment of citizens. If some statement on arts support has to be included, wouldn't it make more sense either in the "equity" discussion or the "healthy connected neighborhoods"? Arts funding seems particularly susceptible to being applied unevenly

across the city, as many of the most prominent cultural institutions are downtown. It needs some kind of equity/local context.

The general concern is with the deterioration of PPS infrastructure. PPS is notorious for the aged and dilapidated condition of its schools, and it desperately needs a major renovation effort. The only action item I see that addresses this problem is guiding policy on TEY-30, which amounts to lobbying Salem for money. That is not an adequate response. Nor will increasing community use help matters- community groups do not use schools the same way pupils do. They aren't in the building 7 hours a day, 5 days a week. They don't do labs or physical sciences, and they are more likely to possess whatever tech they need (such as their own laptops). Community use seems more likely to encourage Portlanders to think everything's "ok" because the school is good enough for the 1 hour a week or month or whatever that their community group uses it. Instead I would urge the city to make a conscious and public effort to "clear room" on citizens property tax bills by avoiding unnecessary new bonding and reducing it where possible. The task of rebuilding PPS is enormous, costing on the order of \$3 billion. The city will never be able to afford that without a deliberate effort to manage the tax burden.

Thanks for the opportunity to provide input,
Brian Cefola
Portland

From: Richard Ellmyer [mailto:ellmyer@macsolve.com]
Sent: Wednesday, November 16, 2011 4:02 PM
To: Stockton, Marty
Subject: Re: [Approved Sender] Council Candidates Buy Tickets To Housing Fantasyland In Portland Plan

Hi Marty:

Yes, I would like my email made part of the public record. Thanks for asking.

Richard Ellmyer
9124 N. McKenna
Portland, OR 97203
503-289-7174

On Nov 16, 2011, at 2:43 PM, Stockton, Marty wrote:

Hi Richard,

Would you like for me to submit this email into the formal record for the Portland Plan? We received your email in the pdxplan@portlandoregon.gov inbox, which is currently one way to send in public testimony. I would be happy to do that - I will need a mailing address in addition to your email address (which I have below). If you have any additional comments on the Portland Plan you would like to submit, we would welcome them.

Thanks,
Marty Stockton

Marty Stockton | Community Outreach and Information

City of Portland **Bureau of Planning and Sustainability**
1900 SW 4th Avenue | Suite 7100 | Portland, OR 97201

p: 503.823.2041
f: 503.823.5884
e: marty.stockton@portlandoregon.gov
w: www.portlandonline.com/bps/



Please consider the environment before printing this e-mail

From: Richard Ellmyer [mailto:ellmyer@macsolve.com]
Sent: Wednesday, November 16, 2011 9:40 AM
To: Interested Parties
Subject: [Approved Sender] Council Candidates Buy Tickets To Housing Fantasyland In Portland Plan

Once again *our mayoral/council candidates march in establishment lock step* in their **uncritical, indefensible** buy off of the Housing section of the now available draft Portland Plan.*

When Jefferson Smith, Eileen Brady, Charles Hales, Amanda Fritz, Mary Nolan and Steve Novick were asked the following question they indicated, once again, a disappointing homogeneity:

Do you support the Housing section of the draft Portland Plan which never uses the term, "Public Housing", nor mentions much less defends the current operational public housing policy of Targeted, UNLIMITED Neighborhood Concentration of Public Housing and omits any mention of a public housing policy of Equitable Distribution of Public Housing which requires accurate, complete and timely Public Housing Statistical Data that the Housing Bureau and the Public Housing Authority of Multnomah County refuse to provide?

YES

The draft Portland Plan uses the word, "housing" 100 times. Not one of those times does it include PUBLIC Housing, a \$200,000,000 per year business with 50,000 clients.

"The PP talks about "affordable housing" and "moderate-income workforce" housing. The rationale is that PP is a long-term strategic document and the intent is to make housing "affordable" (attainable) to a range of household types- no-income; fixed-income (senior included), low-income, moderate income. The thinking is *to get the private developers to produce more of such units*. Hence the document does not call out "public housing"." Uma Krishnan - PP Housing Section leader.

To "*get the private developers to produce more of such units*" government needs to provide **financial subsidies**, then establish **means tests** to serve a particular constituency and then approve a **rental agreement**. This is known as PUBLIC HOUSING.

ALL PUBLIC HOUSING involves Government Subsidy and a Means Test and a Rental Agreement which are ALL AND ALWAYS CONTROLLED BY GOVERNMENT. This means that *the government can be held accountable to taxpayers and voters for Public Housing policy and the courts can enforce Public Housing legal agreements*. No such political and legal accountability attaches itself to Affordable housing.

Affordable Housing can be described as either of the following:

1. Mortgage/Rent + Taxes + Insurance + Utilities <= 30% of local median household income.
2. Mortgage/Rent + Taxes + Insurance + Utilities <= 30% of household income.

Public Housing may or may NOT meet the definition of Affordable Housing.

The Draft Portland Plan Avoids Controversial Public Housing Policy Choices.

1. There is **no mention** much less defense of the current operational yet discredited, indefensible and abhorrent public housing policy of *Targeted, UNLIMITED Neighborhood Concentration of Public Housing*.
2. There is **no explanation** for rejecting a public housing policy of *Equitable Distribution of Public Housing*.
3. There is **no mention** of "Inclusionary Zoning", a policy that requires a given share of *new construction* to be affordable by people with low to moderate incomes - IN EVERY NEIGHBORHOOD. A policy I and Amanda Fritz support.
4. There is **no discussion** of *forcing landlords* to accept Section 8 renters as proposed by my opponent for the North Portland House seat, Tina Kotek, in the May 2010 primary, which I opposed.
5. There is **no mention** of the *5-10-15 Public Housing Resolution* as included in the 2005 Impediments To Fair Housing Report.
6. There is **no mention** of the actual vetting of prospective PHAMC board members in public on the subject of their views on public housing policy and the annual spending in excess of \$80,000,000 related to Public Housing.
7. There is **no mention** of commissioner Fish's proposal that includes the unilateral "forgiveness" of "LOANS" by Housing Bureau staff without taxpayer knowledge, oversight and intervention.

There is a statement about "location" policy that references a "city wide housing strategy" which **does not yet exist**.

There is **not a word** about the appalling lack of accurate, complete and timely Public Housing Statistical Data and the *refusal* of the Housing Bureau and the Public Housing Authority of Multnomah County to provide it. ***The city cannot have a credible housing "location" policy of any kind if it cannot and will not provide data on the location of its tens of thousands of Public Housing clients.***

The Portland Plan Housing Section does NOT address the surety that time will change the equation between the need and amount of public funds allocated for Public Housing versus Affordable Housing. The Housing Bureau and the Public Housing Authority of Multnomah County refused to provide this information to the Portland Plan why would anyone assume they will reveal their secret culpable data in the future?

The Portland Plan timeline is an astonishing and politically useless 25 years. **There is no caveat nor footnote that all plans in the adopted Portland Plan are subject to the whim and pet projects needs of future city commissioners** with a reference to the premier example i.e., the theft of the John Ball School site, a pet project of commissioner Dan Saltzman who made a back door deal with Sam Adams and Randy Leonard to deny North Portlanders the same rights as those granted to the citizens living nearby the similarly decommissioned Washington/Monroe H.S.

The typically bureaucratically encased proposals for the Portland Plan Housing Section are so soft and squishy without hard targets for funding and accomplishment that the arguments can and will be successfully made *with equal validity* at various times in the future, that the Portland Plan met its housing targets and failed to meet them.

The Portland Plan Housing Section is a document crafted to obfuscate and avoid the most basic public housing questions:

- 1. What kinds of PUBLIC HOUSING clients are being *forced into which neighborhoods* by the city of Portland and its surrogate, the Public Housing Authority of Multnomah County?**
- 2. What neighborhoods are being "protected" from Public Housing clients?**

It should be obvious by now that *the issue of Public Housing and Affordable Housing Policy is NOT going away*. Self-inflicted ignorance and deliberate avoidance of this difficult public policy matter will NOT find favor with voters.

Richard Ellmyer

Certified *Oregon Change Agent* by governor John Kitzhaber

Former *progressive, socially liberal, fiscally conservative* candidate for the North Portland House seat May 2010. Defeated

by *establishment* Democrat Tina Kotek, who supports the discredited, abhorrent and indefensible policy of Targeted UNLIMITED Neighborhood Concentration of Public Housing while refusing to debate or discuss Public Housing in a public forum which is particularly egregious because *our House district has the highest concentration of Public Housing Clients in Oregon*. They include New Columbia which is Oregon's largest Public Housing compound requiring 4 full time, dedicated, uniformed and armed Portland police officers to keep the peace. New Columbia is a de facto failure in social engineering which Kotek refuses to acknowledge.

From: Don Baack [mailto:baack@q.com]
Sent: Tuesday, November 15, 2011 1:25 PM
To: Frederiksen, Joan
Subject: Testimony for Pand S Committee

Joan, thanks for coming to SWNI with Deborah to explain the largish project you are shepherding through the planning process.

Here are a few comments that I have about the plan.

1. While the apparent cooperation of the several non city organizations is commendable, what mechanism will be put into place to police that cooperation. I have worked to get cooperation from the PPS organization after having had full agreement with the leadership about goals and action items. The staff down the line still operate on their own view of the world. We need some sort of way to make sure the policy set by the electeds is in fact being implemented. The same could be said for the various bureaus of the City of Portland. An annual check would go a long way to get the attention and cooperation of the staffs of the various organizations.

2. Equity should be broadened to include equity in transportation. That would include pedestrian and bicycle access to safe routes and the access of our citizens to transit beyond the "corridors where the frequent bus service is available". Not everyone is going to live along the corridors, yet those outside the corridors need access to transit.

3. The income by district should be displayed by quarters, ie bottom 25% have x average income, 2nd 25% have y income etc. That way the rest of the city can see

that all parts of the city have poor components and that we should not focus all of our attention to the "poorest on average" which seems to be the way the plan data presents it at this time.

Please forward this to the appropriate person. I will read more and comment more later. Thanks

--

Don Baack
6495 SW Burlingame Place
Portland OR 97239

503 246 2088

baack@g.com



Randy Leonard, Commissioner
David G. Shaff, Administrator

1120 SW 5th Avenue, Room 600
Portland, Oregon 97204-1926
Information: 503-823-7404
www.portlandonline.com/water



An Equal Opportunity Employer

November 17, 2011

Bureau of Planning and Sustainability
The Portland Plan - Proposed Draft
Attn: Eric Engstrom
1900 SW 4th Ave., Suite 7100
Portland, OR 97201

In its Introduction, the Portland Plan states that high quality core services, including clean water, are fundamental to the success of the City. The Portland Water Bureau wholeheartedly supports this statement.

The Portland Water Bureau provided support in the creation of the Portland Plan through participation on the Technical Action Groups for Health, Food & Safety, and on Sustainability and the Natural Environment. While we would have preferred to see strategic objectives dealing with water and water infrastructure issues included in the Portland Plan, we will continue to work to ensure that these priorities will be addressed in the Comprehensive Plan and the Citywide System Plan.

We look forward to continued conversations about how several of the Portland Plan actions and policies will be implemented, including both budgeting processes and equity reporting. The Water Bureau has no specific changes to recommend for inclusion in this draft.

Sincerely,

Michael Saling, PE
Supervising Engineer
Portland Water Bureau

Cc: David Shaff
Michael Stuhr
Stan VandeBergh
Janet Senior
Jeff Leighton



November 17, 2011

Bureau of Planning and Sustainability
1900 SW Fourth
Portland, OR 97201

RE: Portland Plan Draft

Thank you for the opportunity to comment on the Portland Plan. The plan represents an enormous undertaking and I appreciate its scope and breadth. Features that I particularly like:

Neighborhood clusters better represent the features and historical development of neighborhoods than the official neighborhood association boundaries. It's time for the city and its neighborhood leaders to rationalize boundaries based on easily described boundaries that are understood by the average person. Everybody knows where the Hawthorne District is for example, but there are no neighborhoods with that name.

The **sub-area scorecards** are a good way to measure progress toward the plans goals and I thought the outcomes were generally well thought out.

I appreciated that there were different **local actions** suggested for the sub-areas. I would like to see more of the East Portland Action Plan goals incorporated into the Portland Plan's Eastern Neighborhoods sub-area, which listed a small number of local actions considering the vast underinvestment in those neighborhoods. For example, East Portland's economic problems are much deeper than entrepreneurship and micro-enterprise. Portland should tailor its Main Street program to better fit East Portland neighborhoods; improve its workforce training; use infrastructure investments to improve business districts; and promote employment for East Portland residents and communities of color. I would also like to see the city and the Port of Portland do more to connect disadvantaged residents with family wage jobs. The Foster/Lents and the Eastern Neighborhoods contain a large quantity of 40-50 year old multi-family housing stock that with a little investment could continue to provide decent, affordable housing for many more years.

Mayor Sam Adams **budget mapping** of bureau expenditures by district is an important first step in equalizing public investment across the city. The Portland Plan should explicitly state a goal of distributing a fair share of resources to each district and that budget mapping will be used to track this over time.

The Coalition of Communities of Color, State of Black Oregon and city/Portland Development Commission disparities reports clearly document the absence of **equity for all Portlanders**. Like other cities, Portland should have specific, separate measurable participation goals for communities of color and women. There should be consequences for agencies and contractors that fail to meet the goals. There should be a requirement for local labor participation for city residents or, even better, residents of high poverty census tracts.

The Portland Plan should be more explicit about a **strategy to improve East Portland infrastructure**. Budget mapping revealed that East Portland transportation spending per resident is only 36% of the city average. Parks expenditures were slightly better at 62%. This disparity is deadly – the city's crash analysis for 2000-2009 found that ten of the city's eleven most dangerous intersections are in East Portland.

Transparency is vital to the integrity of the Portland Plan. On page 28, the draft states, "implementation will begin with partnerships among local government agencies and a small set of community organizations." Statements such as that further the widespread belief that in this city some people and organizations have the inside track.

Jane Jacobs wrote, "If self-government in the place is to work, underlying any float of population must be a continuity of people who have forged neighborhood networks. These networks are a city's irreplaceable social capital." The Portland Plan is a great example of self-government in action.

Sincerely,



Nick Sauvie

Executive Director

-----Original Message-----

From: Mia Birk [<mailto:miabirk@altaplanning.com>]
Sent: Thursday, November 17, 2011 11:01 AM
To: Planning and Sustainability Commission
Cc: Geller, Roger; Matthew Arnold
Subject: Portland Plan testimony

Greetings,

As the Co-Chair of the Steering Committee for the Portland Bicycle Plan for 2030, I would like to offer some comments about the draft Portland Plan.

* First, congratulations on a beautiful document with significant and impressive content.

* Second, my overarching comment is to ensure consistency with the Portland Bicycle Plan for 2030, developed over a multi-year period with input from thousands of residents. Portland's reputation as a bicycling mecca is one of the defining and positive aspects of our livability. We have more than 150 local bike-related businesses, many of which located here specifically because of the investments we have made in bicycle transportation. There is simply no denying the visceral positive impacts that bicycle transportation has had on our health, safety, economy, air quality, livability, sustainability, traffic congestion, reputation, and growth. I would like to see a much stronger recognition of this fact throughout the Portland Plan, in virtually every section.

* I would strongly recommend you sit down with Roger Geller, Portland's Bicycle Coordinator. As well, would like to see the benefits of bicycle transportation more clearly articulated and woven throughout the document. I suggest that the word 'bicycle' appear on every third page at a minimum. As well, I would recommend you weave the terminology of 'active transportation' into every facet of the plan, and highlight wherever you address economic vitality, health, equity, air quality, personal household finances, livability, sustainability, small business growth, and long-term community health. For example, on pp. 28, 101, 121, and B-12, where the word 'walkable' appears, add 'and bikeable.'

* Important: the term 'neighborhood greenway' as defined in the Portland plan is not in sync with the Bicycle Plan. It is unclear what you mean and how it relates to the bikeway classifications: Major City Bikeways, City Bikeways, Local Service Bikeways, and Bicycle Districts. These classifications were developed to allow for a hierarchy of function.

Within the classifications, officials are able to select the best type of treatment to meet the intent. These include:

- o Separated off-road paths such as the Springwater Corridor
- o Separated in-road bikeways (bike lanes, buffered bike lanes, cycle tracks)
- o Neighborhood greenways, aka bike boulevards
- o In many cases (eg the 50s Bikeway), a corridor design includes of a mixture of the latter two.

Please consult with Roger and ensure consistency between the two plans. As written, it seems that you are only allowing for neighborhood greenways, aka bike boulevards, rather than the full complement of bikeway design options.

* These two documents might be of use to you in understanding 'active transportation':

o

http://www.railstotrails.org/resources/documents/whatwedo/atfa/ATFA_200810

20.pdf

o http://library.oregonmetro.gov/files//case_for_at.pdf. This one is

from Metro, which has done a ton of work evaluating the benefits of active transportation. Tons more information here:

<http://www.oregonmetro.gov/index.cfm/go/by.web/id=30078>

* An example is the section on complete neighborhoods. Per the Portland Bicycle Plan for 2030, a goal is: "100 percent of Portlanders live within one-quarter mile of a low-stress bikeway." Please add this, and please add all the goals from the Portland Bicycle Plan, as they were carefully crafted and enjoy tremendous support.

* All in all, I recommend you bring in PBOT's bicycle experts to help improve the integration of bicycle transportation into the Portland Plan, focus on consistency between the two documents, and elevate active transportation to a higher level throughout.

Please let me know what questions you might have. Thanks for all your hard work.

Mia Birk

President, Alta Planning + Design

Principal, Alta Bicycle Share, Inc.

Adjunct Professor, Portland State University

ph: 503.230.9862 c: 503.880.8615

From: Beth Levin [mailto:bethagl@yahoo.com]
Sent: Friday, November 18, 2011 8:54 AM
To: Dornan, Chris
Subject: Re: Planning and Sustainability Commission testimony - question

3043 N.E. 51st Avenue
Portland, OR 97213

From: "Dornan, Chris" <Chris.Dornan@portlandoregon.gov>
To: "bethagl@yahoo.com" <bethagl@yahoo.com>
Sent: Friday, November 18, 2011 8:37 AM
Subject: Planning and Sustainability Commission testimony - question

Hi Beth,

To record your comments below as testimony, the State requires the testifier to provide their physical mailing address. Send me a reply with that and I will submit your testimony into the Portland Plan record. Give me a call if you have questions, thanks.

Regards,

Chris Dornan

Bureau of Planning and Sustainability
503-823-6833
chris.dornan@portlandoregon.gov

From: Beth Levin [mailto: bethagl@yahoo.com]
Sent: Friday, November 04, 2011 8:16 PM
To: Planning and Sustainability Commission
Subject: Portland Plan Testimony

I think the city should help make sure the public schools remain excellent (in addition to expanding **equality** of offerings throughout city schools). The best and brightest students will leave public schools or perhaps Portland altogether if their needs cannot be met in public schools. With our high achieving student at Grant High, we have already seen cutbacks in Honors classes and AP (Advanced Placement) classes. She is a student who consistently scores very high on state tests, so she is someone you want to keep in Portland Public schools to show that your students can have high state test scores. But if she cannot get enough Advanced Placement classes that challenge her, we may not want to continue supporting our local neighborhood public school. It may be difficult for her to take advanced classes through PCC or PSU because of the change in high school schedules recently implemented. The failure of the city to pass the school building improvement bond (to make improvements to the physical conditions of schools) has also had a detrimental effect on our daughter's high school experience, since she is in outdated classrooms with poor maintenance.

The whole city will suffer if public schools are seen to be sub-standard, so please do your best to maintain high quality schools that also serve the needs of high achieving students as part of your Portland Plan . It would not be fair to have Lincoln High being the only high quality public high school offered in the city.

Thank you,
Concerned N.E. Portland parent

-----Original Message-----

From: Eric Fruits [mailto:eric.fruits@gmail.com]
Sent: Tuesday, November 15, 2011 9:50 AM
To: Portland Plan
Subject: Portland Plan: Zoning

One of the members of our neighborhood association saw a map at one of the presentations that showed a zone change to multi-family along Burnside in Laurelhurst.

Can you please provide me with any maps or documents describing the proposed zone changes affecting the Laurelhurst neighborhood?

Thank you.

All the best.

--

Eric Fruits, President
Laurelhurst Neighborhood Association
<http://www.laurelhurstpdx.org/>
503-928-6635
eric.fruits+lna@gmail.com

-----Original Message-----

From: Eric Fruits [mailto:eric.fruits@gmail.com]
Sent: Tuesday, November 15, 2011 9:42 AM
To: Portland Plan
Subject: Portland Plan: Sub-area scorecard

I understand that there is a revised subarea scorecard. I saw a version called "Attachment B: Revised Sub-Area Scorecard" dated November 4, 2011.

I noticed that there are some substantial changes in the measure of employment.

Would you please provide me the following:

1. An electronic version of the revised scorecard. Excel or PDF would be great.
2. An explanation for the wild swings in employment "scores" from the draft to the revision.

Thank you very much.

All the best.

--

Eric Fruits, President
Laurelhurst Neighborhood Association
<http://www.laurelhurstpdx.org/>
503-928-6635
eric.fruits+lna@gmail.com

* Hello my name is Ana Meza. I am a Senior at David Douglas HS. I'm very proud to be the co-chair for the Health and Wellness Committee for the Multnomah Youth Commission. We work to ensure that youth voices and experiences of our health can impact policies and programs in both the government and the community that affect our life the most. Thank you again for this opportunity to speak on behalf of diverse youth perspectives in Portland. Tonight I will speak about our specific recommendations to improve the Health & Wellness of youth in Portland.

* In Objective 6: Health and Wellness

Youth of all ages have access to affordable, healthy food at home and in school and have multiple opportunities for daily physical activity.

- We feel that access to healthy food and physical activity are just one aspect of our health.
- In our schools, at least mine we are required to take only 1.5 PE credits, the equivalent of one year and one semester... and to be honest that's usually the only physical activity we get
- We feel like we need more places to go ~~at~~ within our neighborhoods that have high school aged youth in mind. They should be a place which encouraged us to get out of the house and get ~~more~~ moving. Whether it's parks, libraries, community centers or other public spaces - these places need to be attractive to us and lure us in but also provide ~~space~~ a safe environment in which we can be social, meet other youth and find ways to be part of and ^{get} involved in our community.



2000

Healthy Communities • Healthy Youth
CONFERENCE

◦ We feel that to successfully accomplish the Thriving Educated Youth strategy, youth will need to have well-rounded health. Health is really the first step to allow a person to become educated.

◦ We believe it is vitaly important for our overall ~~health~~^{wellness} to include physical, emotional, sexual and spiritual health. How can we expect to be healthy if we forget about the other types of health that make up who we are as a person.

◦ For example: we found disparities in sexual education within the same school. I had 2 months of really well rounded sexual education in which the teacher was truly interested and engaged and took the time to answer all of our questions, while another friend only had 2 weeks of powerpoints and boring lessons.

◦ How can we be healthy when there are so many inconsistencies in the understanding of our own bodies?

◦ We have the RIGHT to choice and voice in our bodies which means we are at the table in an ongoing way to determine what happens in our health and our own bodies. ~~_____~~

◦ To make it clear we would like to see Objective 6 established Health and wellness: It is essential: youth of all ages have their physical, emotional, sexual and spiritual health needs met in order to be Thriving Educated Youth.

Thank you.



2000

Healthy Communities • Healthy Youth
CONFERENCE

N. @Sophia
Jeff

It's very nice to see everyone again. My name is Bridgette Lang and I am [also] a cochair of the Health and Wellness committee of the multnomah youth commission. ^{On the commission, we have 8 youth that} As a representative of the MYC, I am here to provide a voice for the youth that will be effected by the Portland Plan. We of the MYC have worked very closely with the Youth Planning Program to ensure that we give a detailed and relevant testimony. We would again like to thank the Bureau of Planning and Sustainability ^{for} for our ability to work with Youth Planners and staff to help support our involvement and participation in the implementation of the Portland Plan over the next 25 years. ^{repe Parks and 0.5 We ref 10 sch Mul coun}

As a resident of North Portland and a student at Jefferson, I have been able to get a firsthand look at the disparities in ^{resource} between neighborhoods in Portland. For example, many of my friends live in poor neighborhoods with minimal transportation, ^{because} ^{parks, stores and comm. centers} neighborhoods that have excess public transportation like max lines and buses, are extremely expensive to live in. This leaves those outside of these ^{new seasons and playground side} neighborhoods ~~left off from the rest of the town~~ with few resources to be active citizens and healthy people in general. As a result, youth in disadvantaged neighborhoods have ^{few} ~~little~~ places ^{to go in their free} of ~~entertainment~~ and are either stuck at home or ~~out~~ on the streets to entertain themselves.

Bridgette: It's very nice to see everyone again.

~~Thank you for this opportunity to give public comment about the Portland Plan.~~

My name is **Bridgette Lang** and I am a Multnomah Youth Commissioner. I live in N. Portland and am a sophomore at Jefferson HS. As a representative of the MYC I am here tonight to tell you specific changes we would like to see in the Portland Plan. Again, I would like to thank BPS for the Youth Planning Program. Our strong partnership with Youth Planners has made it possible for us to give detailed and relevant testimony. It is this ^{partnership with} ~~access to~~ the youth and adults in the Youth Planning Program that helps support our involvement in this plan and ~~for~~ the implementation of it over the next 25 years.

In the Thriving Educated Youth Strategy there are several objectives we feel need significant revision for them to reflect the needs of the youth of Portland and Multnomah County.

We want to take a look at

Objective 1: Supportive Neighborhoods

At-risk youth live in safe neighborhoods with comprehensive, coordinated support systems inside and outside of the classroom, including mentors, opportunities for physical activity and healthy eating, workforce training, and employment opportunities.

As a resident of North Portland I have seen first hand the differences in how neighborhoods have different resources than others:

Forexample: ~~I have friends that live in my neighborhood that wouldn't feel safe ^{big} being outside the house after 6 o'clock. I also have friends that live in Laurelhurst that talk about the game of ^{out} hide-and-go seek they played at 10 o'clock. It shows me that even throughout our town, there is a large disparity between neighborhoods and perceived safety.~~

But, We need to close the gap between youth in neighborhoods who experience violence, lack of housing stability, rising housing costs, poor transportation, no parks or even community spaces that are interesting and stimulating to youth, especially when it rains most of the year.

- The objective as written does not name these specific things, which we believe the City **NEEDS** to address in order to create the supportive neighborhoods that the Portland Plan envisions.
- We do appreciate that it includes mentors, physical activity, healthy eating, and employment – although we do not think these are the only ways ^{to} that create supportive neighborhoods.
- We ask that you continue to welcome youth to the table, to help the Portland Plan think through what specific things the City and partners can do to improve our lives.

23

Jennifer Basham

Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, OR 97201-5380

Attn: Portland Plan testimony

To the Planning and Sustainability Commission:

As a Portland resident I have been pleased to track the progress of the Portland Plan. It is an ambitious project but one that offers promise to improve the livability and prosperity of our community. While I appreciate that the plan was developed in response to Portland's most pressing challenges, I would like to advocate for the specific acknowledgement and inclusion of "conservation education" in the final Portland Plan document.

As a region, we possess the collective capacity to address the challenge of what Richard Louv has called "nature deficit disorder" through our dynamic system of conservation education activities. There is no shortage of research describing the benefits gained through time spent in the natural world:

- Experiences that put us in contact with the natural world carry the potential to increase academic achievement, lower stress levels, improve child development, and contribute to better physical and emotional health in all residents.¹
- Using the environment as an integrating context for learning has been shown to provide benefits to students including:
 - Improved performance on standardized measures of academic achievement in reading, writing, math, science, and social studies.
 - Reduced discipline and classroom management problems.
 - Greater enthusiasm for language arts, math, science, and social studies.
 - Better ability to apply science to real-world situations.
 - Greater proficiency in solving problems and thinking strategically.
 - Better application of systems thinking and increased ability to think creatively.
 - More advanced skills in applying civic processes to real-life situations.²
- Participation with "wild nature" in childhood such as walking, playing, or hiking in natural areas, camping, or hunting or fishing has a significant, positive association with both adult environmental attitudes and behaviors. (Wells and Lekies, 2006)
- A recent study provides evidence that education can be a viable approach for achieving measurable improvements in environmental quality.³

All of these examples support the role of conservation education as a key to the prosperity of our region. The Draft Portland Plan currently links youth, economic prosperity and a healthy connected city – the same relationships are fundamental to conservation education as practiced in our area. Across Portland, hundreds of teachers, districts, non-profits and agencies engage youth in meaningful, hands-on, applied conservation education learning experiences preparing students to become lifelong stewards of their environment and community who are willing and able to exercise the rights and responsibilities of citizenship, who choose to interact frequently with the outdoors, who understand their multi-faceted relationship to the natural world, and who are therefore well-prepared to address the challenges the future holds. These partnerships demonstrate shared ownership for youth success by applying private and public funds and countless volunteer hours to support the meaningful engagement of many school children, families and others in active stewardship, restoration and environmental monitoring that create and sustain our green infrastructure as well as develop community resilience and assets.

¹ Maller, C., Townsend, M., St.Leger, L., Henderson Wilson, C., Pryor, A., Prosser, L., and Moore, M. (2008). "The health benefits of contact with nature in a park context: A review of relevant literature." Deakin University and Park Victoria. (from http://theintertwine.org/documents/ConservationEducationTaskForce_FinalReport.pdf pg.4)

² 1998 & 2002. Lieberman, G.A. & Hoody, L.L. Closing the Achievement Gap: Using the Environment as an Integrating Context for Learning. State Education and Environment Roundtable. www.seer.org.

³ Duffin, M., Murphy, M., & Johnson, B. (2008). *Quantifying a relationship between place-based learning and environmental quality: Final report*. Woodstock, VT: NPS Conservation Study Institute in cooperation with the Environmental Protection Agency and Shelburne Farms.

Conservation education is a critical component to educating Portland's youth, sharing in ownership of student success, building supportive neighborhoods and communities, supporting students inside and outside of the classroom, providing programs that build 21st century skills, and ultimately ensuring that all youth have the necessary support and opportunities to thrive — both as individuals and as contributors to a healthy community and prosperous, sustainable economy. The policies called for in this Plan goal are modeled within the conservation education community; programs address resource questions creatively, encourage student achievement (with opportunities for leadership such as Outdoor School teaching roles which require students to maintain good academic standing) and solve issues of access with schoolyard habitat and gardens. There are hundreds of programs that weave a net for youth, connecting many with mentors, learning environments and experiences that fill the out-of-school hours with learning that complements the community's physical realities and natural assets.

Building and maintaining partnerships is an essential component in conservation education and has the ability to leverage private sector support for schools while supporting curriculum that fosters creativity and critical thinking to prepare students for a workforce that is globally competitive, entrepreneurial and responsive to economic change.

Creating an environmentally sound future is a task for all Portlanders, particularly our youth, as they will be the decision-makers charged with addressing increasingly difficult decisions. Every sector of society; from business to private foundation, from government agency to non-profit, from family to community has a stake in creating our shared future. It would be an unfortunate oversight for the Portland Plan not to acknowledge the role of conservation education as a vital key to student success and the impact that these youth will have as adults in ensuring a healthy and prosperous Portland for all.

In particular, the Plan's objectives for 2035 are advanced by the strong collective work of the Intertwine Conservation Education Leadership Council. Objectives 6 and 8 for thriving, educated youth both enter into the Council's desire to see parks, natural areas and trails serve as the connection point for everyone to nature here in Portland. It is vitally important that the contributions of so many dedicated volunteers, teachers and youth leaders get expanded city-wide to net the physical activity and learning context that Portland envisions for our future. Additionally, in the 5-year action plans, 6, 9, 11, 12, 14, 19, 21, 23, 27, 28 and 42 speak to the aims of the conservation education community to provide programs to support voluntary stewardship, environmental literacy and universal achievement of the skills that are needed for a healthy connection to nature.



CITY OF PORTLAND

OFFICE OF HEALTHY WORKING RIVERS

◆ Commissioner Amanda Fritz ◆ Ann Beier, Director
1120 SW Fifth Ave., #1000, Portland, OR 97204

To: Susan Anderson, Director, Bureau of Planning & Sustainability

From: Ann Beier, Director, Office of Healthy Working Rivers *Ann Beier*

Date: November 17, 2011

Subject: Comments on the Proposed Draft Portland Plan

Thank you for the opportunity to comment on the Proposed Draft Portland Plan. We appreciate the efforts of BPS in framing critical issues for the City and the region and have welcomed the opportunity to participate in the Plan's development. Congratulations also on your extensive public outreach effort. The Plan clearly reflects the Portlanders's diverse voices and future desires.

The Office of Healthy Working Rivers (the Rivers Office), represented by Kevin Kilduff, worked with other City staff on the Healthy Connected City element of the Plan. We are very supportive of the strategy to improve human and environmental health by creating a system of neighborhood hubs linked by a network of city greenways. Connecting existing parks and neighborhood hubs with parks, greenways and trails will integrate habitat, watershed health, and green stormwater infrastructure, with walking and biking routes in an efficient network that protects natural resources while linking communities.

One of the Portland Plan's objectives proposes to provide all Portlanders with convenient access to the Willamette River and Columbia Rivers. The Rivers Office strongly supports this objective. Portland has invested over \$1.4 billion in the Big Pipe to restore water quality by reducing combined sewer overflow (CSO) events. The river is now viewed as an amenity by those paddlers, boaters, sailors and swimmer who use it for the recreational opportunities it provides. However, as a river city, Portland has fallen short in efforts to meet the growing demand for water-based recreation as a healthy lifestyle choice. There are limited points of public access to the waters edge. The Rivers Office has completed a Draft River Recreation Strategy as a first step in renewing Portland commitment to public use of our rivers. Access to the rivers provides Portlanders with an opportunity to connect to our waterfront and to water-based recreation – another tool to build a healthy city.

Because the Portland Plan is the City's strategic plan, we would like to see an explicit reference to the importance of the Willamette and Columbia rivers to the City's future. Our rivers offer a unique urban-wild natural experience, available to all. Furthermore, if our goal is to become a world class city we need a complimentary world class waterfront, particularly with respect to the downtown Willamette River waterfront. The Central City 2035 plan reflects this and we would recommend that the Central City section of the Portland Plan (Appendix B – Local Actions Sub-Area 1, page B-3)

mentions the importance of our rivers, waterfront development and watershed health to the City's future.

The Rivers Office will be able to play a vital role in helping implement aspects of the five-year action plan. The primary points of intersection for the Office are within the Economic Prosperity and Affordability and Healthy Connected City strategies. Please include us as partners in the following sections:

Economic Prosperity and Affordability

Considerable challenges lay ahead in reclaiming waterfront industrial brownfields and addressing the cleanup of the Portland Harbor Superfund. The Office has been actively engaged on these issues and would like to be listed as a partner under Action Items numbers 20 and 21 (page 47).

Healthy Connected City

- a. Public Decisions that Benefit Human and Environmental Health (page 65) – Please add the Office of Healthy Working Rivers as a partner in Action item number 4. Our work on the Portland Harbor Superfund project and with neighborhoods along the river will be beneficial in supporting this action.
- b. Vibrant Neighborhood Hubs (page 69) – Please add the Rivers Office as a partner in Action Item No. 18. The Office has expertise related to natural resource issues associated with our river corridors.
- c. Connections for People, Places, Water and Wildlife (pages 71, 73 and 75) – Please add the Rivers Office to the list of potential partners in Action Items No. 19, 21, 23, and 27 (particularly as it relates to Sullivan's Gulch and the North Portland Greenway).. We recommend that action item 19 include a reference to "river trails," since many boaters and paddlers use the rivers for recreational activities – much as hikers and cyclists use trails.
- d. Coordinated Inter-Agency Approach (pages 79 and 81) - The Rivers Office is a suitable partner for Action Items No. 35, 38, and 46.

Thank you again for the opportunity to comment on the Proposed Draft Portland Plan. The Rivers Office looks forward to collaborating with you, the BPS staff, and our other partners to achieve the goals of the Portland Plan.

September 13, 2011

618
NORTHWEST
GLISAN
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OREGON
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BTAOREGON.ORG
T503
226
0676
F503
226
0498

Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, OR 97201-5380

Attn: Portland Plan testimony

Dear Commission:

The Bicycle Transportation Alliance (BTA) is pleased to submit testimony on behalf of our 3,000 members on the proposed Portland Plan. The BTA supports the direction that the Plan is taking as it relates to building healthier streets and communities. The Plan addresses many of our core priorities. We submit the following suggestions as steps to both clarify some areas and build on the strength of others.

1. The Portland Plan draft seems to selectively include language that supports innovative bicycle facilities such as Neighborhood Greenways rather than broader language that would support key priorities of the Portland Bicycle Plan for 2030 including **separated bicycle facilities on major roadways**. These types of facilities should be integrated into the plan as it builds new strategies such as Civic Corridors, Healthy Connected City, and complete neighborhoods.
2. The Portland Plan identifies the need to develop neighborhood hubs. We recommend that the plan address the need to **provide bicycle access to neighborhood hubs**. Neighborhood Greenways are excellent tools to bring neighborhood residents to these hubs, but we need to extend their trip fully so that neighbors can access the benefits of these hubs safely.
3. We recommend strengthening the plan's **emphasis on health by integrating language that connects bicycling with the associated health benefits of physical activity**. We specifically recommend including language from the Center for Disease Control: "Automobile trips that can be safely replaced by walking or bicycling offer the first target for increased physical activity in communities. Changes in the community environment to 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 represents a critical goal".
4. We recommend evaluating the important role of the **bicycle industry** within the Portland economy as part of the Plan's discussion of creating jobs. The bicycle industry represents more than \$100 million in our economy. This industry has great opportunities to grow.

Sincerely,



Rob Sadowsky
Executive Director



East Portland School Districts



Superintendent
Teresa Baldwin



Superintendent
Don Grotting



Parkrose
School District
Portland, Oregon

Superintendent
Karen Fischer Gray



Superintendent
Joyce Henstrand

Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, Oregon 97201-5380

November 15, 2011

Dear Commissioners,

On behalf of the school districts in East Portland, we want to thank you for the opportunity to share our feedback for the Portland Plan. The draft plan is comprehensive and realistic.

The 5-year action plan is appropriate with these additional thoughts:

- 1) When considering the overall urban growth plan, it is critical that zoning for high density housing and federally assisted low-income housing be proportionally distributed across all school districts. Policies that target East Portland neighborhoods or provide incentives to build more low-income housing there are unacceptable and unsustainable for our districts. The high proportion of low-income housing in East Portland is burdening the districts' capacity to provide services required of students of poverty.
- 2) When allocating resources, Portland should prioritize allocations to those school districts and neighborhoods with the greatest needs. Portland's actions should adhere to the principles of equity embedded in the Portland Plan.
- 3) The Cradle to Career Initiative is promising in helping to eliminate educational disparities among children and youth through meaningful collaborations with K-12 public education, and all of us urge support for this effort. It is imperative to continue the work with All Hands Raised Foundation.
- 4) SUN community schools are already delivering on the promise to support children and families. We value the Portland Plan's written commitment to expand these services. Expanding the SUN community schools program to more schools in East Portland where the need is highest is key for making this plan alive.
- 5) The Portland Plan should become the guiding vision for all we do. Once adopted, progress should be carefully monitored and the plan adjusted to assure success.

We would like to offer some additional suggestions for the format and language of the draft Portland Plan, as well as the data related to East Portland schools.

Format and Language

It may be useful to provide a separate list of all Potential Partners correlated to the abbreviations on the chart. Another option is to eliminate Potential Partners from the 5-year document because of the fluidity of NPOs. The partners could be identified in another, more concise, 1-year or 2-year plan.

Further suggestions for improving the language and order of the actions in the 5-Year Action Plan:

- Reverse the order of Actions 1 and 2
- Change language in Action 2: "College Access" to "High School and Beyond"
- Change language in Action 3: "College Access" to "Career Planning"
- Action 5: Change language to delete the word "certificates." We do not need a new level of bureaucracy. Who would fund this program? Would it be State funded?

School District Data

Some suggestions follow regarding data from our districts.

Regarding English Language Learners:

- The numbers of students receiving ELL (English Language Learning) services as shown in recent presentations do not accurately represent the full number of ELL students in the district. These numbers only show students receiving services and do not include others – those who are identified as ELL students and refuse services, or those who previously received services and are now being monitored. ELL students not receiving services still place a demand on teachers, staff and the system. (The accompanying table and graph provide the complete ELL figures).

Regarding Enrollment Projections:

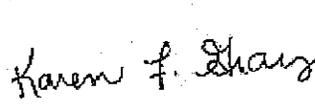
- The Centennial District does not have enough land set aside for new schools to accommodate projected capacity.
- Enrollment projections for East Portland districts point to a need for long range facilities planning including land set-asides. This issue should be addressed in the Comprehensive Plan, and our districts are looking forward to participating in those discussions.
- The Reynolds School District crosses five municipalities. Some students live in Portland and attend school in Troutdale. Their numbers should to be accurately represented.
- East Portland schools have high mobility rates. The districts need additional jobs, transit infrastructure and services, etc. to keep students in place longer.

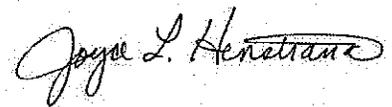
We appreciate your consideration of our feedback and look forward to your partnership in making a brighter future for all Portlanders.

Sincerely,


Teresa Baldwin


Don Grotting


Karen Fischer Gray


Joyce Henstrand

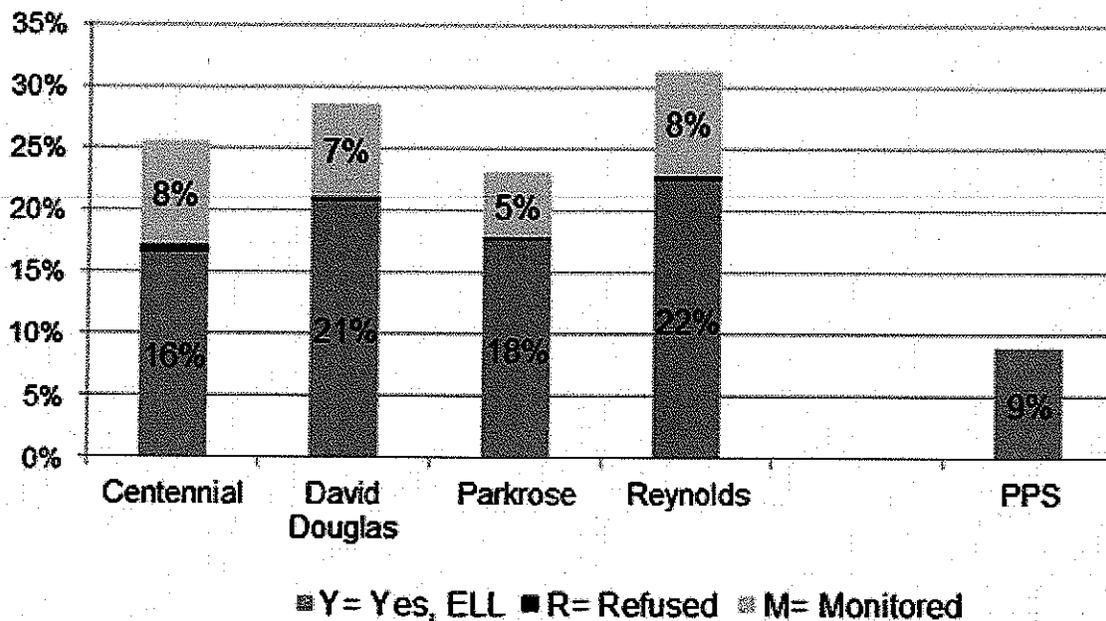
East Portland School Superintendents

Encl.

English Language Learners
Percent of Enrolled Students (2010-2011)

	Centennial	David Douglas	Parkrose	Reynolds
Total Enrollment	4,668	7,434	2,548	7,483
Yes, ELL	1,033	2,148	583	2,440
Refused	45	48	6	49
Monitored	523	770	175	916

English Language Learners
Percent of Enrolled Students (2010-2011)



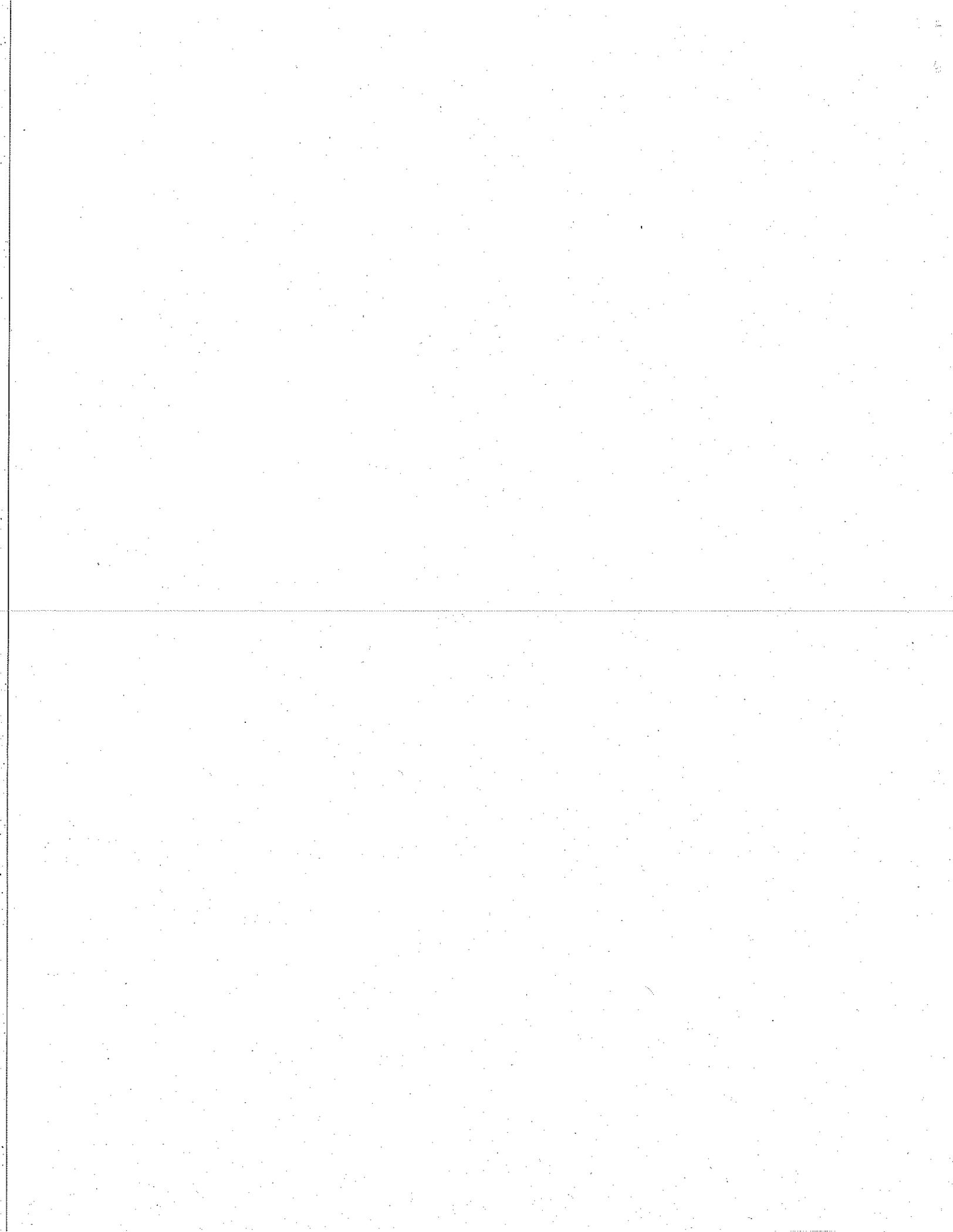
Yes = Identified as English Language Learner, and receiving ELL services.

Refused = Student qualifies for ELL services, but parent/guardian has refused service.

Monitored = Student previously enrolled in ELL programs has been deemed proficient, is monitored for two years.

PPS data provided for Yes category only. PPS data on Monitored and Refused categories not provided.

Source: MESD (Centennial, David Douglas, Parkrose, and Reynolds School Districts), and PPS.



One of our greatest successes as a society is that people are living longer than ever before. Portland joins the rest of the country and the entire industrialized world in becoming an aging community. In the next 20 years, one in four Portlanders will be over age 65.

In the Portland Plan we recognize the needs of young people as being so unique that one of the three "Integrated Strategies" focuses solely on youth. But what about the needs of older adults?

In recent years PSU's Institute on Aging partnered with the World Health Organization to uncover Best Practices for age-friendly cities. Virtually none of this work is reflected in the Portland Plan.

We know the vast majority of people age 50 and over, when asked, state that they prefer to age in place, remaining in their own homes and communities until the end of life rather than living in institutional settings.

Many older adults will eventually require the use of mobility devices and will need housing that allows for maneuverability and ease of movement while using a walker or wheelchair.

There is no language in the Portland Plan which addresses creating a stock of housing both public and private, in a variety of neighborhoods, which supports people throughout the life cycle. Nor is there any action step recommending adjustments in zoning, building codes, and other policies to encourage the development of age-friendly housing.

The 5-year action plan for Housing addresses affordability and contractor hiring practices, but makes scarce reference to implementing design standards to improve accessibility and makes no reference at all to promoting neighborhood choice by ensuring that accessible housing is available across a distribution of neighborhoods.

The Portland Plan does mention implementing the Fair Housing Action Plan, but in the region's most recent Analyses of Impediments to Fair Housing, Portland's

obligation to meet the housing needs of people with impaired mobility is glaring in its absence.

The City has a federally mandated obligation to “affirmatively further Fair Housing” in both public and private housing markets and to identify policies and practices which have the intentional or unintended effect of restricting housing choice for people with disabilities. Portland has failed in its obligation and failed as well to acknowledge that the obligation exists.

The Portland Plan offers a groundbreaking opportunity to finally “get it right” with regards to Housing, and to address the housing needs of all Portlanders.

**Carla Danley
7412 N Wilbur Ave
Portland, OR 97217**

Sumitra:

Hello my name is Sumitra Chhetri. I am a senior at David Douglas HS, and also I have been a Youth Planner for the last two years. Thank you again to BPS and the City of Portland's commitment to include youth, our city's future, through the Youth Planning Program. Programs like YPP and MYC have really made it possible for youth like myself to gain an understanding of the things that have a big impact on ALL of the youth of Portland. I have learned how to connect my personal experiences to those of all the youth from so many different backgrounds. Thank you for this opportunity to tell you more about ways to include Youth Voice in our city.

In Objective 7: Youth Voice

Students actively participate in civic decision-making processes that affect their lives.

- There are many aspects of true youth voice that are missing from this objective.
- First, Youth are 25% of Multnomah County. Many of us may not be students, and experience frustration with our education system, whatever school district they belong to. We need to include ALL youth perspectives in decision making. We need to find out from these youth especially - what is not working for them, to get them an education that fits them: The kind of education ALL youth deserve. ~~not on their list~~
- ~~Youth Voice is only as powerful as the system that supports those perspectives.~~
- Another way that we think youth voice could be improved at the City is through a commitment to programs like the Youth Planning Program.
- If the City were able to employ more youth at a level similar to Youth Planners in other ^{strong point} bureaus, where we learn about policy making and get input of diverse groups of youth, and encourage their involvement in decisions that affect their lives.
- For example: Youth Planners at both the Parks Bureau and Police Bureau could assist in decisions that could have lasting impact on youth violence in our neighborhoods.

~~also not on their list~~
~~From my experience in the Youth Planning Program, I have participated~~ ^{helped organize}
~~the Bhutanese student club at my school. I felt confident organizing~~
club in school, because the experiences I get from Youth Planning Program help me identify my ability to involve in community.

- Youth voice and civic engagement are critical now and for our future.
- For youth to get Thriving and Educated, there needs to be a commitment from adults to work WITH us to come up with the solutions that can improve OUR lives.
- Lastly, We believe that including these things will improve the City's ability to make the Portland Plan a success. We are here TODAY, as an example of the diverse youth population in Portland, and we are ready to work WITH adults for a better future. Thank You.

→ I am so glad to see my superintendent Mr. Grotting. ~~I would like I would like to work with the school to improve our education~~ I look forward to work with him to improve our education.

One of our greatest successes as a society is that people are living longer than ever before. Portland joins the rest of the country and the entire industrialized world in becoming an aging community. In the next 20 years, one in four Portlanders will be over age 65.

In the Portland Plan we recognize the needs of young people as being so unique that one of the three "Integrated Strategies" focuses solely on youth. But what about the needs of older adults?

In recent years PSU's Institute on Aging partnered with the World Health Organization to uncover Best Practices for age-friendly cities. Virtually none of this work is reflected in the Portland Plan.

We know the vast majority of people age 50 and over, when asked, state that they prefer to age in place, remaining in their own homes and communities until the end of life rather than living in institutional settings.

Many older adults will eventually require the use of mobility devices and will need housing that allows for maneuverability and ease of movement while using a walker or wheelchair.

There is no language in the Portland Plan which addresses creating a stock of housing both public and private, in a variety of neighborhoods, which supports people throughout the life cycle. Nor is there any action step recommending adjustments in zoning, building codes, and other policies to encourage the development of age-friendly housing.

The 5-year action plan for Housing addresses affordability and contractor hiring practices, but makes scarce reference to implementing design standards to improve accessibility and makes no reference at all to promoting neighborhood choice by ensuring that accessible housing is available across a distribution of neighborhoods.

The Portland Plan does mention implementing the Fair Housing Action Plan, but in the region's most recent Analyses of Impediments to Fair Housing, Portland's

If an earthquake or other tragedy happens Bike paths will be verry good Transportation routs and bikes dont run out of gas.

★ Sens Dary Park is a good example of of a miricle in the lives of the people in this neighborhood. It is a small park that brings smiles and peace to lots of people of all ages. Christine Charneskie worked realy hard to make it a reality

If this group can do even a small Part of what christine did with sens Dary Park then it is a great success.

I also hope sandy blvd. Zoning will be looked over. A prosperous bisness pays good taxes. people cant afford to Rezone property thats terrible to live in but great for bisness. this drags down the neighborhood.

Homless children need to not be forgotten. And a light in sens Dary Park would benice

Thank you

Brian Walker

indusskipper@gmail.com

TERRY PARKER
P.O. BOX 13503
PORTLAND, OREGON 97213-0503

Subject: Testimony to the Portland Planning and Sustainability Commission on The Portland Plan, November 14th, 2011.

I am a fourth generation Portlander and currently member of the Rose City Park Neighborhood Association Board, and the neighborhood's Land Use and Transportation Committee. For this evening, I am speaking as an individual focusing primarily on the transportation tactics proposed in The Portland Plan.

A healthy connected city requires a financially healthy environment. Sustainability starts with financial self-sustainability. What is missing from the entire Portland Plan is the price tag. Approving this plan as it now stands is like promoting a road map with no financially self-sustainable means to build the roads. For example, on page 79; to pay for numbers 35 and 36 of the five year action plan relating to greenways and transportation policy; financial equity requires that user fees be aligned with the priorities for planning and investments identified whereby the users of bicycle and transit infrastructure are the primary payees. But instead, costly taxpayer funded incentives are being proposed that will likely be one-sided and unjustly socially engineered.

Today's average transit passenger is receiving a taxpayer funded subsidy of over six dollars in operational costs per each one-way trip which does not include the cost of the rail vehicles, the tracks they run on, shelters, the busses, the damage heavy two-axle busses do the roads, etc.. Bicyclists have yet to be charged user fees. Motorist paid fuel taxes - the current primary revenue source for transportation infrastructure - are absent when cars are parked. Additionally, 10% of the jobs in the US are directly tied to the auto industry. The results of adopting the targets of driving less in The Portland Plan will undoubtedly be a significant reduction of family wage private sector jobs coupled with a likely increase in public sector jobs, thereby increasing both public debt and the overall cost of living within the city. The unsustainable concept will also generate significantly less revenue to maintain roadways.

On page 75, number 35 in the five year action plan. The proposal is to begin concept planning for two corridors in the Streetcar System Concept Plan. Instead, a replacement action item is needed that reflects the overburdening costs to the public of constructing a streetcar system, the detrimental environmental effects of digging up the streets to add rails, and the potential congestion slow moving streetcars create when operating on city streets. The more cost effective replacement action also needs to include a recommendation for Electric Trolley Buses that can operate on existing high transit volume streets and corridors. The minimal requirements for such a modern electric trolley bus system are the overhead wires and related electrical gear which can be installed for about a third of the cost per mile as compared to a streetcar system, thereby getting more efficient mileage per dollar invested.

Although the hyped up promotion of The Portland Plan is that it offers more transport choices to the public, the underlying fact is that the plan is theoretically designed to reduce choices and exercise more control over the working class whom already pay a greater share of their earned income in taxes. Likewise, any attempt to increase the costs of driving will result in a further separation of the middle working class from the upper class and the wealthy. The plan is as much a social engineering document as it is a planning document. The social engineering parts need to be surgically removed.

In closing, the following quote was made by Margaret Thatcher: "Socialism fails when you run out of other people's money." The Federal Government is deep in debt with a super committee attempting to address a debt reduction plan. Government at all levels, the school districts and TriMet are all having to cut budgets. Do you see the connection to the quote yet? In this country we have a democracy that includes freedom of choice. Do you now see why parts of this plan as is are in the wrong direction?

Respectfully submitted,

Terry Parker



PORTLAND FIRE & RESCUE



Randy Leonard, Commissioner
Erin Janssens, Division Chief
Prevention Division
1300 SE Gideon Street
Portland, OR 97202
(503) 823-3700
Fax (503) 823-3969

November 18, 2011

Susan Anderson, Director
Bureau of Planning and Sustainability

Dear Susan,

Thank you for the opportunity to review and comment on the proposed draft of The Portland Plan. I'm impressed with the quality and depth of the document. It's obvious you and your staff have put a great deal of effort into creating a thoughtful roadmap for Portland's future.

As a direct service provider to any and every person who calls, regardless of age, ethnicity, or socio-economic status, PF&R's ability to respond timely and safely is critical to the long-term health and success of our City. Because of this, there are several significant issues we are uniquely positioned to observe that are not addressed in the current draft of Portland Plan. I believe strongly that in addition to crime prevention measures you have listed, safe neighborhoods and communities depend on numerous other factors. I've briefly outlined these for your consideration with hope that they are included in the final plan.

- **Fire and Emergency Response:** As density and congestion increases, protection and maintenance of fire and emergency response is critical to ensure adequate response times throughout the city. Also, there should be emphasis on fire/injury prevention through best practices and enforcement of modern fire codes to prevent emergencies from occurring, and improve life safety.
- **Emergency Preparedness:** Discuss the importance of public education and what to expect in the wake of emergencies, including natural or human caused disasters. Emphasis should be both on preparedness and mitigation efforts, including retrofitting of existing critical infrastructure to modern fire/life safety and seismic standards. This will provide the greatest operational resiliency and life safety for our community.
- **Transportation Safety:** Reduce sources of conflict by providing protected routes for bicyclists and pedestrians.

Neighborhood and quality of life issues are a wonderful and critical component of our ideals; however, without adequate, conscientious planning for the protection of life safety, our future success as a city may be jeopardized. This not only includes the protection of lives, property, and the environment through PF&R's ability to respond, but also protecting our economy and maximizing our ability to recover from disaster. This investment in our future can be approached through protection of existing services, mitigation of known life safety risks, and ongoing public education to reduce the impact of emergencies, simultaneously improving the quality of life.

Again, thank you for the opportunity to provide feedback and your consideration of suggested changes to the Portland Plan. Obviously this is a high level overview of our concerns. Please feel free to contact me to discuss these issues further and the specifics provided previously during the development of the plan.

Sincerely,

Erin Janssens
Fire Marshal
Division Chief, Prevention
Portland Fire & Rescue
503.823.3724



City of Portland

Office for Community Technology

Broadband & Communications Policy | Cable Regulation & Consumer Protection | Utility Franchises, Licenses & Wireless

Dan Saltzman, Commissioner
David C. Olson, Director
1120 SW 5th Avenue, Room 1305
Portland, OR 97204

Nov 18, 2011

TO: Eric Engstrom, Office of Planning and Sustainability

FROM: Mary Beth Henry, Deputy Director, Office for Community Technology

RE: Office for Community Technology Response to the draft Portland Plan

Thank you so much for recognizing the important of broadband in the draft Portland Plan. I think you did an admirable job incorporating several years of work into a unified vision. I have a few recommendations based on community input since we spoke last summer. I've noted the page numbers and narrative where broadband is mentioned in the draft plan.

Pursue universal, affordable access to high-speed information technology and the devices and training to use the Internet effectively. Plan and create incentives for high bandwidth broadband deployment through clustering and collocating large capacity users. On page 40, the word "very" doesn't add anything.

Equity

Broadband access: Begin implementing a broadband strategic plan to facilitate and optimize citywide broadband access. Work with PDC, educational institutions and other partners to identify and incent research partnerships that require "large pipe" broadband. Initiate a project, (such as genome research) that will anchor a large pipe campus or co-located business cluster. Page 41 OCT PDC, PSU, OHSU

Broadband service: Convene a planning process with citizens and industry to make recommendations on policy and process for wireless. . Review and update the City's comprehensive approach to wireless facilities including a database and mapping. Page 41 OCT

Broadband equity: Establish a fund for broadband equity. Develop a stable funding stream for access subsidies through a strategy such as a 1% universal service fee. Work with non-profits and NGOs to increase access to broadband tools for underserved communities. Page 41 OCT

Vibrant Neighborhood Hubs/Healthy Connected City Actions

Broadband in neighborhoods: Identify and create several high capacity broadband access points in neighborhood hubs. Provide free WIFI at all public buildings in each neighborhood. Page 67 OCT

Infrastructure

In coming decades, the City must invest in freight mobility improvements as well as transportation demand management (reducing auto travel by increased use of transit, telecommuting, bicycling and walking) to help support job growth across all industries. The City must ensure that Broadband is viewed as critical infrastructure in the



planning fabric, along with transportation, telecommunications, power, and water/sewer. . At the same time, we need to improve our transportation network to provide better access to employment across the city and continue to maintain and upgrade the systems we already have. Portland and the region will need to develop new ways to fund infrastructure if we want to provide a nationally competitive and innovative business environment. Page 95

Thank you for the opportunity to speak tonight. My name is Annette Mattson. I am a 30 year resident of East Portland and have the privilege of serving on MPAC, the 122nd Ave Project, Commissioner Fish and Chair Cogan's "Big Look" committee, the David Douglas school board and other groups. (I am here tonight as an individual.)

I have some brief thoughts to share tonight. I will submit additional comments in writing, as will the David Douglas school board.

The Portland Plan focus on equity is right and moral. Do not let these words be part of a plan that sits on a shelf or that delivers improvements in quality of life for only the "haves" of this city.

Policy, practice and zoning over the last 20+ years have resulted in the creation of a city that is increasingly racially and socio-economically segregated. City spending has seldom been targeted to the communities of greatest need. The result of current policy has been the creation of high poverty neighborhoods, high poverty schools, high poverty school districts, and a disproportionate loss of property value in some areas. City-wide we have lost good paying jobs. City investments and infrastructure have NOT followed the areas with the greatest population growth.

Some more specific comments on the plan –

Re: Thriving Educated Youth and the 2035 objectives, pg 23 – please add a statement regarding equitable support for all of the city's school districts.

Pages 28 & 29 for Neighborhoods & Communities that support Youth – These are well stated goals. I support the 5 year action plan.

Pages 30-31 for Facilities and programs – More education programs and facilities such as the EPAP proposal for the Gateway Education Center are critical.

Related to both of these goals - increased access to community centers is needed. Portland east of 82nd has 28% of the city's population but only 2 of the 16 community centers.

Re: Economic Prosperity and Affordability, on page 35 – equitable distribution of affordable housing throughout the city’s neighborhoods needs to be specified. Also, locating and growing more businesses and family wage jobs in the neighborhoods that have the highest poverty ratings will increase the prosperity of residents, decrease dependence on social services, raise the tax base, reduce transportation costs for residents, and increase walking and biking as travel modes in these areas. Zoning changes may be needed to accommodate this.

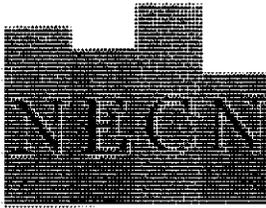
Page 49 of the plan touches on this... It is REALLY important for bringing prosperity to all of the city’s residents.

Regarding Connections for People, Places, Water and Wildlife, pg 71, item 25 – think “Freeway Lands.”

Lastly – I think there should be additional mention of the diversity of the city’s children. While the people in power in Portland are mostly white and middle class, most of our kids are not. And today’s children are the ones this plan really needs to serve.

Thank you.

Annette Mattson
12045 SE Foster Place
Portland OR 97266



**NORTHEAST COALITION
OF NEIGHBORHOODS**

November 8, 2011

Planning and Sustainability Commission
1900 SW 4th Avenue, Suite 7100
Portland, OR 97201
psc@portlandoregon.gov

RE: Portland Plan Testimony

Commissioners:

The Northeast Coalition of Neighborhoods represents twelve neighborhoods in inner North and Northeast Portland. Our neighborhoods are vitally concerned with the goals, policies and actions contained in the Portland Plan and we would be pleased to offer testimony on it. Unfortunately we are unable to do so within the brief comment period allowed us. One month is not sufficient time for a volunteer organization such as ours to study and comment on this ambitious document.

We have three standing committees, Land Use and Transportation, Safety and Livability, and Community Economic Development. These committees engage dozens of volunteers who regularly study, debate, and act on issues raised by the Portland Plan. All of these committees should be weighing in on the Plan, and all of them meet monthly. Any comments that they would make after studying the plan would have to be approved by our Board of Directors, which also meets monthly. Your process simply does not make time for our process, and thus, we fear, you are missing out on important feedback, not only from NECN, but from the six other neighborhood coalitions and the many neighborhood associations who should be at the table.

We understand that there will be further opportunity to comment on the next draft of the Portland Plan. That, however, will be a new document, requiring a new review, and we will still have our same deliberative process. We respectfully request that the comment period for this draft be extended by at least 30 days. Beyond that, we hope and strongly recommend that the next draft allows at least two months for comment.

Sincerely,

Chris Lopez, President
Board of Directors
Northeast Coalition of Neighborhoods

www.necoalition.org

Alameda | Boise | Concordia | Eliot | Grant Park | Humboldt | Irvington | King | Sabin | Sullivan's Gulch | Vernon | Woodlawn
At King Neighborhood Facility, 4815 NE 7th Avenue, Portland, OR 97211. 503-823-4575 main, 503-823-3150 fax, info@necoalition.org



SUN Service System Coordinating Council

421 SW Oak Street, Suite 200

Portland, OR 97204

Phone: (503) 988-6295, ext. 24198

Email: lori.kenney@multco.us

November 8, 2011

City of Portland
Bureau of Planning and Sustainability
1900 SW 4th Avenue # 7100
Portland, OR 97201

Dear Planning and Sustainability Commission,

The SUN Service System Coordinating Council would like to offer input to the final draft of the Portland Plan. As a multi-jurisdictional collaboration focused on educational success and family self-sufficiency, SUN leaders see themselves as natural and important partners in the implementation of the Plan. The Council represents the interests of many stakeholders in the Plan including the City of Portland, six school districts, County, businesses, not for profit provider, families and youth. As a collaboration in which the City is a key sponsor, we encourage you to take advantage of the strong foundation you have helped build in SUN to help you accomplish the ambitious vision of the Plan.

We want to express recognition of the tremendous thought and effort behind the final draft of the Portland Plan. This comprehensive plan is well laid out and easy to read. The Coordinating Council also appreciates your willingness to include our input in your process at every step of the way, through meetings, hearings and individual conversations. We are particularly appreciative of your responsiveness in articulating SUN's role in all three major components of the Portland Plan. The inclusion of SUN throughout the Plan reflects the widespread collective impact that the broad-based infrastructure of SUN can have on Economic Prosperity and Affordability and Healthy Connected City, as well as Thriving Educated Youth.

Broadly, the SUN Service System Coordinating Council offers the following input to the Portland Plan:

- Add emphasis on developing systems as well as partnerships.
- Include families and adults when addressing youth issues.
- Add a Guiding Policy to Neighborhood and Communities that Support Youth about utilizing public schools as anchors and resource centers for neighborhoods.
- Remove SUN Service System from the Economic Prosperity and Affordability Action Area related to childcare.

[Faded text, likely a list of council members]

[Faded text]

The attached document provides detail on specific suggestions to strengthen language and a request for actions where SUN would like to be added or removed as a potential partner to an action. These detailed suggestions are also being shared with your staff through the online input process.

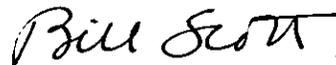
If you have any questions about our recommendations, please contact Diana Hall at (503) 988-4222.

Thank you very much for the opportunity to give input to the Portland Plan. We look forward to working in partnership with you to carry it out.

Sincerely,



Joanne Fuller
Co-Chairs,
SUN Service System Coordinating Council



Bill Scott

Attachment

SUN Service System Coordinating Council Recommendations for the Portland Plan

Broadly, the SUN Service System Coordinating Council offers the following input to the Portland Plan:

- Emphasize the inclusion of systems as well as partnerships
- Include families and adults when addressing youth issues.
- Add a Guiding Policy to Neighborhood and Communities that Support Youth about utilizing public schools as anchors and resource centers for neighborhoods
- Add SUN as a partner to the 5 year action plan in the areas listed below

Specific Recommendations from the SUN Service System Coordinating Council

1. Add SUN to list of Potential Partners in following Action Areas:

Thriving Educated Youth

- **#1 College and career exposure:** Support summer jobs, job training and career and college exposure through strategies such as Summer Youth Connect.
- **#15 Place-based strategies:** Support pilot place-based projects like the Dreamer School at Alder Elementary in Reynolds School District, the Wee Initiative in David Douglas School District, and the Promise Neighborhood in the Jefferson cluster of Portland Public Schools.
- **#17 Safe routes to schools:** Expand the Safe Routes to Schools program, which currently serves K–8 students to reach all middle and high school students in Portland.
- **#18 Housing stability:** Increase or target rental assistance programs to low-income households with students and invest in housing for homeless families with students, particularly where schools are experiencing high student mobility rates.
- **#21 Healthy eating and active living:** Continue programs that increase children’s physical activity and healthy food choices in schools.
- **#26 Shared resources:** Develop intergovernmental agreements to address opportunities to share resources and reduce costs for facilities and maintenance, to coordinate on decisions that affect each others short and long term operations, and to preempt issues related to neighborhood/school issues, such as field use and parking.
- **#27 Multi-functional facilities:** Create new Comprehensive Plan policies and zoning for schools, colleges and universities to accommodate multiple community serving functions, while maintaining accountability to neighborhood concerns regarding impacts.

- **#29 Arts programming:** Invest in continuous, integrated arts learning programs for every K–12 student in Portland (e.g., Any Given Child, The Right Brain Initiative), using school, nonprofit and community resources.

Economic Prosperity and Affordability

- **#49 Disadvantaged Workers:** Increase skill-level of low income, multi-barriered residents who need remedial education, ESL and other special assistance to overcome basic skill deficiencies, disability related disadvantages such as mental illness, criminal background, and chemical dependency issues through workforce training and wraparound services.
- **#51 Anti-poverty strategy:** Engage with the Multnomah County Community Action Agency to develop a comprehensive anti-poverty strategy to increase economic self sufficiency.

Healthy Connected City

- **#13 Healthy and affordable food:** Create 1,000 community garden plots, focusing in areas accessible to neighborhood hubs and higher-density housing, by pursuing opportunities to repurpose publicly owned land and through public-private partnerships.
- **#16 Gathering places:** Explore ways to support arts and cultural facilities and incubators in underserved areas, through tools such as public-private partnerships and incentives, and through systems such as SUN *(Addition of both language and SUN as a partner)*

2. Remove SUN from the list of Potential Partners in following Action Area:

Economic Prosperity and Affordability

- **Childcare:** Undertake a project that removes barriers or pilots approaches to providing affordable, accessible and quality childcare in selected underserved neighborhoods.

(Note: The childcare arena is complicated. SUN wants to be clear that SUN providers are not delivering childcare, even though they recognize childcare providers as important partners. For that reason, please remove reference to SUN as a potential partner for this action about Childcare.)

3. Strengthen language with the following additions (in red):

Thriving Educated Youth

A. Culture of High Expectations and Achievement for all Portland Youth

Goal, p. 21

Support facilities, systems and programs that meet 21st century opportunities and challenges.

2035 Objectives, p. 23

- 5. Strong systems and partnerships: Schools and colleges, as well as public agencies, local organizations and businesses have clear, complementary roles and responsibilities and sustain strong and mutually beneficial partnerships within a coordinated system.

Guiding Policies, p.24

- Provide ongoing support and training to teachers, advisors, administrators, parents and other adults, and students to ensure that programs and practices inside and outside the classroom are responsive to Portland's diverse cultures.

B. Shared Ownership for Youth Success

Guiding Policies, p. 26

- Conduct outreach and dialogue with the public, including youth and their families, about educational goals, desired outcomes, and strategic interventions to improve the success of our public schools.

C. Neighborhoods and Communities that Support Youth

Guiding Policies, p. 28

- Add additional guiding policy: Utilize public schools as anchors and resource centers for neighborhoods



From: Don MacGillivray [mailto:mcat@teleport.com]
Sent: Wednesday, November 09, 2011 10:10 AM
To: Dornan, Chris
Subject: Re: FW: Buckman Community Association: Monthly Meeting, Nov. 10th: C.C.H.S. 7-9pm

Sure. Why not?

Please include the following:

The plan should include "the Wash. HS Community Center or the Lone Fir Cemetery improvements..... There is also no consideration given to historic resources and very little to neighborhood character and little about neighborhood associations. There is lots to support (like the Equity stuff) and lots to be concerned about."

Best wishes,

Don MacGillivray
2339 SE Yamhill, 97214

-----Original Message-----

From: "Dornan, Chris"
Sent: Nov 9, 2011 10:01 AM
To: "mcat@teleport.com"
Subject: FW: Buckman Community Association: Monthly Meeting, Nov. 10th: C.C.H.S. 7-9pm

Thanks for your feedback on the Draft Plan – do you want your comments included as testimony?

If so send me a quick reply with 1) your consent and 2) your mailing address. Thanks!

Regards,

Chris Dornan

Bureau of Planning and Sustainability
503-823-6833

chris.dornan@portlandoregon.gov

From: bhdistrict@googlegroups.com [mailto:bhdistrict@googlegroups.com] **On Behalf Of** Don MacGillivray
Sent: Tuesday, November 08, 2011 12:44 PM
To: Bkm-Sustainability; BCA Board; BHDistrict@googlegroups.com
Subject: Re: Buckman Community Association: Monthly Meeting, Nov. 10th: C.C.H.S. 7-9pm

I am happy that the Portland Plan is on the BCA agenda. Please provide some testimony before Nov. 30th No mention is made of the Wash. HS Community Center or the Lone Fir Cemetery improvement, but I am not sure if they are "strategic" enough. There is also no consideration given to historic resources and very little to neighborhood character and little about neighborhood associations. There is lots to support (like the Equity stuff) and lots to be concerned about. If you want me opinions let me know.

Best wishes,

Don



1120 N.W. Couch Street, Tenth Floor
Portland, OR 97209-4128
PHONE: 503.727.2000
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Mark D. Whitlow
PHONE: (503) 727-2073
FAX: (503) 346-2073
EMAIL: MWhitlow@perkinscoie.com

November 29, 2011

VIA EMAIL

Portland Planning Commission
Attn: Andre Baugh, Chair
1900 SW 4th Avenue
Portland, OR 97201-5380

Re: Portland Plan Testimony

Dear Chair Baugh and Commission Members:

This letter is written on behalf of the Retail Task Force (RTF) and the Oregon Government Relations Committee for the International Council of Shopping Centers (ICSC). Please make this letter a part of your record of proceedings.

We are particularly interested in the next phase of the planning process, being the segment of the process devoted to the amendment of Portland's Comprehensive Plan. However, we believe that the materials identified as "Local Actions" in Appendix B of the draft Portland Plan are conceptual stepping stones into the next process, so we wish to comment on the Local Actions at this time. Our comments will focus upon the Commercial Districts identified at page B-1 of Appendix B, as follows:

- We support the effort to analyze the adequacy of the type, size and location of the commercial areas throughout the City. Commercial areas need to be strategically located and appropriately sized to adequately support the City's regional, community and local shopping needs for all modes of transportation.
- It would be meaningful for the City to legislatively identify and create new commercial areas at appropriate intersections across the City in the form of nodes, hubs or centers, depending upon the meaning of those terms as envisioned in the current draft of the Portland Plan.

91004-0005/LEGAL22221951.1

Portland Planning Commission

Attn: André Baugh, Chair

November 29, 2011

Page 2

- We would encourage the Planning Commission to conduct one or more public work shops with the private sector developers in order to gather additional information and market perspectives prior to moving forward to implement the commercial district concepts presented on page B-1 of Appendix B.

Thank you for the opportunity to present preliminary comments on this important piece of work. In the event that there is interest in assembling a private sector work group, please feel free to have your staff contact me to assemble a team of private sector developers and retail operators for that purpose.

Very truly yours,



Mark D. Whitlow

MDW:crl

cc: Retail Task Force
International Council of Shopping Centers



November 29, 2011

City of Portland, et al.
Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, OR 97201-5380

Re: Comments on Portland Plan

To Whom It May Concern,

The Housing Land Advocates (“HLA”) is an advocacy organization dedicated to using land use planning and the law to address affordable housing conditions in Oregon. This letter provides HLA’s comments on the City of Portland’s proposed draft Portland Plan (“draft Plan”).

We believe the draft Plan fails to set out sufficiently definite strategies to meet the City of Portland’s affordable housing needs and statutory guidelines. Oregon’s Statewide Planning Goal 10 includes specific planning elements that include, at a minimum, a comparison of the distribution of the existing population by income with the distribution of available housing units by cost, and allowance for a variety of densities and types of residences in each community. OAR 660-015-0000(10). HLA urges the City of Portland to supplement the draft Plan with more specific affordable housing strategies, by referencing locations, types and densities of housing, population distributions, deadlines, and designing accountability processes to record whether affordable housing goals are being met.

2035 Objectives

Although affordable housing is mentioned under the draft Plan’s 2035 Objectives in Goal 7, the “actions” enumerated in the 5-Year Action Plan are too general to afford adequate guidance. (draft Plan at 35 and 52). For example, while we encourage the city to “Increase affordable housing supply” and to “Remove barriers to affordable housing,” (draft Plan at 53), those “Actions” as defined do not provide any specific guidance to achieving meaningful outcomes to increase affordable housing supply. The goal of increased housing supply, for example, could designate specific areas or properties to be developed for affordable housing, and include a timeline and reference to a dedicated funding source.

Vibrant Neighborhood Hubs

Low-income residents deserve equal and fair access to community resources and amenities. However, while “quality, affordable housing” is listed as an element of “Vibrant Neighborhood Hubs” alongside other access points, we believe that affordable



housing deserves more consideration and detailed planning than “affordable food.” (draft Plan at 66-67).

Healthy, Connected City

The draft Plan needs more details on developing strategies for residential displacement resulting from gentrification of neighborhoods, with accountability to ensure that the strategies will be developed and implemented. (draft Plan at 79).

Prioritizing Accessible Housing

We believe that the draft Plan does not adequately prioritize accessible housing opportunities. The strategy so far has been to rely upon infill to meet the increased need for housing opportunities. However, this results in maximizing the number of units to the detriment of accessibility. So, the City, in effect, is providing a direct benefit to the able bodied by increasing housing opportunities in transit rich areas while effectively eliminating such opportunities for those who need accessibility in housing *and* access to transit in order to live somewhere.

Secondly, the policies so far have resulted in the segregation of housing opportunities for people with mobility issues. Relegated to the outer edges of the suburbs where most of the "affordable" and lower cost housing is located, these housing units lack the access to transit that would allow persons with limited mobility equal opportunities to access resources as persons within the inner city.

The draft Plan should be revised by adding a specific policy prioritizing accessible housing over an undifferentiated increased density policy, as well as a desegregation policy that results in an equitable distribution of housing opportunities for people with disabilities. In addition, the City could develop a policy that provided waiving property taxes for accessible housing--both single family, condos as well as multifamily. The City's current policy allows a developer to get a 10-year property tax waiver if it included a community room within its development. Narrowing this list to include 3 instead of 10 criteria (including accessibility) would achieve the goal of prioritizing accessibility *and* increasing the number of accessible housing units.

Conclusion

When it comes to access to affordable housing and basic neighborhood amenities in areas serving low income communities members, the draft Plan is filled with popular bromides acting as lip service to the needs of low income communities. We encourage the City of Portland to revise the draft Plan to more proactively plan for affordable housing with specific strategies to build equitable neighborhoods. Thank you for your consideration.



Sincerely,

Jenny Logan, Board Member, for
Ellen Johnson, President
Housing Land Advocates

-----Original Message-----

From: Alexis Grant [<mailto:alexisg@gmail.com>]
Sent: Tuesday, November 29, 2011 2:46 PM
To: Planning and Sustainability Commission
Subject: Portland plan testimony

Hello Planning & Sustainability Commission,

Here are my comments about the draft Portland Plan. Thanks for your attention!

First of all, I am impressed by the plan overall and generally feel that it successfully reflects my concerns as a relatively newly-transplanted Portlander who hopes to be here for the long haul, but who is currently job-seeking and very concerned about the economic situation as well as about long-term sustainability and social justice.

I also have three major concerns that arose as I read the document.

First, I noticed that there is a disconnect between strategies emphasizing increased public participation and responsiveness to neighborhood and community needs and strategies emphasizing equitable provision of services, so that it's not always clear that equitable provision of services will be flexible depending on what services the community wants, and what services are appropriate. It seems that these are intended to work together, but the language doesn't always reflect that.

Second, I believe that there is an excess emphasis on successful completion of higher education, as compared to a more general intent (reflected in some of the objectives) that youth have success finding good jobs and transitioning into the adult world. Again, some objectives support the more general view, while others seem excessively focused specifically on higher education. With the concerns about increasing debt burdens and decreasing value of a college degree, it is not clear that traditional higher education is a long-term solution to job training needs and I believe the plan should reflect this.

Third, there is a lack of mention of improvements in community policing in order to increase safety and trust in emergency services. While neighborhood safety is being used as a measure, there is little discussion of how policing is related (no Guiding Policies and no actions), even though we have a long history of difficulties with successful community policing.

Please see my detailed comments below for further thoughts, including expansion of the details of my concerns listed above. I've indexed them by page number for easy reference.

Thank you, and to all citizens who have contributed to the creation of this document, for the hard work and time put in to its creation and review.

Sincerely,
Alexis Grant
Reed Neighborhood resident and active transportation advocate

DETAILED COMMENTS

p. 7: 12 Measures of Success are not parallel in structure. Some are nouns, and some are verbs in different forms (e.g. growing, creating vs. educated, reduced). This makes the list of measures a little bit harder to organize mentally, and it would be nice if they could be reformulated to make it clearer that they are all pointed the same direction.

Why are these and the framework measures in the order they are? They struck me as slightly odd and disorganized.

p. 10:

"All Portlanders have access to...efficient public transit". Why not "an efficient transportation system"? The City is not the primary provider of Portland's public transit, and transit is not the only important thing for people to access: people also need access to good walking & biking environments, and those who need to drive should be able to do so efficiently.

"We all win when business can thrive..." "Business" is a generic noun that can't, per se, thrive. I would prefer to see "businesses" here as they are what is actually thriving.

"...when children graduate from school..." What school? High school? "...everyone's well-being, everyone thriving..." This construction is not parallel and was jarring to read. "Everyone well" or "everyone healthy" would sound better.

"...21st century business practice..." - again, a generic noun, should be "practices".

This section seems to have a lot of jargon-like wording -- hard to avoid in high-level strategic documents, but worth working to improve. It's easy to alienate people by sounding too abstract and technical.

pp. 12-13: In Equitable Public Services/Community Engagement One thing I don't see here is assessing offered services in terms of what the community wants, vs. what the city government thinks is equitable. I do see practices intended to change what the city government believes is equitable and engage more community members so that government actions more closely match what residents say they want, but not a specific commitment to tailor services to needs discovered through this community process. For example, if residents do not want their unpaved streets paved (as many do not), but "equitable" is seen as having the same LOS as the rest of the city, then it's not entirely clear how these would work together. I would suggest emphasizing that community engagement and service delivery are integrated.

p. 19: In Integrated Strategies

Under Healthy Connected City, I don't see significant mention of transportation needs at this level of the plan, yet much of the later text in this section of the plan is concerned with transportation. I would like to see a mention of access at this level: easy access to vibrant neighborhood hubs and major city areas, for example.

p. 23:

"At-risk youth live in..." why not all youth? Isn't the goal actually not to have any at-risk youth anyway?

Under Objective 4: In our current economy, post-secondary education and training are critical for success, but this is a status quo situation that may not continue to apply if there are significant social or

economic changes. I believe Objective 2 is more appropriate as a measure of success. An alternate for Objective 4 might be that any student who desires post-secondary education or training before regular job placement is able to access it. This fits in better with the paragraph addressing the issue on p. 24 (3rd paragraph on that page).

p. 24: Likewise, I am skeptical of using increased enrollment of graduates in higher education as a guiding policy. I don't believe our current model of higher education provides an effective bridge between high school and the workplace, and so I do not like the idea of feeding the belief that it does. The other policies appear more appropriate to me.

p. 25: The five-year action item addressing increased enrollment of graduates in higher education seems appropriate here, because I don't foresee significant changes to this in the next 5 years. Under Action 9, although this seems like an outcome the city can advocate for, it's not one the city has direct control over, therefore it is a bit worrying as part of this plan. It would be better to either assure that Portland has control over its own school funding & is prepared to provide good levels of funding, or that the objective is to advocate for the state to fix the tax structure, but recognize that might not be possible to achieve and be prepared to have alternate plans.

Under Action 6, I am concerned about the mention of the PCC Cascade campus because PCC is not historically supportive of active transportation. Right now there is a debate going on about a parking garage they would like to build. For PCC to be an effective community partner, they need to be more on board with the active transportation objectives of a healthy connected city.

pp. 28-29: I am glad to see the mention of walkable neighborhoods and SR2S, but I don't see any mention of this in the Guiding Policies, even though it's in the Action plan. More Guiding Policies here addressing community involvement in schools and school connection to the physical environment would be reassuring; otherwise this appears to be a significant gap! I would also like to see an action item for connecting schools to their local recreation and natural areas.

p. 35:
Under Objective 1: Being in the top ten seems inappropriately ambitious given Portland's small size. Efforts here would be better invested in direct support of business starts and expansions, creating the necessary job growth to meet the important target of having fewer people un- and under-employed.
On the other hand, Objective 6, keeping cost-burdened households to only 30%, seems inappropriately unambitious, considering the current percentage and forecast are for under 30%. I hope we can aim for <20-25%, that is, aim for a decrease, not an increase, from existing & projected conditions.

p. 40:
Under Guiding Policies: The focus on solar energy seems inappropriate given current costs of installing the equipment. General energy efficiency and sustainable sources would be a better focus for a high-level policy objective.
I'm not clear on the value of universal broadband either. It's a good thing, but is it really one of the most important things driving

innovation & business success, that we should have a Guiding Policy and 3 Actions devoted to it? I don't see a lot of specific plans to encourage the formation and growth of small businesses, which seems much more important to me.

p. 42: I would like to see more emphasis on changing our freight model away from trucks, though I'm glad to see that overall capacity growth is not a focus (since it would primarily benefit SOV travel). Rail and bicycle freight are areas where Portland could choose to excel. A more ambitious rail freight goal, and any kind of bicycle freight goal would be a good addition - I'm not sure what "sustainable freight" is supposed to mean where trucks are concerned, as trucks are NOT sustainable!

p. 46: I would like to see a mention in the Guiding Policies of linking transit and bicycle access with employment districts, not only freight access.

p. 47: Another potential Action (perhaps part of Growth Capacity) would be to focus on improving the situation of lots downtown currently serving as surface parking so that they could be office or retail space in the future. Emphasizing affordable office space for small business in regional centers may also be worthwhile, rather than focusing on this only for neighborhood centers (p. 48).

p. 48: What are priority neighborhoods? This is not defined, but the term is used in Guiding Policies. It is important to identify these neighborhoods by criteria that can continue to function over the next 25 years.

p. 49: I like objective 28, since I have the belief that many people in Portland are engaged or interested in micro-enterprise and believe it's definitely a huge part of the future economy, but needs more support to grow.
I'm curious why PBA would not be listed as a partner in some of these; currently only PDC is listed.

p. 63:
Under Objective 7, I'd like to see a specific mention of connecting existing trail systems as well as parks and natural areas.
Under Objective 9, I'm very disappointed to see a target for only 50% reduction of fatalities and injuries (it's also important to distinguish serious from minor injuries, which does not appear to be reflected here). We could opt to implement Vision Zero and target a higher reduction - the mayor himself has suggested this is desirable. Likewise, I am disappointed with the target of 75% of Portlanders feeling safe at night. 90-100% of Portlanders should feel safe outside at night.
The language in Objective 10 seems insensitive to what neighborhoods might want - this is related to my earlier criticism of Equitable Public Services/Community Engagement on pp. 12-13.

p. 67: Objective 10 should include bicycling barriers as well as pedestrian barriers! The two are often similar and can work together. We can't afford to focus only on pedestrian barriers in the next 5 years if we want to see the Bike Plan for 2030 realized - we are

already behind in the pace we need to have of improving bicycle access to meet the Bike Plan targets.

I'd like to see a greater focus in this high-level section on the concept of a Main Street as related to a neighborhood hub. It is present in Objective 15 on p. 69, but it isn't very clearly stated because the term is a vague "community uses".

For example, Hawthorne is obviously a neighborhood hub, but Hawthorne Street is a congested and difficult corridor for people on foot and bike, and for bus drivers, due to the excessive accommodation of car travel (the street is wide with many car lanes and speeds are higher than the limit, and there is a lot of parking). Creating different designs for main streets that emphasize accessibility for all modes is critical to make these neighborhood hubs welcoming for everyone, but "allow more community uses" is not very clear in stating the objective of universal accessibility. It's not until Section C on p. 74 that this is addressed in a significant way using the concept of "Civic corridor" (which is cute, but I like the older term main street); I think it deserves more attention at the higher level.

I'd also like to see an Action in this section (perhaps with Habitat Connections on p. 71) to work with organizations such as Depave that look at opportunities for small spaces to convert from impervious to pervious surface. This is a low-hanging fruit approach to improving community health through increasing green space.

pp. 72-73: I would here again like to see a greater focus on siting greenways in ways that serve the communities they are in, primarily reflected in the Guiding Policies. Just locating greenways to serve underserved communities, while a good idea, does not exactly address this if the community doesn't want a greenway (although it is true that most communities in Portland do like the idea, based on recent survey data, while developments on collector streets tend to be more challenging).

Creating an effective citywide transportation network is critical, but the Williams Ave project has shown that however good the city's ideas are on that level, if they don't serve the needs of the neighborhood then they don't ultimately serve the needs of the city either, because they anger and displace people and don't foster community and connection.

I love Objectives 28 and 29 here. That sounds awesome, and some of the creative solutions language could be imported to the guiding policies to improve the match between neighborhood desire and citywide goals.

p. 75: I also love Objectives 31 and 32. Great stuff there. This is the kind of street design I think is key for main streets (see my comment about p. 67 above).

p. 77: Regarding the description of the Central City area: the description emphasizes pedestrian access, which I think is appropriate, but since Portland is also angling for bikeshare within a few years, it's worth noting that bicycles can be effective for longer trips in the central city. Other than that I like this spread a lot.

p. 79: Objective 37 is CRITICAL. Funding must be found to meet these lovely objectives, and it's evident from existing budget cuts occurring at PBOT that the current system is inadequate to meet the demand. Too much money is reserved for pure "roadway" projects and not enough is

available for active transportation investments that are multipurpose, serve long-term GHG goals, and offer access to the whole community, not only those driving.

p. 107: This page notes that many people don't feel comfortable calling emergency services, but there is no mention throughout the rest of the document on improving community policing. Portland Police emphatically do not have a good reputation for handling challenging situations with mentally ill persons or with persons of color. It would be worthwhile to explore adding Guiding Policies and objectives to the Safer City section that involve community policing changes and improvements.

Dear Planning and Sustainability Commission,

My name is Jeremy O'Leary, longtime resident of east Portland, and my comments are based on my active involvement with the City of Portland's Peak Oil Task Force, the City/County Climate Action Plan, Multnomah Food Initiative and as a trainer for the Community Emergency Response Teams. What follows is an outline of gaps in community organizing and resilience that I see in the Plan, and more importantly specific suggestions on what to do about it with limited funds.

Equity and Resilience

It is my opinion that emergency preparedness, community resilience and sustainability are the same thing, on different timelines. I was pleased to see in the Framework for Equity that resilience was specifically referenced. Unfortunately the PDX Plan doesn't carry resilience forward, meaning that long term sustainability really isn't dealt with. How our city functions after a disaster is both an important part of equity and not addressed in the draft PDX Plan.

As for what to do about this, looking through the lens of both preparedness and community resilience, neighborhood organizing is among the highest priorities. Unfortunately the City of Portland activities in neighborhoods are highly fragmented, with the Neighborhood Associations, Neighborhood Watch and Neighborhood Emergency Teams all having different parent agencies, different boundaries, and no liaison program among the three. There are additional neighborhood activities from SUN Schools and the Parks Department which also appear to be partially isolated. Most importantly, the proposed system of Neighborhood Hubs bears no relation to any of these other neighborhood functions.

Finding a solution to this is paramount, but is complicated by neighborhood associations frequently dividing on major streets which effectively fragments possible organizing efforts. I would refer to the lessons learned from managing rivers that became boundaries between municipalities but rivers require broad agreement to manage, develop and restore properly. There are many possible ways to resolve this. Giving priority to the Neighborhood Hub system and ensuring the availability of community centers, about which I'll say more below, are critical in my opinion. Also, **Economic Prosperity and Affordability Action 27** (training and networking) and **Healthy Connected City Action 35** (planning and investment) could be used to help with the initial coordinating of neighborhood functions to build community resilience and integration into the PDX Plan. A fundamental restructuring of all neighborhood facing functions of the City of Portland will be required.

Health and Wellness

Regarding **EPA Action 47**, I strongly support the Self-Sufficiency Index include recommendation of emergency managers. In addition, lessons learned from the PDX LEAP effort which is still underway should be reflected.

There is a pretty high percentage of people who don't have enough food in the house for

tonight, let alone three to seven days or more as recommended by emergency managers. In the case of apartment dwellers, given the size of many apartments, even if people had the money to have three to seven days of all necessary emergency supplies, they may not have space for adequate storage. Because of the lack of services in many areas, people could easily be in survival mode in less than two days, and the Food Bank is already overburdened as it is. This leads me back to Neighborhood Hubs, as they are being set up to be the local plexus of activity and commerce.

Neighborhood Hubs and East Portland

Because of the startlingly few neighborhood hubs in East Portland, most of the PDX Plan simply doesn't apply to East Portland. Yes, there are the efforts with the schools and greenways, but aside from that there is a near complete disconnect with the goals of a Healthy Connected City, Economic Prosperity and Affordability and just about all of East Portland. **HCC Objectives 2, 3, 4, 5, 6 and 10** appear to fail for most of East Portland before the PDX Plan even starts. In addition, **EPA Objectives 5, 6, 7 and 9** are simply not doable with active transport (walking, biking and transit) or simply not possible without massive improvements, far beyond anything I've seen proposed as of yet.

Furthermore, referencing the maps on p. 76 and p. 113, they show an almost complete exclusion of East Portland from the principles of 20 minute neighborhoods included in early phases of the PDX Plan. Quite simply, there is a significant dearth of designated neighborhood hubs in East Portland, especially in areas with fairly high density, particularly in areas with many large apartment complexes. The MAX stations in East Portland are also oddly ignored. In the case of the MAX station at 162nd, it has really high levels of density and nowhere near enough services in the area. I'd suggest using **HCC Action 7** (Neighborhood businesses and services) and **EPA Action 25** (Portland Main Streets) and **30** (filling in gaps in underserved neighborhoods) for the clusters of businesses at 148th and Division and 162nd at Division, as well as smaller clusters at 162nd and Stark and 162nd and Glisan. Yes, the city boundaries jog around a bit, but please acknowledge the reality of the area and use **HCC Action 35** to collaborate with City of Gresham.

There might be a need for creating secondary neighborhood hubs (or some other term), but in any case to have any chance at community resilience, there must be coherent neighborhood organizing structures, community centers or better yet, neighborhood hubs.

Neighborhood Hubs and Food

HCC Action 12 (small markets and convenience stores) could be reinforced by encouraging Food Buying Clubs that are associated with these small markets (among others). Food Buying Clubs are a very effective way for people to join together and buy food in bulk to both reduce costs and improve quality/nutrition. In addition, my suggestion is to use the large kitchens in designated buildings as a location for the community to bulk process food. There is no Action number for this other than through shared facilities and possible education/training opportunities.

Regarding **HCC Actions 10** (Transit and active transportation) and **36** (Planning and investment), there are nearly non-existent North-South route transit options on SE 148th or 162nd, which is particularly glaring given that the only grocery store in the area is on 148th and Division. **HCC Action 11** (retain & recruit grocery stores) fits into this as well, but there are no neighborhood hubs to place grocery stores in.

Shared Resources and Multi-functional Facilities

I would strongly encourage looking at parks, schools, school yards and open spaces through the lens of where people will gather, start organizing and respond after a disaster. It is somewhat common for cities in Japan (out of the tsunami zone) to automatically send emergency crews to the parks because that is where people know to go. I would mention that regarding **HCC Action 11** (community gardens), urban orchards are quite compatible with food production and neighborhood staging areas. Furthermore, community gardens, depending on the time of year, commonly become a focal point of the community after an earthquake as people in part sustain themselves via the fruits and vegetables grown there.

TEY Action 25 (joint use agreements) would be particularly helpful for establishing parks, schools and schools yards as community staging areas. Specifically calling out community resilience may or may not be required.

Because there is generally a school within a half mile of you at any point in Portland, my suggestion is to select a school (or other appropriate building/facility) that is near a park and has good access to both grocery and hardware stores. In addition, try to ensure there is a flat, bridge-less path to a fire station. **TEY Actions 26** and **27** (shared resources and multi-functional facilities) are great for the purpose of developing schools as community centers as well as community emergency centers. The Cool Schools Initiative from the State of Oregon likely fits into this as well, but still requires nearby primary or secondary neighborhood hubs for supplies. In areas that are farther from neighborhood hubs, use the schools as a community center at night and on the weekends. Furthermore, **HCC Action 17** (ecodistricts) could nicely fit in with one element being community centers. It should go without saying that seismic safety is an essential requirement for these centers.

EPA Actions 6 (next-gen building), **9** (green recruiting) and **13** (workforce agreements) could be furthered by following the lead of Multnomah County, which leased out large rooftops for installing large solar PV arrays and paid for them by signing long-term power purchase contracts. These PV systems would need to have some type of off-grid capability, which would be an additional cost for them to be effective during a large power outage. These systems would be excellent examples to be used as teaching tools with all necessary supervision. This would seem to fit in with **EPA Actions 41** (training), **45** (post-secondary) and **46** (youth employment) plus **TEY Actions 5** (career readiness) and **7** (public-private partnership).

Greenways

There is plenty of good work already being done for Greenways, and I would invite you to look

at Greenways in the context of how people will find the designated neighborhood emergency staging areas. Greenways could easily be the main corridor for information exchange when we have a wide scale power outage and/or the telecommunications network is overloaded. I see this fitting in as part of his fitting in as part of **HCC Action 31 (civic corridors)**, where if there are shelters for pedestrians and bicyclists, these could easily serve as the information boards that spring up after earthquakes. **HCC Action 43** (community capacity and local initiatives) could be used as a way to draw some attention to designated neighborhood emergency staging areas, along with community and emergency services in the neighborhoods. Having a list of specific suggestions and volunteer opportunities (**TEY Action 23**) for community resilience activities and organizations in the area would be important, and **TEY Action 17** (Safe Route to Schools) would also seem to fit in well.

Water supply and Stormwater Management

Dovetailing with one of the other purposes of Greenways is storm water management. After a large earthquake, it is highly likely that both water and sewage are going to be knocked offline, possibly for an extended period of time. Setting rainwater catchment at schools, eco-districts, homes and apartment buildings would offset stormwater run off and provide a source of water that could be cleaned for drinking water.

Sewage, Big Pipe and Earthquakes

As for sewage, there are no clear existing Action items that fit this one. The closest is **HCC Action 18** (resource conservation), but this only illustrates how it appears that the plan for the PDX Plan in a disaster is for everything to go according to plan. Also, maybe I missed it but I can find no reference in the Portland Plan for sewage or how the Big Pipe may not be big enough to accommodate the projected population growth. Near as I can tell, there are no stated recommendations from any of the local or regional municipalities regarding what people should do in the event the sewer system is severely damaged.

A multi-purpose workaround for this is to stage large piles of woodchips in selected parks. The woodchips could be used by neighbors for gardening purposes but more importantly for use in a 5 gallon loo or a sawdust toilet in the event of the sewer system being knocked offline.

- Woodchips both successfully mask the smell and absorb nitrogen-rich liquid to reduce runoff issues.
- If the sewers are offline for a long period of time, you might consider using brownfields for mid-term storage. It is possible that the bacterial activity could help resolve some of the contamination issues.

I would also recommend setting up large greywater systems which are now legal in Oregon as part of HB 2080 from the 2010 Oregon Legislature. These grey water systems would be useful to reduce inputs to the Big Pipe and reduce pressure on a damaged sewer system.

Housing Strategy

I would suggest looking at the **EPA Action 38** (housing strategy) in the context of flooding

(losing the dikes on the Columbia), subduction zone earthquake and oil shocks. I would also mention that very well insulated houses are considerably more habitable for a longer period of time if the power is out. As a point of reference, I put my house through the pilot phase of Clean Energy Works Portland. On a day with temperatures below freezing, I was able to heat my house to 70 degrees with the furnace accidentally turned off with the 14 people in my house.

Future Planning efforts

From having worked on the 2010 Oregon House Bill 2080, which legalized residential greywater, and many conversations with building contractors and natural builders, the current regulatory and zoning model of being more prescriptive is increasingly cumbersome. I would strongly encourage the City of Portland to switch over to performance regulations and zoning. This would greatly help with climate adaptation, demographic changes and economic development. In addition, it would make possible more community-enhancing development and retrofitting of housing, as described in the recent book *Pocket Neighborhoods: Creating Small-Scale Community in a Large-Scale World* by Ross Chapin and Sarah Susanka.

In conclusion, we are clearly living in changing times. Performance based regulation and zoning represents just one of the paradigm shifts needed so that the City and its residents can adapt and adjust to the future that is bearing down on us.

Sincerely yours,

Jeremy O'Leary

Organization Affiliations

CNRG Chair

Transition PDX Coordinating Group member

Centennial Community Association board member

East Portland Action Plan - Emergency Preparedness Representative

PDX LEAP - Neighborhoods and Small Business committee

- Representing East Portland Neighborhood Office

NET Advisory Board - External Relations committee

Portland Plan Testimony to the PDC 11-29-2011

Emily Fern Dayton, MS, Conflict Resolution

Hello, my name is Emily Fern Dayton and I am a conflict resolution professional, I also tutor college students. I am testifying on behalf of Transition Portland and myself. I would first like to thank the City and it's partners for the inclusive process in developing this plan and the commitment to working toward these values and goals through collaborative partnerships.

As this plan intends to be as guiding document for the next 35 years, my testimony adds some major clarifying points to be added to the testimony.

First, I would like to discuss the idea of restructuring and reassessing the training and management of our current Portland Police Bureau. As a trained mediator and conflict resolution professional, I believe it is imperative that we have a force of Peace Officers, who offer counseling and conflict resolution services to our community. In order to have a healthy and successful community, we must have a successful nonviolent task force, who provides emotional and physical support for our citizens.

With this guidance, I would like to suggest that the City of Portland restructure and retrain the Portland Police. It is imperative that psychology, and counseling training be used in the place of violence for homeless citizens and individuals with mental illnesses. As was apparent from the Police raid on the Occupy Portland encampment on November 13th, 2011, it is imperative that our Police force have nonviolent tactics to successfully work with community members.

As a citizen, who has both supported the city of Portland and Occupy Portland, I was appalled about how violence and police brutality was used on innocent citizens who were protesting Wall Street. The City of Portland, is viewed as a strong city, that offers a more sustainable, ecologically friendly and just way of life. In order to uphold the City of Portland's legacy, some dire changes need to occur.

Secondly, I would like to focus my recommendations on providing a forum for access to arts education for everyone. I believe we must show that we value the importance of art, music, and dance as a means of education for our youth and our society. We need to make art accessible for everyone, including poor and ethnically, racially diverse communities. The City of Portland is viewed as a creative city, we must uphold this positive viewpoint by bringing the arts to the streets. Designing creative forums and discussions involving the arts within the different neighborhoods in Portland might be a good start. We need to give a voice to the voiceless, including: children, the elderly, homeless populations, poor individuals, teens, single parents, and individuals from all racial, social and ethical backgrounds. As a city, we need to reach out, and ask individuals who are living in struggling neighborhoods what they need, what would help them feel safe, and how as a city we can accomplish it.

Thirdly, I believe it is imperative that as a city we start helping small businesses and provide support for individuals that are starting their own small business. Provide debt forbearance for small family businesses that are struggling, and for families that are struggling to pay their house payment. I believe, providing small business training for individuals and creating free community classes will help community members become successful.

I also want to take the time that state, that I also support my colleague Harriet Cooke's addendum as well.

Thank you for your time.

Best Regards,

Emily Fern Dayton, MS

Creative Conflict Resolution Professional



November 29, 2011

Dear Bureau of Planning and Sustainability,

Thank you for your leadership in assembling an inclusive and ambitious draft Portland Plan. As the CEO of All Hands Raised, I am especially pleased to see that our mission of ensuring that all local children and youth achieve their full potential is strongly reflected in the plan. The City and its partners have clearly embraced a vision that aligns with the Cradle to Career partnership – a vision that places high-quality educational opportunities and community supports for young people at the center of our long-term goals for a prosperous community.

Below are recommendations to further strengthen and clarify the Portland Plan and the role of the Cradle to Career partnership in supporting certain aspects of it. We appreciate your thoughtful consideration of these recommendations. Should you wish for any further discussion, please don't hesitate to be in touch with us.

Best regards,



Dan Ryan
CEO

Specific Recommendations:

Thriving Educated Youth

Section B. Shared Ownership for Youth Success

- In the opening sentence add the term “private sector” along with “governmental and educational partners” (p. 26)
- Include the term “managed by All Hands Raised” with the initial citation of the Cradle to Career partnership (p. 26)

- Add a new 5-Year Action following Action 10; new action would read “Collaborative Action: Facilitate cross-sector collaboration and alignment to address community-identified priorities along the cradle to career continuum with a focus on continuous improvement and measurable results.” Potential Partners: C2C (p. 27)
- Second Strategic Priority of Cradle to Career should read “Linking community and family supports to children and youth success” (p. 27)

Economic Prosperity and Affordability

Section C2. Education and Job Training

- Actions 45 & 48 – All Hands Raised strongly supports these actions; however, because C2C is in an early partnership building/action planning phase, specific actions such as these have not yet been prioritized by C2C. In order to honor the collaborative action planning that will take place over the coming months, we would prefer to have C2C removed from these item at this point (p. 55 & 57).

Appendices

Section F. Key Related Plans

- Should read “Cradle to Career Partnership” (left column) and “All Hands Raised” (right column)

Comments on the draft Portland Plan
November 29, 2011

From: Dorothy Shoemaker
3652 SW Spring Garden Street
Portland, Oregon 97219
503-452-1877
dorothyshoemaker@centurylink.net

I'm commenting on pages 1 through 30 of the draft Portland Plan. I understand the deadline for testimony is November 30, 2011.

I've lived in Portland since 2000, and before that I lived here while going to Reed College in the 1970s. I've been involved in City issues, including the Portland Harbor cleanup and the Watershed Science Advisory Group. I live in the Multnomah Village neighborhood along Fanno Creek.

When was this draft written? Is it updated from a previous document? Most of the statistics are from 2008 or earlier. We've made changes in Portland that don't show up in this draft.

Page 5 of the draft contains errors in each paragraph. The working poor statistic in the first paragraph is from 2005 to 2007. The second paragraph promotes developing brownfields; this is always a mistake because the land isn't stable and sewers can't be put in. The business growth rate in paragraph 2 is from 2000 to 2008; what about 2011? The 3rd paragraph ignores the private schools, where the graduation rates are excellent. The 4th paragraph expresses concern about gentrification and displacement; are these still concerns? As for the 5th paragraph, I don't think it's technically true that chronic disease and obesity are increasing in Portland. In the 7th paragraph, the draft talks about carbon emissions goals for 2030; how close are we now to 40% below 1990 levels? The last paragraph of page 5 states that runoff from yards, streets, and buildings is the largest source of pollution and contaminants in local waterways; is that true?

Page 7 describes the Portland Plan at a glance. We already implement this plan here in Portland.

Page 25 omits Portland's excellent private schools and colleges. Also, the Portland Public Schools are reporting great improvement in reading levels for 2010. We've made great progress in the goals of the Plan in the last five years. More Portland, Oregon children are healthy and not obese. We're treating allergies and acne and domestic situations. The schools are integrated and many children are getting private school educations. I'd like to add law enforcement and medical treatment for diseases and addictions. About pollution, most of our waterways are clean now. The major rivers of Portland are much improved since 2005.

Thank you for reading this testimony.



29 November 2011

Andre Baugh, chair
Portland Planning and Sustainability Commission
1900 SW 4th Av
Portland, Oregon

Re: The Portland Plan summary Proposed Draft October 2011

Dear Chair Baugh and Commission members,

We are grateful to be given the opportunity to provide input to the Portland Plan. While we are fortunate to live in a city that values our opinions, our experience with planning as it impacts St. Johns is mixed. The St Johns community has been asked over and over by many organizations in our city government, "What needs to be done? How can we help?" In response, studies are conducted, we wait, we hope, and then it all falls through to inaction. We are then asked again the same questions a year or two or even ten later. This has gone on for years. Instead of doing expensive studies that just seem to waste resources and do not amount to much, we would tell you about specific projects that would have high impact on our little community and make a big difference to us.

1. The park at N. Central and N. John has a wading pool that was decommissioned and now young children have no free place to cool off in the summer. We would like your support for Parks and Recreations and the Portland Development Commission to install a surface fountain in this location. Our community members will be making a project application to fund this improvement and we ask for your support.
2. The Pier Park Pool is once again being considered for closure---shortly after the community and the city refurbished it. Insane! We have spent too much money and there are too many people in this community who use this park daily and the pool in the summer. We would like your support to create a rapid deployment plan to improve safety in this park and to eliminate the drug trade through increased policing and social services work and to increase resources used to maintain this pool.
3. It is our hope that St Johns would be considered for Portland Loos, the public restroom facilities project. Our town center is a gathering place for transient and homeless populations. Our small local library is the only place these folks can go to use the restroom, but more often than not, they go in an alley way or in the vacant lot across the street from Anna Bannanas Cafe, a family friendly spot here in St Johns full of children and students from the University of Portland. Local businesses cannot count the number of times they've had to go out with a bucket of bleach water and slosh out the feces from

nearby doorways! Other local businesses and vacant buildings experience the same thing--over and over. Adding a second bathroom, one to the southerly end of Cathedral Park, would definitely benefit folks who bring their children to the park to play and provide homeless people with a place to use the restroom. We ask that you support moving up the scheduled construction for the proposed restrooms in the Cathedral Park Master Plan.

4. The city is about to spend millions again to study the problem of heavy trucks in our area. We propose quite simply that signs for trucks saying "No thru Traffic" placed at N. Lombard and N. St Louis as well as at N. Columbia Way and N Fessenden would greatly relieve stressed out property owners and residents who try to cross these busy streets. Adding traffic calming on N Fessenden and N St Louis would really assist this as well. We do not need to study this problem yet again; we need action to install signs, islands, pedestrian crosswalks and extensions, and other elements to create a residential appearance and slow traffic along these collectors. Encourage the Portland Department of Transportation to divert monies proposed to studies into actual projects we have described. Let's put people to work on these projects as soon as next year.
5. We would appreciate a \$5000 grant to assist the businesses in the district with the LED lighting for the street trees in the holiday months. This lighting brings folks to the town center and helps lift the spirits for the holiday season, increasing sales for the local economy and safety for folks at night. It also makes us more conscientious about how the trees are cared for and maintained along the street.
6. Encourage ZOOM CARE medical services to create a new center in St. Johns to supplement that care people we receive at the Multnomah County Health Clinic. We have plenty of open spaces that might be suitable. We are far away from immediate care services and this would be a big help to the local community in serving patients in our community with this unique medical service.
7. Encourage the PDC to promote working capital, equipment financing, and other smaller capital investments and development programs in its portfolio that actually put people to work in the long run. Most PDC programs in the Urban Renewal Areas, for instance, promote capital improvement in real estate. First, there is no point in making improvements to a building if there is no business for it to house. Please come and visit all of our improved, but vacant store fronts, to see what we mean. Second, these improvements create only increased revenues in property taxes, but do not guarantee increased revenues in the long run in any other tax generating category. Yet, a smaller \$30,000 loan in working capital that opens a new business and puts a few people to work in the long term will generate higher revenue to the city and to the state by creating steady rents and steady employment taxes. To the point, we are not in business to simply to raise revenues for city services by increasing the value of property. We are in business to serve people and create jobs in the long term. Encourage PDC to promote smaller lending and grant programs to small business and to eliminate much of the "red tape" required to participate in the smaller programs that the PDC offers through its affiliates.
8. Every contract for small projects awarded in the city at-large should be award to local, neighborhood firms with capacity to fulfill the requirements for projects carried out in their neighborhoods. For instance, if we install public restrooms or make improvements to the wading pool at the park, preferential treatment should be given to firms in our neighborhood to bid these out and the project contractors should be required to hire substantial labor and use substantial services from our neighborhood to complete these

projects. We have plumbing companies, painting companies, landscaping companies, small construction firms, glass companies, and others organizations in St. Johns neighborhood that need work today and are certainly capable of taking care of many of our needs addressed here in this letter.

9. The St Johns Lombard Plan (adopted June 2004) proposes a number of improvements, e.g. redesign of the plaza at N Philadelphia and N Lombard, redesign of the intersection of N Richmond and N Lombard (Ivy Island) and most importantly moving the designated truck route from N Lombard to N Columbia Blvd. These are established and heavily supported local projects. Let's get these completed!!!

In closing, there are many folks who kind of like to be left alone out here, but in reality, we really need some small fixes to help out with the quality of living. We do not need another study, though we do benefit from small surveys; these should not cost millions to complete. Studies can be useful to gather overall requirements. Let's face it, the City, as well as, many businesses are simply broke, so it is time to get the maximum return from every dollar we spend. Let us focus on some targeted high impact, low cost ideas we have presented here, and save some money in the process.

St Johns Boosters Board 2011-2012

Curt Schneider, President, retired land use planner
Steve Weir, Vice President, Weirs Cyclery
Sarah Anderson, Secretary, Anna Bannanas Coffee Shop (through 2011)
Russell Grate, Treasurer, Grate Computers
John Englund, Sergeant-At-Arms, retired
Tom Stubblefield, Immediate Past President, Stubblefield Painting
Ruth Lane, Member-At-Large, City of Portland
Garry Newby, Member-At-Large, GLN Enterprises
Carol Ellis, Member-At-Large, Trebone Pet Supply
Jon Dickinson, Member-At-Large, 26sites.com (through 2011)

Jacqueline Harrington, Member-At-Large, Womenfest (2012)
Richard Colvin, Member-At-Large, Distributed Focus (2012)
Nancy Arvesen, Secretary, St Johns Multnomah County Library (2012)

29 November 2011

Andre Baugh, chair
Portland Planning and Sustainability Commission
1900 SW 4th Av
Portland, Oregon

Re: The Portland Plan summary Proposed Draft October 2011

Dear Chair Baugh and Commission members,

Many of you are aware of npGreenway, an advocacy group promoting a multi-purpose trail between the Eastbank Esplanade and the Columbia River at Kelley Point Park. The trail was adopted in the the Portland Bicycle Plan (2009) and the North Reach of the River Plan (currently under appeal).

npGreenway supports the city's efforts to link neighborhoods with businesses and recreation opportunities and do so within a 20 minute community and a 30 minute commute. npGreenway has a suggestion to better emphasize this connection.

The adopted route of the trail has the potential to link adjoining neighborhoods with employment centers along the Willamette River (40,000 jobs at Swan Island, Rivergate and adjoining areas according to city studies) as well as being a great recreation and health asset to the region. Therein lies the basis for npGreenway's suggestion. npGreenway feels that the current proposal lacks emphasis on business/industry and neighborhood connectivity that would 'implement' stated Local Measures (page 57 of Plan Summary) of 'Commute less than 30 minutes.' The St Johns Sub Area has connectivity language but it is lacking in adjoining areas where the trail is located. Under the Implementation section **Sub Area 4: St. Johns**, we recommend adding to the Key Strategy Elements, Economic Prosperity and Affordability, Proposed Actions—Examples and additional Action 29-1 to read: Neighborhood and Business/Industry Connectivity: Implement key trail connection projects with the Willamette River Greenway Trail to support shorter trips for business/neighborhood commutes. This needs to be added to Sub Area 1 Central City, Sub Area 2 Interstate, Sub Area 6 Alberta and especially to the Industrial and River Area (page 53 of Plan Summary). By adding this language to each of these sections the plan will truly have a trail that is connected between Sub Areas and includes adjoining neighborhoods.

Thank you for your consideration.

On Behalf of npGreenway

Francie Royce, Co-Chair
Curt Schneider, Co-Chair



PORTLAND PARKS & RECREATION

Healthy Parks, Healthy Portland

DATE: November 28, 2011

TO: Alex Howard, BPS

FROM: Mike Abbaté, Director
Brett Horner, Asset Manager (Interim)

CC: Commissioner Nick Fish

RE: Comments on the October 2011 Draft Portland Plan



Thank you for the opportunity to provide feedback on the draft Portland Plan. We have carefully reviewed the Plan, and discussed it with the Parks Board. This memo sets forth our initial comments.

A. General Comments

The document is clearly written and we are impressed with the selected images, most of which highlight parks, natural areas, open spaces, trails, plazas and people recreating.

The strategies in the Plan call attention to the important role Portland Parks & Recreation has in:

- Keeping people healthy, active, and engaged in their communities.
- Creating places that enhance livability, spur business growth and attract skilled workers.
- Providing programs that enrich our youth.

Our Parks 2020 Vision, Bureau Strategic Plan, and Park System Plan dovetail with the Portland Plan in many areas. PP&R provides leadership in developing and maintaining parks and nature in the city, which in turn support active, healthy lifestyles, growing the urban forestry and re-creating river connections.

Many of PP&R's existing strategies align directly with the Plan's goals:

- Acquiring, managing and maintaining built and green assets for future generations is a core strategy of PP&R and helps meet **equity** objectives.
- There is a clear benefit to health when there are healthy places to play, recreate, and escape – “Healthy Parks, Healthy Portland.” Parks, trails, recreation centers and natural areas are key infrastructure components supporting **human and environmental health**.
- PP&R SUN Schools are integral partners in **education**. Our seasonal employment and youth programs support *Economic Prosperity and Affordability* goals and strategies.
- Active recreation programs, fitness and health programs, environmental education, community events, and arts and cultural programs are all integral components of creating active, healthy lifestyles and **building community**.

B. Key Concerns and Suggestions

Equity Framework

While we agree with the intent and purpose of the draft, the actions and measures should be strengthened. We would like to be included in future conversations to create more specific, refined targets, requirements, and details. We further recommend that any performance measures be thoroughly reviewed by bureau management analysts and technical experts to ensure that the targets complement other City goals.

Healthy Connected City Strategy

We are not clear how the greenways in the HCN strategy will be funded (both the capital investments and the long-term operating and maintenance.)

We hope that the priorities for the greenways – access to nature, improving health through recreation and walking and biking, and after-school

programs – will translate into stable, secure, and long-term funding so that these objectives are fully realized. We would particularly like to see goals for the City’s arts and culture highlighted and discussed in all strategies.

The legend for the map on page 103 is imprecise: in the legend, colors correspond to specific distances, but on the map they seem to indicate ranges. Additionally, it would be helpful to add major streets as markers, and to show park footprints in green.

Economic Prosperity and Affordability Strategy

Parks and natural areas are vital components of truly livable neighborhoods. A vibrant and effective park system is a key factor in attracting new employers and highly-skilled workers, spurring desired growth and generating economic activity.

For example:

- Director Park has stimulated new economic vitality in its neighborhood; the Ringside Restaurant and Elephants Delicatessen, for example, have reported large increases in sales since the park’s opening.
- New parks like Jamison Square and Tanner Springs Park have increased property values for proximate residential and commercial developments.

See also:

- “Millenium Park Economic Impact Study”
www.chicagoloopalliance.com
- “The Economic Benefits of Seattle’s Park and Recreation System”
www.tpl.org

Thriving Educated Youth Strategy

We are in full support of the Cradle to Career initiative as well as adequate funding for SUN Schools.

PP&R funding for youth programs and services (including Community Centers, Teen Programming, and pools) totaled \$18,956,305 in FY 09-10.

In FY 09-10, we invested an additional \$11 million in recreational opportunities for families and visitors of all ages. Examples include special events in parks and parks facilities, and access to gardens, sports fields, and tennis courts.

C. Proposed Changes

1. We strongly urge the addition of a new Citywide Measure of Success: The proposed measure would track progress on the 2035 Objective of having all Portlanders within ½ mile safe walking distance of a park or natural area. While Measure of Success 9, “Complete neighborhoods,” includes park access, it also tracks walkability to business districts, healthy food retail outlets, schools, sidewalks, and transit. Progress on park access will be hard to determine in the larger context of Measure of Success 9.
2. There is no mention of the Comprehensive Plan in the implementation section: We propose adding narrative on how the Portland Plan relates to the Comp Plan and what the Comp Plan will address (e.g. capital plans and bureau needs.)
3. Page 11, Action Item 2: We recommend that the Office of Equity, in conjunction with the Bureaus, identify and define the “critical disparities.”
4. Page 28: PP&R is a key SUN School partner. Please reference PP&R in the description of SUN Schools in paragraph 3.
5. Page 29: Please reference the “Healthy Portland Initiative” in Action #21 and list PP&R as a partner.
6. Please note where Arts objectives intersect with PP&R activities: For instance, Action #29 could state that arts programming could also be expanded in PP&R’s Summer Free for All or other programming (list PP&R as a potential partner.)
7. Page 48: We propose the addition of a new Guiding Policy:
Invest in parks, natural areas, public spaces, and other infrastructure to catalyze development at strategic locations and promote neighborhood economic vitality.

8. Page 60, 'Portland Today' Number 2: Please describe the City's recent actions to reduce disparities, including Parks' E205 Initiative, the Gateway Green project between I-205 and I-84, and PBOT's East Portland in Motion Initiative.
9. Page 62, 'Portland Today' Number 7: Please reference PP&R's "Community Garden Initiative", which came out of the City's Climate Action Plan and will add 1,000 new community garden plots by the end of 2012.
10. Page 63: We propose the addition of a goal for completing the regional trail system, to be added to page 63, number 7:

The regional trail system is substantially complete (90% built) and links to the neighborhood greenways, habitat corridors, and civic corridors.

11. Page 110, Tree Canopy: We share the goal of 33% coverage citywide. However, to achieve that goal by the year 2035 would require significant realignment of priorities (by our estimates, it would require that approximately 6,500 additional acres of the City be put under tree canopy, and that 540,000 new trees or 22,500 trees annually be planted by 2035). We therefore recommend that this target be revised downward or removed. Additionally, we support the goal of 25% coverage in residential neighborhoods but would recommend that the target be revised to clearly state that the 'Central City' and 'Industrial and River Area' sub-areas should be excluded.
12. Page c13: Appendix C: This data did not come from the study that is cited. PP&R's 2007 canopy study is cited, but this data came from a Metro study.
13. Page 112, Local Measures: Neighborhoods were grouped into geographic sub-areas which may be counterintuitive to the public. For example, Irvington and Concordia share a sub-area, as do MLK and Alberta. These groupings should be discussed with the public.
14. Page C-10: The map is imprecise. We suggest replacing it with the walk score map shown on page 7 of the May 2011 "20-Minute Neighborhoods Analysis: Background Report and Analysis Area Summaries," as it provides more detailed information.

D. Next Steps

Thank you again for the opportunity to comment.

Please direct any questions to Interim Asset Manager Brett Horner at (503) 823-1674 or brett.horner@portlandoregon.gov.

From: Colin Cortes [mailto:colin.m.cortes@gmail.com]
Sent: Monday, November 28, 2011 10:59 PM
To: Planning and Sustainability Commission
Subject: Portland Plan testimony

Dear Members of the Planning and Sustainability Commission (PSC):

Below are my comments on the [October 2011 full draft Portland Plan](#):

1. Regarding Economic Prosperity and Affordability Objective 6 “Access to housing” on [p. 35](#), the target of 30% relating to cost-burdened households is worse than the existing condition of “nearly a quarter” described in Portland Today 7 on [p. 34](#). This makes no sense. Is this an error, and if not, why?
2. Regarding Economic Prosperity and Affordability Objective 7 “Access to housing” on [p. 35](#), give it a slightly different title to distinguish it from Objective 6, and more importantly define “low-income” households in this context. Is it a percentage of area median income (AMI)? Is a general understanding that meant, i.e. the working poor or the lower middle class?
3. Regarding Healthy Connected City Action No. 14 “Gathering places” on [p. 69](#), why Hollywood in particular? Why not other neighborhoods? Is the intention to establish other such “gathering places” should Hollywood gain a public park? Does the action item include greens, pedestrian streets, plazas, and squares? Would this involve City policies to buy or receive dedication for public spaces as part of development and redevelopment?
4. Copy error: Regarding Healthy Connected City Action No. 26a “Neighborhood greenways” on [p. 73](#), it appears “Pettigrove” is a misspelling of “Pettygrove.” Suggest putting quadrant abbreviations next to each street name: “SE Clay, SW Montgomery, NW Pettygrove, and NE Holladay”
5. I commend particular Healthy Connected City Action Nos. 28 & 29 “Neighborhood greenways” on [p. 73](#). These ought to remain in the final draft. These two alone go a long way to making Portland streets more sustainable and allow for many of them to become places, not simply automotive corridors.
6. Regarding Healthy Connected City Action No. 31 “Civic corridors,” reference to “landscaped stormwater management” implies that all stormwater facilities everywhere will bioswales and the like. The City needs to recognize that these facilities have their place and are incompatible with conventional main streets. This excerpt of the policy needs rewarding to not imply exclusion of any and all

conventional stormwater management. Otherwise, the policy implies a universal design solution that will interfere with placemaking along main streets and in some neighborhoods. If the policy intends designs that – for example – marry historic designs of public greens, lawns, or squares with contemporary stormwater detention and treatment, that is a worthy concept that needs description as such.

7. Regarding Healthy Connected City Action Nos. 31 & 32 “Civic corridors,” the list of potential partners is too limited and implies that the focus is strictly limited to the area within rights-of-way, a major and conventional conceptual pitfall. Coordination with actors of private and even public development and redevelopment along ROWs is essential to creating complete streets, i.e. places and not simply corridors – even if the corridors are to be transit as well as or instead of automotive. There needs to be reference to existing or future urban design tools, such as form-based codes addressing elements such as building frontage and height in order to create the perception of “outdoor room” essential to streets as places. These tools would coordinate private actors such that their actions complement public works. Otherwise, “civic corridors” will simply be “corridors.” Revision would also be consistent with the “distinct areas” acknowledge illustrated on [p. 77](#).
8. Regarding the Healthy Connected City diagram on [p. 76](#), the diagram is useful but marred by two copy errors. In the neighborhood greenways paragraph, correct “... making it easier ton to around [sic] all parts of the city ...” In the civic corridors paragraph, correct “... are major streets and transit corridors, are major streets [sic] and...”
9. I suggest referencing Healthy Connected City Action Nos. 39 & 40 within Nos. 31 & 32 “Planning and investment” on [p. 79](#). I suggest retitle of Nos. 31 & 32 to something like “Placemaking” or “Placemaking planning and investment.” My comments for Nos. 31 & 32 apply much to Nos. 39 & 40 also. Lastly, consider expanding the list of partners on p. E-1 to add more potential partners for the action items overall. Items 39 & 40 are prime examples that would involve private developments, public institutions such as hospitals and universities, and non-profit and professional organizations devoted to architecture, city planning, historic preservationists, landscape architecture, and urban designers – i.e. placemakers. I strongly suggest that (a) items 39 & 40 be renumbered to be within the first dozen of the Healthy Connected City action items and (b) they be duplicated or cross-referenced within an additional integrated strategy, Economic Prosperity and Affordability.
10. I commend the GIS maps of “Access to healthy food” and “Access to parks” on pages [102](#) & [103](#). The concepts are laudable and easy to understand; the maps bring them home by making immediate and vivid and would serve as excellent conversation starters for City partners. Do include them in the final draft.

11. Lastly, there are several minor instances of copy errors that indicate the final draft will need closer copy editing.
12. In closing, placemaking relates to all three integrated strategies of Thriving Educated Youth, Economic Prosperity and Affordability, and Healthy Connected City. For this reason, take care not to neglect it, and address it front and center in any comprehensive plan update guided by the Portland Plan.

Thank you for the opportunity to comment on the October 2011 full draft Portland Plan.

Sincerely,

Colin Cortes, AICP, [CNU-A](#)

8900 SW Sweek Dr., Apt. 1116

Tualatin, OR 97062-7497

colin.m.cortes@gmail.com

To: Planning and Sustainability Commission
From: Mike Houck
Re: Houck Input on Portland Plan

Following Chris Smith's example, the following are my preliminary comments on the Portland Plan draft for your consideration. While I am very pleased with the document, I do have suggested changes. Keeping to the wishes of the Commission I have attempted to make my suggested changes as specific as possible, including recommended deletions and additions.

Page 3: The Portland Plan is for People. I would not dispute that the focus on people is appropriate. Nonetheless, I feel strongly that Portland should state up front that we are also concerned about the intrinsic value of nature, a position that is consistent with Portlanders' values.

I suggest that the following be added to that paragraph.

Add the following language:

"And, while the Portland Plan is clearly about people and in response to public input, Portlanders also feel there is intrinsic value to nature and to the wildlife that share the city with us. The Portland Plan is also about honoring the value that Portlanders place on nature and on access to nature in the city."

For the same reasons, Add the following bullet to the bottom of page 3

o Support healthy watersheds and ecosystems

Equity:

Observation: I strongly support the overarching lens of equity that the Portland Plan is centered on. In addition to the overarching discussion regarding equity I feel there is another dimension to equity that should be reflected in the Plan.

I would argue that another equity "lens" should be integrated into the Healthy Connected City strategy, which I will address later.

Thriving Educated Youth

Page 31, Thriving Educated Youth: D. Facilities, etc Five Year Action Plan
I see no reference to conservation or environmental education. I would strongly urge that the following be added as #30:

#30 Conservation Education: Invest in Outdoor School and year-around conservation education and nature play/study to ensure every student has been exposed to their natural environment and what individual citizens can do to ensure the ecological health of their neighborhood and the city. Use

curriculum materials developed by the national *No Child Left Inside* movement.

Economic Prosperity and Affordability

There is no cross walk between a Healthy Environment and Healthy Economy. That is an egregious omission in my opinion. There should be an explicit nexus between the ecosystem services, monetized quality of life values, and other economic contributions that parks, natural resources, and healthy ecosystems represent. Green infrastructure is addressed in Healthy Connected City, but there should be a cross walk to Economic Prosperity, in my opinion, to reinforce the economic contribution that a healthy environment affords the city.

Goal: I would add under actions and policies the following bulle:

o Ensure that access to a comprehensive, interconnected park and trail system, healthy watersheds, and access to nature continues to attract businesses to Portland.

Page 34: Portland Today

Add #10: It's been well established that businesses attract educated, skilled employees due to Portland's quality of life, which includes access to parks, trails, and nature. Currently

Page 35, 2035 Objectives

add #10: Protect, restore and manage the natural environment as an essential element of Portland's green infrastructure and critical factor in attracting skilled workers and businesses to the city and region.

Page 46, B1 Employment Districts

Good to see parks referenced, but parks are not an "amenity", they are an essential urban infrastructure. I absolutely agree with the need to upgrade infrastructure, including essential urban services such as parks.

C. Broadly Accessible Household Property and Affordability

Page 53 Add 5-Year Action Plan

#41 Ensure there is access to parks, trails, and natural areas when siting housing.

Healthy Connected City

My overarching comment, as I noted at an earlier PSC meeting, is that while I earlier argued for retaining City Green or City Greenways as a stand alone strategy among the original six strategies that were presented at the outset of the Portland Plan, I am generally pleased with how staff has integrated City Green/City Greenways into the current document.

I do, as you might expect, have some additional thoughts regarding specifics of this strategy.

First, as I noted earlier while the Portland Plan correctly addresses equity as a central theme I feel there is another "equity lens" that should be integrated into the Healthy Connected City strategy.

I raised this issue at one of our first PSC meetings during which I attempted to make the case for addressing 1). Intergenerational Equity and 2). Inter-Species Equity. We have an obligation, I believe, to ensure that future generations have access to the attributes addressed in the Portland Plan and an obligation to recognize and respond to the needs of other species of plants and animals that share the city with us. I recommend that we make room in the Portland Plan, and I think the Healthy Connected City strategy is the appropriate venue, to address the concepts of Intergenerational and Inter-Species Equity.

I would like to see this issue placed front and center on page 59. I would rewrite the first bullet to read:

o Prioritize human and environmental health, including protecting the environment for future generations and recognizing the intrinsic value of nature:

Alternatively, a fifth bullet would read:

o Portlanders are committed to ensuring that future generations benefit from a healthy environment where they live, work and play. Today's decisions should be made with future generations in mind and recognize the intrinsic value of nature a value shared by current and future generations.

Page 60, Portland Today, 6. Carbon Emissions and climate change:
This needs to be broadened to explicitly address adaptation, which it currently does not. I am curious where BPS and BES are in the latest iteration of its Climate Adaptation documents? When we received a briefing this past year we were told, as I recall, that there would be more work addressing Climate Adaptation forthcoming. I would strongly urge that that language be integrated into the Portland Plan at this point.

#6 should be rewritten as follows:

...as it currently reads to 50-85 percent by 2050 to avoid **and adapt to** anticipated impacts.....

Page 63, 2035 Objectives, #7: rewrite as follows: Parks and nature in the city:
All Portlanders can conveniently get to the Willamette and Columbia Rivers and are **within one-half mile of a publicly owned park or natural area; and within one-quarter mile of a natural area, whether publicly or privately owned.**

This language is consistent with the Portland Pulse (formerly Vancouver-Portland Indicators Project indicator). We should strive for consistency. This language was adopted with input from Portland Parks and Recreation, Metro Sustainability Center parks program and local park providers from around the region.

Page 63, #8 Watershed Health: The current language is fine, but I'd like to get input from both BES and the WASC, Watershed Advisory Committee as well.

Page 63, #10 Rewrite as: Quality public infrastructure (**grey and green**): By 2045 all Portlanders have safe and reliable transportation, water, stormwater and sewer services that are, **to the maximum extent possible integrate across bureaus in a manner that yield multiple social, economic, and environmental benefits as well as regional, state and federal regulatory standards.**

Page 64, A Public Decisions That Benefit Human and Environmental Health
This section is weak, in my opinion, in that it strives too hard to "justify" watershed and natural resource protection by linking to human health. To be sure, a healthy environment, access to nature and parks for both recreational and mental health are inextricably linked. But, the protection of natural resources, watershed health, and biodiversity also stands on its own. Not every facet of natural resource protection has a direct or indirect link to human health.

I would recommend rewriting the last paragraph as follows:

Human health and the health of urban ecosystems and watersheds are interrelated in many ways. Protection, restoration, and management of urban natural resources provide many positive benefits to human physical and mental health while simultaneously protecting the intrinsic value of natural ecosystems and biodiversity. In addition to direct positive impacts on human health protection of floodplains, steep slopes and fire-prone areas prevent catastrophic events that threaten human health and safety.

Guiding Principles

As per my comments above, I would rewrite the third "bullet" to read:

When creating, managing and maintaining public infrastructure, both grey and green, ensure that each project achieves multiple benefits and maximizes collaboration among the city's bureaus, neighborhoods, and other agencies. Every project should address the city's watershed management objectives as well as protecting human health and safety and addressing community needs.

Page 70, C. Connections For People, Places, Water and Wildlife

I am pleased to see wildlife referenced explicitly. I am assuming that by "wildlife" the Plan means fish and wildlife. I also assume this is short hand for vegetative

communities. In some respects the term Ecosystems would be more appropriate, but I think in most people's minds "wildlife" is short-hand for ecosystems.

The gist of this section, as I read it, gets to the heart of protecting natural resources as a means of addressing equity vs protection of natural resources for their intrinsic value and to maintain biodiversity throughout the city. My first reading resulted in some concern that we are tilting the protection of natural systems too far in the direction of benefiting humans and away from what should also be a focus on the inherent value of natural systems by "realigning" projects.

After re-reading section C. if we really mean "realignment" of some projects to help implement the Healthy, Connected City framework, then I am comfortable that we will not forego high priority ecologically-based projects that may not necessarily bear on addressing issues related to equity, but are ecologically essential projects. I am comfortable with the language so long as we simultaneously address the implementation of the Healthy, Connected City framework while also:

- a). "expand on Portland's existing network of forests and streams parks and (I would substitute natural areas for open space) natural areas, regional trails, bikeways, and green streets;
- b). "depends on and supports continued implementation of the city's existing system plans for multi-modal transportation and watershed health (I assume this means the adopted Watershed Management Plan?);

In the third paragraph: While I strongly support being strategic in adopting a coordinated approach that would seek to prioritize green infrastructure investments to achieve multiple benefits in neighborhoods that currently suffer from inequities with regard to parks, natural areas, and basic urban infrastructure, I would offer the same caveat above. In order to achieve the objectives of a). and b). above there will be some green infrastructure projects that should be pursued on their own merits because they will assist in implementing the city's Watershed Management Plan; increase biodiversity; and lead to improved ecosystem health across the entire urban matrix.

I strongly support all of the "bullets" under Guiding Policies on page 70, and particularly support the third and fourth "bullets." I am pleased to see reference to adaptation to climate change.

Page 71, 5-Year Action Plan

I am pleased to see reference to The Intertwine. However, there is some confusion between The Intertwine and The Intertwine Alliance. The Intertwine is the **SYSTEM or Network** of parks, trails, and natural areas (and healthy watersheds) throughout the Portland-Vancouver region. The Intertwine Alliance

is the coalition of city, county, Metro, nonprofits, federal and state agencies, and corporate partners that was created to expand the system or network. It's more appropriate to refer to The Intertwine Alliance, which would be the potential partner. That said, The Intertwine Alliance should be listed as a potential partner in virtually all of the action areas.

#23 I would rewrite this action as follows: **Habitat Connections: Adopt an updated citywide natural resource inventory as a basis for implementing natural resource protection plans for the Willamette River (north, south and central reaches), the Columbia Corridor, all city streams, and uplands. Both regulatory and non-regulatory approaches to habitat protection and maintaining habitat connects should be included in the implementation measures.**

Climate Change: Carbon Sequestration

Research out of the University of Washington indicates that carbon sequestration can be very high in urban areas. Carbon sequestration can and should be an objective of at least one of the actions. I'd suggest rewriting action 22, which already references climate adaptation to read:

"Identify key locations for preserving and enhancing neighborhood tree canopy for stormwater management, hazard mitigation, wildlife habitat benefits, **improving** air quality, **carbon sequestration**, and climate change adaptation."

Page 75, action 31, Civic Corridors: The Intertwine Alliance is working with local park providers, active transportation planners, and other to develop a regional system of signage that will promote public understanding of The Intertwine (the system or network of parks, trails, and natural areas). I'd like to see adding The Intertwine Alliance as a potential partner for this action to encourage collaboration.

I would say the same for action #32.

Page 76, Diagram:

I like this diagram and feel strongly that it should be retained in the Portland Plan. A couple tweaks I'd offer include:

Add habitat anchor sites: Habitat connections should be connecting TO SOMETHING, e. g. larger habitat "anchor sites" such as Forest Park, Smith and Bybee Lakes, Oaks Bottom Wildlife Refuge, Riverview Cemetery, Powell Butte, Ross Island. I think it would make sense to create a new, separate diagram element: **Habitat Anchors** that are somewhat analogous to neighborhood hubs, only they are habitat "hubs", with the following explanation.

Habitat Anchor: Large habitat areas such as Forest Park, Oaks Bottom Wildlife Refuge, Smith and Bybee Lakes, Powell Butte and Riverview Cemetery that are connected via Habitat connections.

In my mind the red line that points to the Smith and Bybee Lakes area (currently Habitat connections) should be Habitat Anchor and what is now Habitat connections should point to the rather thin (too thin?) corridor along the Columbia Slough along the Columbia Corridor.

Schools and parks: I would rewrite to read:

"Schools, parks, **and natural areas** are important community destinations that can be safely and conveniently reached from neighborhood greenways.

Page 77, Eastern neighborhoods: I would rewrite to read:

"Eastern neighborhoods have a mix.....enhance pedestrian and transit access, and improve parks, **trails and natural areas**.

Page 78, Coordinated Inter-Agency Approach

I would add the Bureau of Parks and Recreation and The Intertwine Alliance to actions: 35, 36, 37

Guiding Principles

I strongly support "bullet" 4, Plan, fund and manage green infrastructure as a part of the city's capital systems.

However, I would add to action 37 or create a new action that would read:

"Collaborate with PSU Institute for Sustainable Solutions, Integrative Graduate Education & Research Traineeship (IGERT) Program, and other partners to provide research in ecosystem services to inform the city regarding the economic value of green infrastructure and green infrastructure investments."

Pages 80 and 81

I support the Guiding Principles on page 80 but the following changes should be incorporated on page 81

action 42: Add the following potential partners: **Metro Nature in Neighborhood Capital Grants Program; PP&R; The Intertwine Alliance; Non-profit organizations**

action 43: Community capacity and local initiatives. I would add the following potential partners: **The Intertwine Alliance, Non-profit organizations, BES, PP&R.**

action 46: Education and promotion: This is too narrow a focus. I would rewrite to read:

"Education and promotion: Expand **environmental education and** recreation offerings, including the amount and variety of community center outdoor recreation **and environmental education**, and leisure programming so that Portlanders spend more time engaged in beneficial physical exercise, **exposure to nature, and natural resource stewardship.**"

Add the following potential partners: **The Intertwine Alliance, Non-profit organizations, Friends Groups**

Measures of Success

Page 103, Change to read: Access to parks **and natural areas**
Access to parks **and natural areas** (delete open space or leave open space but add and natural areas)

The Portland Pulse and Portland Parks and Recreation and the Coalition for a Livable Future all address access to parks **and** natural areas. Why would the Portland Plan only refer to park access? This section should be rewritten to include natural area access.

As noted previously, the Portland Pulse indicators are: All residents are within one-half mile of a publicly owned park or natural area; and within one-quarter mile of a natural area, whether publicly or privately owned. We should strive for consistency. This language was adopted with input from Portland Parks and Recreation, Metro Sustainability Center parks program and local park providers from around the region.

Page 109, Healthier Watersheds
Change to read:

Healthy Watersheds, **with protected floodplains and riparian habitat along streams and upland forests**, support clean air and water, **protect biodiversity**, help moderate temperatures **including urban heat island effect**, reduce the risks of flooding and landslides, preserve places to enjoy nature and **adapt to** (delete reduce climate change impacts) climate change.

In addition the Portland Plan should cross reference the Portland Pulse indicators for impervious surface and canopy cover to ensure they area consistent or at least complementary.

-----Original Message-----

From: Rudd, Michelle [<mailto:MRUDD@stoel.com>]
Sent: Wednesday, November 23, 2011 10:37 PM
To: Ocken, Julie
Subject: Some comments on the draft plan

Sorry for the delay in typing these up.

Page 4, fourth paragraph reference to Portlands Native American population could use a link to resiliency if the blue blocks at top are meant to tie to text on page.

Page 7, last paragraph, think text missing " a foundation for" before "a five year action plan."

Page 29, should partners for thriving educated youth include youth organizations (Girl Scouts, sports)?

Page 34, does city data confirm the statement by some that we are less affordable than "peer cities" because of income stagnation? Pg. 40 references peer cities.

Page 37, bullet points- first bullet refers to Portland region. remaining bullets refer to Portland. Should the reference be consistent?

Page 38, typo in "and" in last paragraph.

Page 38, are "strategic business development resources" and "business assistance efforts" different pots of money?

Page 39, Number 2, consider adding Port as partner Page 41, What is the current status of the OSC?

Page 41, item 12, consider role of libraries.

Page 41, item 13, clarify enhancing outreach of programs themselves to reach diverse customers Page 41, Item 14, what is reference to "better information"? Is this a call for regulatory reporting or is the idea market will govern? To be developed with public input?

Page 42, Consider helping "carriers and shippers achieve" optimal rather than maximum efficiency.

Page 43, Item 15, Consider including railroads as freight partners Page 45, Is "high share of residents over 25" relative to peer cities?

Page 46, Is regionally competitive too restrictive? Is the idea that if you want to be in the NW we want you to be in Portland or is the goal if you can be anywhere we want you to pick Portland.

Page 49 but more general, how have the partners been involved in developing the action plan items.

Page 52, clarify "universal design and accessibility" reference.

Page 53, where is the city in the ten year plan to end homelessness?

Page 54, Consider implications of people working longer and some reference to programs encouraging retirees to start new, community enrichment careers.

Page 57, what was the basis for picking Self Sufficiency Index as official measure?

Page 62, Sense of how many of the 55 miles of substandard streets are in neighborhoods that don't want them improved?

Page 67, Item 8, says free wifi at all public buildings. Was enhanced school and library computer access considered?

Page 79, Item 35, should it say multi bureau rather than multi-agency?

Page 86, Under income distribution it says "continues to be less equal". Less equal than what?

Page 90, Could have 95% graduate on time but not be prepared for next step. What is the metric for preparedness? Also, a little data here on the correlation between on time graduation and adverse impact on well

trained workforce would be nice here. For ex, don't graduate on time, x% less likely to have 4 or 2 year degree by 24.

Page 109, If 60 meets water quality standards as a whole, why is 75 the goal and what are the economic development implications of the higher goal? How much more cost and benefit to get from 60 to 75?

Page 110, BDS has expressed concern about cost of implementation of tree ordinance. Could cost be reduced by increasing scope of entities able to seek a programmatic permit?

Page 115, add neighborhood numbers to assist in use of chart.

In Summary document

page 9, under "Prosperity" consider adding that children are educated and prepared for adulthood.

Page 23, Item 22, "projects" should be "projected. Port should be partner for business development.

Page 29 "work with the lead partners will" should be work with the lead partners to".

Page 37, suggest title on page that map shows inner neighborhoods.

From: John Reece [mailto:kjsreece@comcast.net]
Sent: Tuesday, November 22, 2011 11:29 AM
To: Planning and Sustainability Commission
Subject: Portland Plan Actions No 20 and 31: Brownfields.

With respect to Action Number 20: Brownfield Investment, and Action Number 31: Brownfields,
we recommend the following:

We are aware that the usual brownfield remediation is costly and time consuming. We recommend that you experiment with different methods to determine if they are less expensive. Three of the methods we are aware of are: mycoremediation (Contact Paul Stamets of Fungi Perfecti (fungiperfecti.com) in Olympia, Washington, Further, we recommend that trials of sustainable biochar and *terra preta* (See Albert Bates, *The Biochar Solution*) and composting be attempted at the same time on other brownfield lots. Biochar, for example, can store 2.2 gigatons of carbon annually.

Marilyn C. Reece
speaking only for myself
TransitionPDX
SWHRL



CITY OF PORTLAND ENVIRONMENTAL SERVICES



1120 SW Fifth Avenue, Room 1000, Portland, Oregon 97204 ■ Dan Saltzman, Commissioner ■ Dean Marriott, Director

November 22, 2011

Planning and Sustainability Commission
1900 SW 4th Avenue, Suite 7100
Portland OR 97201

Re: Portland Plan Proposed Draft, October 2011

Dear Commissioners:

Thank you for the opportunity to comment on the Portland Plan. Environmental Services appreciates having been an active partner in its development and having the opportunity to help inform and shape the Plan's policies and actions. We hope you find these observations and suggestions helpful.

Environmental Services' mission is to protect water quality for human and environmental health. The Bureau does this by providing wastewater collection and treatment, sewer construction and maintenance, stormwater management, and stream and watershed restoration. Environmental Services is the sewer and stormwater utility for the majority of the City of Portland and some adjacent areas. Utility fees fund most of Environmental Services' work, including operation and maintenance of existing infrastructure and planning for future needs. With this context in mind, we provide the following comments on the Portland Plan Proposed Draft elements:

Infrastructure

We are pleased that the Portland Plan recognizes "high quality core services are fundamental to success." The Plan's introduction makes a critical link between its goals – prosperity, health and equity, and the quality of fundamental services, including water and sewer. We appreciate the acknowledgment that ensuring quality services requires ongoing asset management, clear service standards and strategic investments (page 3), and we support the accompanying Action Item 8a:

"Apply triple bottom line business case analysis for repair, maintenance and/or replacement of infrastructure" (page 12).

This statement would be strengthened by addressing the development of new and expanded infrastructure as well.

While the introduction places a strong emphasis on the importance of quality infrastructure, the subject receives limited attention in the rest of the document. This is of particular concern if the Portland Plan will be used to evaluate budget priorities. The importance of maintaining our infrastructure to protect the health and welfare of Portland residents and businesses, and to meet the City's regulatory requirements cannot be overstated.

Portlanders are making a significant investment in improving water quality in the Willamette River and its tributaries by nearly eliminating combined sewer overflows, and building green infrastructure projects, which reduce stormwater entering the combined system. Given the magnitude of this investment and its benefits, we would suggest adding a reference to it on page 4 – "Positive Change and Resilient Communities."

As planning efforts transition from the Portland Plan's strategic focus to the Comprehensive Plan update, we expect that more robust policy guidance about infrastructure will be incorporated into the

Comprehensive Plan. The Comprehensive Plan policies and project lists should address critical infrastructure issues, including maintaining aging infrastructure and the role of green infrastructure. In addition, the Comprehensive Plan should consider the existing and planned capacity of built and green infrastructure (including natural systems) when determining where to focus growth (supported by Healthy Connected City Action 4: Public Decisions and Investments).

Green Infrastructure

Green infrastructure facilities (including green streets, ecoroofs, swales, trees and habitat areas) comprise a critical component of Portland's stormwater management system. These facilities manage stormwater, mitigate flooding, and preserve habitat, while also protecting public health and community livability. Because of that, Environmental Services participated in the development of the Healthy Connected City to promote the expansion and connection of green infrastructure throughout the city.

The Healthy Connected City strategy lays out goals and actions that emphasize enhanced coordination between City bureaus to achieve multiple goals. Environmental Services regularly partners with the Bureau of Transportation, and the Bureau of Parks and Recreation to coordinate planning and project implementation to enhance the benefits achieved for public investments. For example, as part of the Tabor-to-the-River project, Environmental Services is installing green streets to reduce the amount of stormwater entering the sewer system. These facilities not only improve capacity in the combined sewer, they also beautify neighborhoods and, in some cases, improve pedestrian and bike safety at key intersections.

As part of those efforts, Environmental Services shares technical, scientific and design expertise in support of other bureau projects, and we work together where our bureau goals and missions align, to achieve the greatest benefits for public investments. In addition, we support efforts like Action 28, which calls for developing alternative right-of-way designs to provide less costly streets in neighborhoods that lack adequate infrastructure.

The Healthy Connected City's greenway efforts holds promise of achieving a higher level of infrastructure service throughout the city by coordinating our projects to meet multiple objectives – watershed health, stormwater, transportation and recreation – while at the same time remaining steadfast in our individual bureau commitments to meet our service obligations.

It is in this spirit that Environmental Services supports the Healthy Connected City strategy. However, our participation in the Healthy Connected City strategy is not intended to change current funding obligations. Where new projects, such as street improvements, trigger the Stormwater Management Manual it will continue to be the responsibility of the lead bureau to fund and build required stormwater improvements.

Watershed Health

We are pleased that the Portland Plan recognizes the importance of watershed health on the overall health of the community – both human and environmental. This reflects Portlanders' ongoing commitment to clean rivers and streams and their comments in Portland Plan workshops, where participants consistently ranked watershed health as one of their top five priorities for the future.

In 2006, City Council adopted the Portland Watershed Management Plan (PWMP) as direction to City projects and programs. They also directed that the PWMP goals be incorporated into the Comprehensive Plan. The Portland Plan provides useful guidance on integrating watershed health goals for water quality, hydrology, habitat and biological communities into the actions and investments of the City of Portland and our partners.

The themes of watershed health and environmental health are evident (and appreciated) throughout the document, especially in the Healthy Connected City strategy. We support policies that call for considering watershed health impacts when making decisions (page 64) and the associated Action 4:

“Establish criteria and methods to formally assess the human health and watershed impacts of public policy and investment, including which types of decisions require assessment and which impacts to consider.

- *As initial efforts, integrate human and watershed health, and air quality and greenhouse gas emissions criteria in the analysis of alternative growth and land use scenarios in the comprehensive plan; update budget considerations...”*

Environmental Services also appreciates the Plan’s recognition that “one size does not fit all”. Stormwater management systems and watershed characteristics vary considerably throughout the city. The Portland Plan provides helpful context and guidance regarding how local actions could respond to these differences. The Plan could better reinforce this message by describing the key natural features of each of Portland’s distinct areas, and expanding the lists of green infrastructure actions for the 24 geographic sub areas. In the inner-neighborhoods, the Plan should emphasize actions to preserve and enhance tree canopy. In the western and eastern neighborhoods, where there are more natural areas, the Plan should emphasize actions to preserve and protect these resources.

The Healthy Connected City strategy emphasizes watershed health and green infrastructure. For that reason, we recommend substituting the term “watershed health” for “environmental health” in that section.

The section “Measures of Success” includes watershed health measures, which reinforces the importance of healthy natural systems for public health and the City’s quality of life. We strongly support the inclusion of these measures. Currently, Environmental Services is developing a Watershed Health Index that uses a broader range of data. When this is complete, we recommend using the index to track watershed health on an ongoing basis.

Prosperity and the Environment

The Portland Plan makes a number of strong connections between environmental conditions and the economy. The section on “Urban Innovation” recognizes that the City’s leadership in sustainability is a key factor in attracting businesses, and that local innovation in green building and other sustainability-related sectors contribute to the City’s high rate of business start ups. We would suggest that eeroofs and other sustainable stormwater also be referenced in the introductory and policy sections to support Action 9, Green Recruitment. Portland is noteworthy nationally and internationally for its innovations in this area and promoting this niche market supports a range of job types from construction to design.

The Portland Plan could speak more directly to the value of “quality of life” for economic development. In sectors like advertising, high tech and recreational gear, Portland distinguishes itself through its high-quality natural areas and overall “green” ethic. Though this is alluded to in the Plan, these connections should be more clearly stated.

In regards to industrial development, we strongly support Prosperity Action 21 and the identical Healthy Connected City Action 25:

Assemble at least one new shovel-ready, 25-acre or larger site for environmentally-sensitive industrial site development as a pilot project for advancing both economic and natural resource goals in industrial areas.

We also strongly support Healthy Connected City Action 32 c:

Incorporate civic corridor concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment in the following efforts to provide a model for future projects:

- *Foster Lents Integration Partnership – to coordinate transportation investments, stormwater management improvements, open space floodplain restoration and private development and investment.*

Both of these actions recognize that important opportunities exist for pursuing both environmental and jobs goals. The Foster Lents project provides a good example of economic development being enhanced by making improvements in the natural environment. Floodplain restoration and coordinated planning for this district can reduce flood frequency on Foster Road and private property, making it more feasible to redevelop underutilized industrial lands in East Portland. Looking toward the future, this project provides a useful model on how to realize job growth and watershed health in a way that reflects community needs.

The Portland Plan also supports environmental and economic goals through its emphasis on brownfield redevelopment. To support the key actions of job growth, diverse business districts, and vibrant neighborhoods, it is particularly important to use existing industrial and commercial land as efficiently as possible. A critical strategy to do this is through brownfield cleanup and redevelopment. Environmental Services continues to be dedicated to supporting brownfield remediation and, where appropriate, redevelopment of brownfields for commercial and industrial uses. Brownfield restoration is complex and requires extensive coordination of efforts at the local, state and federal levels. Prioritizing the redevelopment of already disturbed land over the development of environmentally-sensitive lands serves the multiple purposes of improving watershed health, supporting economic development, and furthering environmental equity.

Tree Canopy

We are pleased to see tree canopy included in the Plan as a significant measure for success. The geographic approach is an excellent idea that will help City agencies better prioritize our work, better serve Portlanders, and better measure our accomplishments. We do, however, have significant concerns about the achievability of the 33% canopy cover goal by 2035.

The difference between current canopy cover (26%) and target canopy cover (33%) is roughly 6,500 acres of canopy. Taking mortality into account, and assuming no net loss of existing canopy, it will take roughly 540,000 new trees to bring total canopy cover to 33% (~22,500 trees per year). To compare, Environmental Services' Grey-to-Green Initiative has helped to plant ~26,000 trees over the past three years, averaging ~8,600 trees per year.

Budget

The Portland Plan suggests that it should be a strong tie to future budget priorities. Environmental Services' budget draws from capital planning guidelines and regulations, risk management objectives and other priorities for protecting public and environmental health. We provide services based on system needs and capacities, regardless of neighborhood demographics. We look forward to participating in discussions about how the Portland Plan will inform the budget process.

Again, thank you for the opportunity to comment on the Portland Plan. We hope this provides useful perspectives in refining the Plan. Please contact me if we can answer questions about issues related to Environmental Services' projects and priorities.

Best regards,



Dean Marriott, Director



www.pdc.us

November 18, 2011

Dear Portland Planning Commission Members:

I am pleased to submit comments to you on the Bureau of Planning and Sustainability's Portland Plan, Proposed Draft, October 2011.

The Plan aligns closely with the most pressing work of the Portland Development Commission (PDC), in particular, with the Economic Development Strategy and Neighborhood Economic Development Strategy (NEDS). The Plan draws deeply from these strategies and reinforces our efforts to spur business cluster growth and entrepreneurship, stimulate urban innovation and employment districts and to enhance neighborhood business vitality.

The Plan's framework for equity is a powerful context for its three integrated strategies, Thriving Educated Youth, Economic Prosperity and Affordability and Healthy Connected City. The Plan's over-arching emphasis on equity complements PDC's 2010-2014 Strategic Plan and the NEDS, which are predicated on distributing resources that benefit all Portlanders and minimize the adverse impacts of gentrification and displacement.

It is critical the Plan's Measures of Success and Scorecard be clear and balanced. How far we have to go to implement the Plan will drive funding and priorities for years to come. In that context, I cannot agree with the Plan's suggestion (Appendix C, Poverty and Unemployment have been sufficiently addressed, that we have largely "met or exceeded" a standard there). While we have made strides in recent years creating and retaining jobs, the reality is we have more work to accomplish in order to address systemic underemployment and generational poverty within priorities neighborhoods as identified in the NEDS and in communities of color citywide. Moreover, I am not convinced the Plan's measures for diversity (Appendix C) adequately portray the challenge we face as a City, nor do they match the strong framework for equity that begins the Plan. Finally, I would suggest the types of Citywide and Local Measures be balanced against the number of strategy elements for each of the three integrated strategies. For example, despite having eight strategy elements, 50 percent of the sixteen total, Economic Prosperity and Affordability has only 25 percent of the Citywide Measures. As Portland moves to a 2035 vision of prosperity, health, and equity, its measures of Poverty, Unemployment, and Equity must be accurate, balanced to the actions behind them, and materially significant in nature.

In closing, I'd like to reiterate support for the Portland Plan and my detailed comments are attached for your consideration.

I look forward to future conversations and helping to make the 2035 Portland Plan the best it can be.

Sincerely,

Patrick Quinton
Executive Director

J. Scott Andrews
Commission Chair

Aneshka Dickson
Commissioner

John C. Mohlis
Commissioner

Steven Straus
Commissioner

Charles A. Wilhoite
Commissioner

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PDC Detailed Comments on The Portland Plan, Proposed Draft, October 2011

Economic Prosperity and Affordability

Page 41, action plan item #8: Add PDC as a partner.

Page 41, action plan item #14: Add PDC as a potential partner.

Page 47, action plan item #24: Reword to "...accelerated office development and renovation,...".

Page 47, action plan item #20: Add Metro as the first potential partner and Port of Portland as a potential partner. If there other regional partners, as suggested in the action, suggest adding them to the list of potential partners.

Page 47, action plan item #21: Add Metro as the first potential partner and Port of Portland, PDC, BPS, and BES as other potential partners.

Page 47, action plan item #21: Reword to "Assemble and/or help prepare a 25-acre site...".

Page 49, action plan item #25: Capitalize "Portland Main Street"

Page 49, action plan item #26: Reword to "Focus Area Program: Establish a Focus Area Program..."

Page 49, action plan item #27: Add Venture Portland as a potential partner.

Page 49, action plan item #28: Reword to "Small business development: Focus city resources for small business development, supporting the growth and development of neighborhood-based businesses, and provide those services at the neighborhood level."

Page 49, action plan item #32: Add "currently" prior to the word "existing".

Page 49, action items #25, 26, 27, 28, 29 and page 81, action item #42 – add NGOs as potential partners, which is done in other places in the Plan, and would be consistent with the Neighborhood Economic Development Strategy.

Page 55, action plan item #41: Include PDC as a potential partner.

Healthy Connected City

Overall comment: The text of the goals listed on page 59 should mirror the text of the lettered goals on page 64, 66, 70, and 78.

Page 67, action plan #7: Reword to: "Neighborhood businesses and services: Use the Portland Development Commission Neighborhood Economic Development Strategy to strengthen neighborhood hubs."

Page 67, action plan #9: Remove PDC as a potential partner; PDC is no longer directly involved in housing development..

Page 67, action plan #11: Remove the words "Retain and...". Add Bureau of Planning & Sustainability as a potential partner.

Page 69, action plan #14: Remove PDC as a potential partner; Hollywood is not within an Urban Renewal Area.

Page 71, action plan #25: This action plan appears redundant with page 47, action plan #21. If both actions are to remain, please ensure that the potential partners are the same.

Page 75, action plan #32: Add PDC as a potential partner, as the lead on Foster Lents Integration Partnership.

Page 79, action plan #41: Reword to “Social impact and mitigation: Utilizing the City’s Neighborhood Economic Development Strategy, further develop tools to address potential residential and commercial displacement as development occurs.”

Page 81, action plan #42: Okay as is, however, add PDC as a potential partner if the examples might also be related to the Neighborhood Economic Development Strategy.

Measures of Success

Page 86, Income Distribution bar chart: The numbers next to each quintile are confusing. Suggest adding “%” to the x-axis to clarify, or use another graph that is more easily understandable.

Page 87: The Diversity Index is a very powerful indicator; it is worth drawing out more analysis in the text.

Page 88: The Dissimilarity Index section is confusing, particularly compared to the very compelling Diversity Index graphic. It will likely be unclear to the general public what the Dissimilarity Index is measuring.

Page 97: Measure 7, Transit and active transportation. The goal is too aggressive for the entire city. It is probably appropriate for the Central City, but when used in the Context of Local Measure on C-10, it is no longer about Commuting and Getting to Work, but about walkability more generally.

Page 101, Measure 9, Complete neighborhoods. There are good data on the Access to Healthy Food; we would recommend an objective related to access to food and not to, or not just to, sidewalks.

Page 102 – Access to healthy food: The map is not the same as what was included in the City of Portland Grocery Store Request for Information. That RFI map was easier to understand; perhaps it should be used here.

Page 104: The Neighborhood business vitality header is misleading for what the data are representing. This section should be retitled to reflect that data that are being represented – for example “Neighborhood business leakage”.

Pages 114 and 115: The Sub-area Scorecard is misleading. For example if an area of the city receives a score of ‘10’ for poverty, what standard is that meeting or exceeding? Same with unemployment – these seem backwards. Following are specific edits on local measures that would impact the scorecard and rankings.

Appendix C. Local Measures

Page C-6, Poverty: As per cover letter comment, it is unclear what standard is being met or exceeded. The Poverty measure is likely not illustrated correctly. If the Goal is 10 percent, then below it (2, 6, 6, 7) would be Green, Meets or Exceeds; Near Target (9, 10, 10, 10) and Far from Target would be above 10 percent (12 to 28).

Page C-7, Unemployment: As per cover letter comment, it is unclear what standard is being met or exceeded. If the goal is under 5, then no Local Areas should have Green. Far from Target would be 9 and above. The impression made by this graph that there isn't a problem.

Page C-9, No more than 30% cost-burdened households: As per cover letter comment, it is unclear what standard is being met or exceeded. There is a level of data issue, but this graph from the American Community Survey should be checked for alignment with the page 50, Cost burdened households indicator from the MetroScape scenarios data.

Page C-10, Walkability: The goal seems too high, and it is not explained. The subareas may simply be too different to have this uniform goal.

Page C-12, Carpool: The goal is too high, even higher than Amsterdam. Again, the subareas may simply be too different to have this uniform goal. For both Walkability and Carpool, the Central City is different. These don't work on the Local Measure format.

Pages C-16, Diversity and C-17, Foreign born population: These data points are critically important in demonstrating the values and framework of equity for the Plan. As a Diversity measure, it must be weighty enough to do the equity framework justice and instead C-16 reads as the odds of a chance encounter with someone in your neighborhood from a different racial or ethnic group. For the foreign-born population, the C-17 measure is not usable for actions and investment, as it is not something public policy/investment can move. Another example to consider is in the State of Entrepreneurship in Portland report, where it was noted that only 17.8 percent of Portland tech startups have been identified as having a foreign-born founder, below both the average of comparison metros and the national average of 25.3 percent. Finally, we suggest using the Diversity Index from page 87 data to give these measures more substance and/or perhaps there are other additional indicators that could make more compelling measures.

Elders in Action has been advising the City of Portland on how to ensure the quality of life for older residents since 1968. We have helped shape many positive improvements for Portland residents of all ages these past 43 years. We were pleased when we were asked to help coordinate a special Portland Plan Senior Day on June 3, 2010. The goal was to incorporate the qualities that make an “age friendly city” as reported in the World Health Organization’s Age Friendly Cities Project. Portland was the first city in the United States to sign on to World Health Organization’s Global Network of Age Friendly cities. We saw this as a wonderful opportunity to help guide adequate planning for Portland in 2035 when the 65 and older population will double.

Unfortunately the draft Portland Plan for 2035 fails to embrace the vision that would make Portland a vibrant city for the “age wave” when 1 in 5 residents will be over 65. We would hope the essential features and vision of an age friendly city as noted by the World Health Organization would be more clearly stated in the Portland Plan draft.

The draft Plan does not incorporate planning strategies to meet the growing needs of a maturing Portland. The 85 + population is the fastest growing demographic group in the U.S. and the 2010 census shows the number of people 90+ has tripled in recent decades. There is no mention of how Portland will positively work to ensure a city that promotes active aging. An age friendly city should be part of the measure of success.

Embracing the talent and wisdom older adults can provide to help ensure thriving and educated youth is not mentioned in the plan. In the creating jobs section there is no mention of training and job creation in the care giving and other aging service industries that will be required to meet the needs of the fast growing elder population. The healthy connected city strategies could be more specific in the actions to meet the Age friendly community features.

We hope that Portland will build on being the first City to join the World Health Organization’s Global Network of Age Friendly Cities by embracing its vision and values in the Portland Plan for 2035. After all, those who are 41-50 years of age in 2011 will be 65-74 in 2035 and they will want to continue to be active and involved in the community. An Age Friendly city is an inclusive and accessible urban environment that promotes active aging.

Submitted by: Vicki Hersen, Executive Director
Elders in Action, 1411 SW Morrison St., Suite 290, PDX, OR 97205



City of Portland
Historic Landmarks Commission

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November 29, 2011

Chair Baugh and Commissioners
Portland Planning and Sustainability Commission
1900 SW 4th Ave, #7100
Portland, OR 97201

Re: The Portland Plan

Dear Chair Baugh and Commissioners:

Thank you for giving the Portland Historic Landmarks Commission (HLC) the opportunity to review and submit comments on the draft Portland Plan. Although we commend the Commission as well as Planning and Sustainability staff for tackling challenging issues of providing equity through a series of integrated objectives, we remain concerned that this draft fails to acknowledge the essential role historic preservation and protection of the built environment play in furthering those objectives. Not only do historic neighborhoods, with their lovely tree-lined streets, interconnected blocks and great architectural details provide a sense of place where people want to be, the relatively small building footprints and narrow roads provide some of the most walkable and mass-transit accessible places within the City. However, these same attributes makes these areas highly attractive to increased density which, in turn, has led to demolition of resources and the construction incompatible infill. The Plan must address this issue and could do so through the following recommended revisions:

A Healthy City Protects its Historic Resources

Preserving the build environment is a key component of a community's characteristics. The draft Plan misses the mark where it fails to acknowledge that the existing historic fabric is as essential to maintaining vibrant neighborhoods as protecting natural habitat areas. Engaging the community to address equity and the elevation of racial justice requires a concurrent commitment to the inventory and preservation of the built environment constructed to house and serve various communities, city-wide, especially those that serve minorities. In discussing Vibrant Neighborhood Hubs, at pgs. 66-69, or Connections for People, Places, Water and Wildlife, at pgs. 70-77, historic preservation must play a role. As such, we recommend the addition of this new Guiding Policy:

- Preserving the build environment, including its archeological resources, is a key element of a community's characteristics. Support grass-root, neighborhood historic preservation efforts including the updating of historic inventories, the designation of historic or conservation districts and density restrictions that would encourage adaptive reuse while ensuring infill compatibility.

5-Year Action Plan Items:

- Resource Conservation: Support efforts of neighborhood or public agency - initiated historic preservation efforts including updating historic inventories, the creation of new or altered landmark, historic and conservation districts as well as the designation of individual resources.
- Resource Conservation: Codification of the Secretary of Interior Standards for the Treatment of Historic Property, providing a stop-gap of design standards for historic and conservation districts that either do not have district-specific historic guidelines or those guidelines are woefully out of date. Also, such adoption will allow for uniform decision-making across districts.

Historic Preservation is a “Green” Objective

A stated 2035 Objective within the Plan is to reduce transportation-related carbon emissions in an effort to address climate change. Although transportation choices contribute 34% to greenhouse gas emissions in Oregon, residential and commercial construction and operation contributes a very close 31%.¹ The draft plan makes no mention of that reducing carbon emissions would be enhanced by embracing the goal of using what you have. Adaptive reuse of our existing buildings reduces the amount of demolition and construction waste deposited in landfills, lessens unnecessary demand for energy and other natural resources and conserves embodied energy (the amount of energy originally expended to create extant structures). Many historic and older buildings are remarkably energy efficient because of their site sensitivity, quality of construction, and use of passive heating and cooling. According to the U.S. Energy Information Administration, commercial buildings constructed prior to 1920 have an average energy consumption of 80,127 BTUs per square foot. For the more efficient buildings built since 2000, that number is 79,703 BTUs. We recommend the following Guideline amendment:

Public decisions that Benefit Human and Environmental Health, pgs64-65, or Coordinated Inter-Agency Approach, pgs 78-79

- Prioritize the investment of public dollars in projects that enhance stewardship of City-owned resources, encouraging maintenance and preservation over demolition couples with new construction.

Five-Year Action Plan

- Public decisions and investments. Identify and implement an agency and bureau-wide strategy for eliminating the expenditure of public funds in the demolition or neglect of historic buildings. Encourage other public entities to do the same.

Vibrant Neighborhood Hubs

- Acknowledge that maintenance and redevelopment of existing structures contributes to reducing carbon emissions and is therefore an essential element of combating climate change.

Five-Year Action Plan

¹ Oregon Department of Forestry, Background Report: Status of Oregon Greenhouse Gas Emissions and Analysis (2009).

- Resource conservation. Encourage historic preservation as strategy for addressing climate change including efforts to reduce or eliminate preservation related building or land use review permit fees and other incentives.

High-Rise Zoning is Inconsistent with Historic Preservation

The HLC shares the Planning Commission's commitment to promoting vibrant neighborhood areas by encouraging development within hubs and corridors. This commitment must include efforts to increase density through the removal of non-contributing structures and infill. One of the failures of "Portland Today" is the perceived authorization for high-rise zoning that is inconsistent with the identified character of landmark, historic, and conservation districts, such as Old Town / Chinatown, as well as in areas eligible for future district designation, such as Buckman or Richmond. High-rise zoning encourages property owners' desire to maximize building height and scale that detracts from the character of the area. Further, this inconsistent zoning encourages stagnation and neglect by owners who are banking on the expectation of taller and larger buildings as soon as the historic building is in such disrepair, removal can be justified. After all, historic districts represent "constrained developable lands" that occupy less than 3.3% of the entire city leaving plenty of opportunities for tall, over-stuffed buildings. The Plan needs to acknowledge this current shortcoming and identify strategies to be included in the City's comprehensive plan resolving this concern. Such policies might include:

Coordinated Inter-Agency Approach, pgs 78-79

- Coordinate planning, implementing development regulations, and design standards that are internally consistent and that support protecting the existing building environment.

Five-Year Action Plan

- Planning and investment: When adopting or amending comprehensive plan and zoning regulations, eliminate zoning authorizations that do not reinforce, complement or support the historic significance of historic and conservation districts.

Historic Resource Inventory Priorities

5-Year Action Plan policy 40 as currently drafted provides:

"Planning and investment: Inventory historic resources in neighborhood hubs and along civic greenways and develop a strategy to preserve key resources."

The HLC fully endorses this objective but suggests some alternative language that prioritizes inventory updates in those areas under the greatest pressure for redevelopment. It should prioritize areas that have not been inventoried in the first instance or where redevelopment has made the inventory obsolete. It must also include civic corridors and not just neighborhood hubs. Consider the following:

- Planning and investment: Coordinate with neighborhoods and identify a strategy for a phased inventory of historic resources. Priority shall be given to areas of

the Central City, neighborhood hubs and corridors that have or are most likely to experience more immediate redevelopment pressure.

Again, thank you for giving HLC an opportunity to comment on this herculean effort. Please do not hesitate to call on the Commission if we could be of further assistance or if you wish to discuss these recommendations further.

Sincerely,

Carrie Richter
Historic Landmarks Commission Chair

Cc: Commission
Tim Heron



homeforward

hope. access. potential.

Executive Office

November 30, 2011

Board of Commissioners

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Bureau of Planning and Sustainability Commission
City of Portland
1900 SW Fourth Avenue, Suite 7100
Portland, OR 97201

Sent Electronically: bps@portlandoregon.gov

RE: Portland Plan, Proposed Draft October 2011

Dear Commissioners:

Executive Director

Steve Rudman

On behalf of Home Forward, I would like to provide the following comments on the Portland Plan, Proposed Draft, October 2011.

We commend the City of Portland for the tremendous undertaking of developing a strategic vision for the City for the next 25 years. We are honored to be a lead partner and participant in development of the plan. We also recognize the great effort on outreach, plan development and thoughtful conversations that have occurred over the past several years and which have led to this proposed draft.

In accordance with the mission and values of Home Forward, we are prepared to continue our collaboration, coordination and partnership with the City and other organizations to achieve the desired outcomes of the Portland Plan.

In particular, we support the policy framework for "Neighborhoods and Communities that Support Youth" (C, p29), Equity, 18, where we are listed as a potential partner, because we recognize the importance of stable housing to students' abilities to be successful in school. We also support "Access to Housing" (C1, p 52) and will continue to work collaboratively with the Portland Housing Bureau to achieve these results.

Under C3, Household Economic Security, p. 57, Home Forward is listed as a potential partner under Equity, 49, *Disadvantaged Workers: Increase skill-level of low-income, multi-barriered residents who need remedial education, ESL, and other special assistance to overcome basic skill deficiencies, disability related disadvantages, such as mental illness, criminal background and chemical*

A new name for the Housing Authority of Portland

November 30, 2011

Bureau of Planning and Sustainability Commission

Page Two

dependency issues through workforce training and wrap around services, and Equity, 51, Anti-poverty strategy: Engage with the Multnomah County Community Action Agency to develop a comprehensive anti-poverty strategy to increase economic self-sufficiency.

A number of Home Forward's programs provide opportunities for residents and participants to engage in programs designed to help them achieve economic self-sufficiency. As the largest provider of public housing assistance in Multnomah County, serving upwards of 15,000 households with housing assistance, Home Forward is uniquely positioned to provide bridges for our residents and participants to connect with additional resources such as Multnomah County and WorkSystems, Inc.

In addition, we are currently refining our Strategic Directions and developing a "Families Forward" initiative. This initiative will take a "dual track" approach by supporting both youth and heads of households as we believe that the whole family must be stable in order to successfully take the next step towards self-sufficiency. We are exploring new partnerships with school districts and other youth organizations, in addition to continuing our existing strong relationships with work force training organizations in the development of this initiative. More intentional and strategic alignments of partnerships, programs, and funding can provide a coordinated approach to the provision of needed services in this time of shrinking budgets and economic downturn.

Our commitment to providing safe, decent and affordable housing should be a shared priority for everyone in the region. Unfortunately, due to the economy and our limited resources and funding, we cannot address this alone. That is why we support a strong imperative for aligning resources, services and programs to serve our neighbors in need. Home Forward serves all of Multnomah County, and, as we know, poverty does not have boundaries, and we believe such collaborations and support should cross jurisdictional boundaries. With that said, we recommend that the City of Portland make a concerted effort to partner, not only with Multnomah County, but with adjoining cities such as Gresham. East Multnomah County is an excellent example of where collaboration between Portland and Gresham can create a great opportunity for supporting families.

Again, we commend the City for this monumental, but very important undertaking. We fully support your efforts and will continue to seek new ways to provide safe, decent, affordable housing throughout our community.

November 30, 2011

Bureau of Planning and Sustainability Commission

Page Three

Thank you for the opportunity to participate in the development of the Portland Plan.

Best regards,

A handwritten signature in black ink, appearing to read "Anita Yap". The signature is fluid and cursive, with the first name "Anita" and last name "Yap" clearly distinguishable.

Anita Yap

Deputy Executive Director

cc: Steve Rudman, Executive Director



CNU CASCADIA

CONGRESS FOR THE NEW URBANISM - CASCADIA

November 29, 2011

Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, OR 97201-5380
Attn: Portland Plan testimony

I'm Mary Vogel, Advocacy & Alliances Chair of the Congress for the New Urbanism, Cascadia Chapter. We are a potential partner on the Portland Plan as we are the planners and urban designers who have long designed and created walkable neighborhoods even while our colleagues were creating suburbia. In the Portland area, we can take credit for Fairview Village, New Columbia, Orenco Station and more recently, urban infill in the Pearl, the Interstate Corridor, Gresham, Milwaukie and elsewhere in the region. Many of us tend to be small business owners, even sole proprietors, who team up amongst ourselves and with other professionals.

First we want to commend Portland Planning Director, Susan Anderson, for bringing the ethic of the Portland Plan to her role on MTAC and insisting that urban design should play a more prominent role in Metro planners scenario planning for reducing greenhouse gases. She stimulated a very positive discussion amongst planning directors throughout the region on the importance of urban design in addressing climate change—a discussion that CNU considers central to the effort. We encourage her to keep MTAC's/Metro's toes to the fire on this!

We support the emphasis of the Portland Plan on equity but with the recognition that that equitable investment must take a whole new direction—not just catch up with the mistakes we made in the past such as putting in curb and gutter to drain our stormwater away as quickly as possible or widening roads with the presumption that everyone drives. We especially like the focus on complete neighborhoods where residents can meet their basic needs on foot. We have been not only advocating, but designing and building that for over 20 years.

We have some of the best expertise in the nation on what it takes to make retail successful and look forward to working with neighborhoods and the city on that. We also have some of the longest history in creating truly transit-oriented development and making transit hubs great places.

We love the “Healthy and Affordable Food” actions, especially the 1000 new community garden plots. This may become essential far sooner than we might think. At least one member of our group has joined Depave to help neighborhoods get this going faster than the wheels of the bureaucracy might turn. I myself have run an EarthBox gardening program on the balconies of a downtown affordable housing complex for the past couple years. I have attached photos to my emailed testimony.

We look forward to working with the city to create the interconnected network of city greenways that will encourage walking and biking and weave nature into neighborhoods. I myself have long worked in creating Habitat Connections through stream restoration, invasive species removal and native plant plantings and through helping to create the Intertwine by working on two Metro Parks & Greenspaces ballot initiatives.

Through the charrette concept that CNU pioneered (and our Portland-based National Charrette Institute keeps evolving), we have excellent tools to engage neighborhoods in creating 75 miles of new Neighborhood Greenways—as well as new Civic Corridors.

New Urbanists have long been known for placemaking—especially with an emphasis on streetscapes and other public places. New Urbanists have written many of the tools that citizen advocates who care about such things use today: The Smart Growth Manual, the Smart Code template, Suburban Nation, the Sprawl Repair Manual, Light Imprint Handbook and others. So we are well-equipped to help with Civic Corridors.

As you know, the Urban Land Institute is the “think tank for the real estate industry”. Many of its experts, both national and local, have pointed out over the last year, that the wave of the future is urban, mixed-use, transit-oriented and green building. While none of the ULI experts had any answers about how, in the current economy, to actually finance and build development where it is most needed, Metro’s own Expert Advisory Group was more explicit. Their report “Achieving Sustainable, Compact Development in the Portland Metropolitan Area: New Tools and Approaches for Developing Centers and Corridors” identifies one of the greatest obstacles in centers and corridors development as the **current credit market**.

The EAG report has a number of recommendations pp 20 – 23 re: financing—recommendations that would require local communities to be more proactive in the financial realm and work with citizens and the private sector to create altogether new tools. Since Metro seems to have dropped the ball with the EAG, we’d like to suggest that the city pick it up to get this group’s input on this **clearly missing element in the implementation section of The Portland Plan**.

Transitions PDX was right in their testimony! We aren't going back to the way things were before. We need new tools to finance the new ways of developing that the plan calls for. Before Wall Street banks got involved in development financing, money for development had long come from the local level. We need to find ways to get back to that.

Such action should be taken sooner rather than later if we are to preserve the intellectual infrastructure w/the skills to implement the Portland Plan.

A number of my colleagues are abandoning the profession for other careers where they can still make a living.

Mary Vogel, CNU-A
Chair, Advocacy & Alliances CNU Cascadia
503-245-7858
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GARDEN KIT



POLICY REPORT

Achieving Sustainable, Compact Development in the Portland Metropolitan Area: New Tools and Approaches for Developing Centers and Corridors

PREPARED BY

The Institute of Portland Metropolitan Studies
Portland State University

NOVEMBER, 2009

This report has been prepared by the Institute of Portland Metropolitan Studies based on the deliberations of a group of Portland area experts in real estate development and finance, known for this purpose as the Expert Advisory Group on Developing Centers and Corridors, convened in July through October of 2009.

Expert Advisory Group on Developing Centers and Corridors

Convener/Facilitator:

Gil Kelley, Senior Research Fellow, Institute for Portland Metropolitan Studies*

Expert Advisory Group Members:

Dennis Wilde, Principal, Gerding Edlen Development Company; residential, commercial and institutional developers

Vern Rifer, Principal, Vernon L. Rifer Real Estate Development, Inc.; residential and commercial developers

Jerry Johnson, Principal, Johnson Reid; economic and real estate development consultants

Kate Allen, Housing Policy Manager; City of Portland, office of Commissioner Fish

Matthew Stanley, Senior Relations Officer; Umpqua Bank

Mark New, New & Neville Real Estate Services; real estate appraisers

Abe Farkas, Principal, ECONorthwest, economic and planning consultants

Kevin Cavanaugh, Principal, Cavanaugh & Cavanaugh, LLC and Ten-Pod Development, architects and developers

Jim Irvine, Principal, The Conifer Group, Inc.; residential developers

Dave Leland, Principal, Leland Consulting Group; planning and development consultants

Steve Burdick, Principal, Killian Pacific; residential developers

Beverly Bookin, Principal, The Bookin Group; urban planning consultants

Don Hanson, Principal, OTAK; land planning and development consultants

Ed McNamara, Principal, Turtle Island Development; residential developer

John Southgate, Economic Development Director, City of Hillsboro

Alice Rouyer, Redevelopment Director, City of Gresham

Ron Bunch, Community Development Director, City of Tigard

Michael Mehaffy, Principal, Structura Naturalis Inc.; planning and development consultants

John Spencer, Principal, Spencer & Kupper; planning and development consultants

Tom Kemper, President, KemperCo, LLC

Fred Bruning, Chief Executive Officer, Center Cal Properties, LLC

* Mr. Kelley is the former Director of Planning for the City of Portland. He served as project lead for this effort and is the principal author of this report. Dr. Sheila Martin, IMS Director, and Elizabeth Mylott, Research Assistant also contributed to this study. IMS wishes to thank the staff of Metro for their participation and support, particularly Robin McArthur, Andy Shaw, Chris Deffebach, Megan Gibb and Beth Cohen.



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November 12, 2009

Mr. Michael Jordan
Chief Operating Officer
Metro
600 NE Grand Avenue
Portland, OR 97232

Dear Mr. Jordan:

We are pleased to transmit the findings and conclusions of the Expert Advisory Group on Developing Centers and Corridors. This group was convened by the Institute for Portland Metropolitan Studies at the request of Metro and was charged with investigating the barriers to compact, mixed use development in the metropolitan area, with a particular focus on centers and corridors. The group met several times over the summer and enthusiastically offers a perspective on the current and long-term challenges to development, a set of overall recommendations on enhancing the investment environment, and a proposed Action Plan for increasing public and private investment in centers and corridors.

We have written up their findings and recommendations in this report and would be happy to present this report, with the assistance of members of the Expert Advisory Group (EAG), to the Metro Policy Advisory Committee and to Metro Council. The EAG and some of the regular observers of the group's proceedings (primarily local elected officials) have also expressed an interest in presenting these findings to local city councils and planning commissions.

Please let us know how we can help you present and further the work that has begun here.

Sincerely,

Sheila Martin, PhD
Director

Gil Kelley,
Senior Research Fellow

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Table of Contents

Executive Summary		1
Chapter 1	Purpose and Background	4
	Planning context, Metro’s request of IMS and the task of the Expert Advisory Group	
Chapter 2	Findings and Conclusions	8
	Trends, challenges and opportunities for the Portland metropolitan area	
Chapter 3	Recommended Action Plan	15
	New tools and strategies for achieving compact urban development	
Chapter 4	The Role of Metro	24
	Future roles for Metro in implementing the recommended action plan	
Chapter 5	Next Steps	25
Background Documents		26

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This report presents the findings of a group of public and private real estate development experts that investigated the tools and strategies that will be needed to get us from here



Photos taken from Metro's image library

... to here. As you will read, simply hoping the economy will rebound won't be sufficient.

Executive Summary

This report represents the work of a group of local public, private and institutional experts in real estate development and finance convened by the Institute of Portland Metropolitan Studies at Portland State University. This was done at the request of Metro, which wanted outside expert advice on ways to achieve more robust development of centers and corridors in the Portland metropolitan area, an important aspect of implementing the 2040 Growth Concept. Although the expert advisory group (EAG) enthusiastically took on this task, it wanted to first back up a step and deliberate over whether and to what extent center and corridor-based development was indicated by long term trends and what larger implications this might have for both the local real estate development industry and for regional governance. In other words, rather than to simply offer a list of new micro strategies, the EAG wanted to preface its advice with an opinion about the magnitude of shifts that may now be occurring in the marketplace and extend its advice into the realm of governance, particularly with regard to what they see as a more sustainable and effective framework for public-private-institutional collaboration for managing growth and building desirable communities. The background and purpose of the EAG work is further explained in Chapter 1.

The group's principal findings and conclusions, explained in Chapter 2, are that:

A. Compact mixed-use development is highly indicated by major trends.

The direct and indirect costs (including environmental costs) of low-density, sprawled development are becoming much greater and will be very difficult to sustain. This trend will likely continue and escalate as the true costs of energy and carbon are "priced in" to the development equation. Demographic changes and consumer interests are shifting demand toward more compact development forms. The current credit situation is unlike anything the U.S. has experienced in many decades. This condition will likely last several years and the credit market will likely not return to the way it was. The current level of public investment in compact urban development is not sufficient to address escalating costs of development. There will be a need for recalibration of the ratio of public to private investment in compact urban development, at least in the near to medium term, and this may differ from place to place.

B. The Portland metropolitan area will need to overcome present obstacles and create new mechanisms to encourage the development of centers and corridors that is needed to accommodate increased demand.

The variety of financial, regulatory and design challenges to center and corridor development require new, more innovative approaches, including enhanced public-private-institutional cooperation. Given the scarcity of resources in the public sector there is a need to both prioritize investments and consider ways to enhance resources for investment. Improving certainty and reducing transaction costs in local development deals (including permitting) will be needed if infill supply is to be accessible. Good design will be critical in gaining and sustaining public acceptance and building the kind of communities that we want. Many of these changes will not be possible unless the region develops a focused and sustained collaboration between public, private, non-profit and institutional sectors to deliver on the promise of a new way of building our communities.

The EAG advocates an "action plan" in Chapter 3, a set of strategies that should be employed to encourage more robust development in centers and corridors, including:

1. Establish a structure for on-going cross-sector structure collaboration and learning, including a task force composed of public, private, non-profit, professional association and institutional interest and a University of 2040-type educational structure. Teams from the Expert Advisory Group will also engage in an early outreach and education effort about the findings of this report.

2. Develop a diagnostic tool for assessing the health of individual centers and corridors that can determine the relative strengths and weaknesses of various components in locally specific ways. A diagnostic tool would address vision, orientation and commitment to the private sector, available resources and the physical and market conditions in the area. Local jurisdictions may need to realign internal structures and protocols to address significant barriers that often stand in the way of facilitating compact development.

3. Develop a public-private “Development Toolkit”, including a set of center and corridor design prototypes, a checklist for initial assessment of potential public-private investments (development partnerships) for local governments, a public-private development handbook, and featured pilot programs and demonstration projects. Conducting an assessment of the use of more traditional tools already in use in some jurisdictions will help provide a better understanding of their applicability to other centers and corridors.

4. Develop a new approach to gap financing. Lenders are unwilling to assume any construction or stabilization risk until their problem assets are resolved. Assemblage of land is a barrier of entry for development projects in smaller communities. Underwriting and construction loan management could be outsourced to commercial lenders with a core competency in construction lending. Interest rate risk would be mitigated with an appropriate hedge. Commercial banks are reluctant, unwilling, or unable to portfolio residential condominium loans while condominium projects achieve stabilization. Local governments could make up for this lack of available financing through providing a variety of levels of support including providing credit enhancements (e.g. third party guarantees, letters of credit, etc.) to lenders of development projects.

5. Create a new mechanism for metropolitan infrastructure investments that will support compact mixed-use development. Although further details of such a mechanism will need to be further investigated, it could be governed by the following characteristics: flexible funding source, strategic allocation not “dividing the spoils” allocation, emphasis on leveraging public and private dollars and key outcomes, constant over a long period of time.

6. Advocate for legislative changes and position the region for federal and foundation funding. State law should be amended to allow local governments in the metro region the voluntary option of whether to adopt geographically limited discretionary review for certain large, high impact developments in town centers and corridors designated in the 2040 Growth Concept. Another issue that needs to be addressed by the legislature is enhancing local authority for public infrastructure financing. State limitations on local taxes for infrastructure funding that will be necessary to build/rebuild centers and corridors should be removed. The region should also make efforts to position itself for federal support within the emerging “placed-based” funding emphasis of key federal departments and programs.

It is important to note that the EAG believes that developing these strategies further should be accompanied by an assessment of the readiness of all designated corridors and centers to fulfill 2040 aspirations, even with new tools and strategies. The EAG believes that not all centers and

corridors can be expected to develop as envisioned in the 2040 Growth Concept, at least not within the expected time frame and perhaps, not as robustly. In order to accommodate this reality, the EAG feels that there ought to be flexibility within the regional planning process to designate new centers, including some at or near the edge and to possibly change the designation of some existing centers.

This report was developed by the EAG with the primary focus of encouraging center and corridor development in both the long and short term. The group recognized that Metro, and its regional partners, are currently engaged in decision-making about the urban growth boundary and designating urban and rural reserves and further recognized that these decisions are governed by state law and have their own processes and will be governed by adopted regional criteria. While the group expressed the hope that Urban Growth Boundary and Urban Reserves decisions be strategic in light of the larger forces illuminated in this report, the information presented in this report is intended to focus on current and future challenges to successful center and corridor development.

Most importantly, the group recommends that implementation of these new efforts not simply be left to Metro to initiate or deliver on its own. Instead, these strategies should be fleshed out, added to and implemented by a new or reinvigorated collaboration between public and private interests, including community and institutional interests. In this construct, Metro would retain and even enhance its leadership role but would be able to engage the kind of cross-sector collaboration that will be needed to lead desired and necessary change in a positive way. Without this collaboration and without prioritizing this as an early action, the EAG believes that limited initiatives can be accomplished but the overall effort required will not be able to be sustained, nor its full potential realized. The need for a collaborative regional strategy is more fully explained in Chapters 3 and 4.

The EAG members thank Metro for the opportunity to offer candid and thoughtful advice and stand ready to help in continued work to build “the greatest place”.

Chapter 1

Purpose and Background

Background

The Portland area's regional government, Metro, has broad authority to plan for the future of the metropolitan area, particularly for the urbanized areas of Clackamas, Multnomah and Washington counties that include and surround the city of Portland.¹ Metro's work in this regard is guided by a long-term regional growth management plan, the 2040 Growth Concept, first adopted in 1995, that carries out the mandates of Oregon's land use planning law and establishes a vision for the region.² Metro's role has largely been to set development policy and to rely on the private sector and local jurisdictions to implement 2040 Growth Concept. However, Metro has also been involved in implementation of the long range plan in two significant ways: allocating regional transportation funds to local jurisdictions for construction of a variety of road, transit, bicycle and pedestrian projects; and acquiring permanent open space through voter-approved public bonds.³ Although Metro has independent taxing authority, it has used this power very sparingly.⁴

Since its inception fifteen years ago, the 2040 Growth Concept has posited compact, mixed-use, transit-oriented development as a central element of shaping regional growth patterns, limiting sprawl and creating livable communities. The primary locations for accommodating this kind of urban form are in areas known as *centers* and *corridors*, so designated in the 2040 Growth Concept. Directing growth into centers, corridors, and employment areas as designated in the 2040 Growth Concept has been the region's overarching strategy to preserving farms, forests and natural areas outside the boundary and protecting single-family neighborhoods within existing communities. Specifically, the region has agreed that encouraging compact development can help to address climate change, ensure equity, create jobs, and protect the region's quality of life. The centers and corridors recently inventoried for Metro's study on center and corridor performance (which did not account for the entirety of 2040 designated corridors) comprise about 12 percent of the land area within the urban growth boundary but attract about 22 percent, almost double, of the total development activity inside the three-county area.⁵ In 2002, Metro voters, upon referral by the Metro Council, committed to retain the low-density character of existing single family neighborhoods currently within the urban growth boundary – designated as single family

¹ The UGB was first established by Metro in 1979 and approved by Land Conservation and Development the following year. Since then, the boundary has been expanded a total of 186 times. However, only 3 expansions have been of significant acreage (over 1000 acres), with the biggest addition in 2002 with over 18,000 acres. From 1998-2008, the percent of total residential permits for the three-county region that occurred inside the UGB is 89 percent versus 11 percent outside the UGB [Draft 2009-2030 Urban Growth Report, Residential Analysis].

² Oregon Senate Bill 100, passed in 1973, created the Department of Land Conservation and Development (DLCD) and the Land Conservation and Development Commission (LCDC), which developed 19 statewide land use planning goals. Metro's own long-range growth management plan, the 2040 Growth Concept was first adopted by the Metro Council in 1995.

³ The Regional Flexible Fund process, through which federal funds are allocated to transportation projects, occurs every two years and is documented in the Metropolitan Transportation Improvement Plan (MTIP). The amount allocated for Regional Flexible Funds in the 2012-2013 cycle was \$67,799,741. Metro has also issued two bond measures for open space. Voters approved the \$135.6 million 1995 open space bond measure to protect over 8,130 acres of natural areas and 74 miles of river frontage. Voters also approved the \$227.4 million 2006 natural areas bond measure, which has already protected over 800 acres of natural habitat.

⁴ The Metro charter gives Metro authority to ask for voter approval for broad-based revenue sources such as a property tax, sales tax or income tax. Metro's only property tax levy for operations is dedicated to the Oregon Zoo. The charter also grants the council authority to adopt taxes of limited applicability without a vote of the people, but only after review by a citizen tax study committee. The only niche tax currently levied by Metro is an excise tax on Metro's goods and services.

⁵ According to building permit data from 2000-2007 that was recently analyzed for a Metro study on center and corridor performance. The centers used in the study include all regional and town centers, but only 70 corridors were analyzed for the study. There are many more 2040 corridors in the region than the 70 studied.

residential neighborhoods outside of regional and town centers.⁶ Other areas include employment and industrial areas that could also see substantial investment and re-development. The basic spatial diagram of the 2040 Growth Concept is shown in Figure 1.

As part of its growth management strategy, Metro has made a number of efforts in the last five years to encourage compact center and corridor-based development. These efforts include conducting public and leadership education, convening development forums and assisting pilot projects with gap financing and technical assistance. However, although centers and corridors in the metro area have been emerging and developing, they have not done so as quickly or as robustly as hoped. Centers and corridors in the region have the potential to be more successful than they have demonstrated so far. Most local jurisdictions have come to embrace the 2040 aspirations by zoning for more mixed-use capacity and, in some cases, creating urban renewal districts to spur local development. Many centers and corridors have also seen substantial transportation improvements in the last 15 years, including provision of light rail transit. However, in most cases, this transit investment alone has not provided a sufficient basis for aggressive private investment in nearby development. In order to ensure existing urban areas can accommodate future growth and achieve sufficient capacity for households and jobs, additional, more innovative tools will be needed to encourage private investment in centers and corridors.

Metro is currently shifting its focus and energy towards implementing the 2040 Growth Concept. A focus on implementation will be crucial to supporting the Making the Greatest Place initiative, the region's new, integrated approach to guiding growth and development that responds to new market, financial, social, and environmental challenges. Metro is placing emphasis on the creation of new tools and approaches designed to achieve key outcomes agreed upon by the region, such as vibrant communities, economic prosperity, and leadership on climate, within the overall 2040 Growth Concept policy framework.

Metro's request of IMS

In June, 2009, Metro asked the Institute of Portland Metropolitan Studies at Portland State University (IMS) to convene experts in real estate development and finance to identify obstacles and recommend possible strategies for enhancing the state of center and corridor development. The subsequent recommendations will be presented to Metro's Chief Operating Officer and to the Metro Policy Advisory Committee and Metro Council. It is hoped that these findings and recommendations will become part of the Making the Greatest Place policy discussions and deliberations Metro is conducting over the year with constituent jurisdictions, the general public and a variety of stakeholders on the future shape of the region, leading up to an important set of decisions that Metro will make later this year and in 2010. These decisions involve: whether, where and how to expand the urban growth boundary; where and how to designate urban and rural reserves; how to prioritize and perhaps enhance infrastructure funding within the region; whether and how to change metro-level development policies for constituent jurisdictions; and how to best foster public-private partnerships at multiple levels for implementation of the 2040 Growth Concept. Local jurisdictions will also be developing and refining aspirations and mechanisms for development of centers and corridors for which they may find these recommendations useful.

From July through September, 2009 IMS convened a group of public and private development and finance experts from around the Portland metropolitan area. That group, known for this purpose as

⁶ In 2002, the Metro Council referred Measure 26-29 to voters which amended the Metro charter to, prohibit Metro from requiring increased density in existing single-family neighborhoods. The measure passed.

the Expert Advisory Group on Developing Centers and Corridors (EAG), was composed of developers, lenders, planners, development consultants, appraisers, brokers, public sector development officials and public infrastructure providers. The group met several times at Portland State University over the summer and engaged in an active on-line discussion as well. Sub-group meetings on finance and on design and regulation augmented the large group meetings.

The EAG considered the following questions:

- Are market, financing and other trends pointing to compact, mixed-use development or not?
- If so, are there specific obstacles to this type of development in the Portland metropolitan area that should be removed?
- What actions might be taken to improve the investment environment for center and corridor development, and by whom?

Based on the EAG deliberations over these questions, IMS has prepared this report, which sets forth a number of findings and conclusions about compact, mixed-use development in centers and corridors. Also included is a six-point action plan recommended by the EAG. The action plan is aimed at developing new strategies and tools that would encourage and accelerate the development of centers and corridors in the metropolitan area over the next ten to twenty years.

The action plan makes the following recommendations, which are described in more detail in chapter 3:

- A. Establish a structure for on-going cross-sector collaboration and learning
- B. Develop a diagnostic tool for assessing the health of individual centers and corridors
- C. Develop a public-private development toolkit to facilitate appropriate development
- D. Develop a new approach to gap financing
- E. Create a new mechanism for metropolitan infrastructure investments that will support compact mixed use development
- F. Advocate for legislative changes and position the region for federal and foundation funding

The reader will note that the EAG's findings and recommendations are dramatic; they suggest an ambitious agenda and recommend a new kind of cross-sector collaboration to implement this agenda. Expanding the discussion of these objectives to leaders in the government, private, non-profit and community sectors is paramount in the group's recommendations, as is creating an ongoing, collaborative forum for continued work and education. In writing this report IMS has attempted to state the conclusions and recommendations in the voice of the EAG itself.

The members of the EAG have expressed an interest and desire to stay involved in some way as these recommendations are shared and acted upon by Metro, local governments and other groups and organizations throughout the metropolitan area.

Chapter 2

Findings and Conclusions

The shape of future development in the Portland area will be the result of several factors, some under our control and some not. These external and internal factors were identified as an important context for subsequent findings and recommendations on center and corridor development. Important external factors, climate change, increasing energy and resource costs, demographic and consumer preference shifts, infrastructure delivery deficiencies and financial/credit changes, will require us to rethink or intensify key policies and strategies that we now use. These factors represent major trends that are already beginning to evidence themselves here and elsewhere and will intensify greatly over the next several years and decades. Our ability to respond to them will have much to do with whether Portland remains a desirable place to live and a competitive place to do business. Because these factors are so large and change-inducing we have taken some effort to describe their magnitude in the next section.

There is also a crucial set of internal factors that must be re-aligned to make the most of an adaptive, creative and ultimately successful urban development strategy for the Portland metropolitan area in light of the external drivers. These factors include:

- Developing a set development templates that will work for retrofitting the area's centers and corridors within market and financial constraints;
- Building the capacity of the local development community to create value in new ways;
- Greatly enhancing public-private-institutional collaboration for both investing and learning;
- Educating local officials, planners and citizen/interest groups about the value of new development models and collaboration; and
- Developing new tools and processes for local development and development review.

These challenges and opportunities are enumerated in this chapter; recommended actions follow in the next chapter.

Challenges and Opportunities Ahead

We are entering a time of great change in urban development in the United States; this is a watershed moment in which the national economy is being reshaped and in which our patterns of urban development will also be reshaped. Global economic and environmental forces mean that the next decade will likely produce shifts in thinking and investment that may be as transformative as those in the decade following the Second World War. That decade, and the policies and investments that began in it, have largely shaped the pattern of development we live in today. The GI Bill, the mortgage interest deduction (initially limited to single family home ownership), the building of the modern highway system, the shutdown of inner city rail/streetcar systems, the availability of cheap land at the city edges, cheap fuel and energy and the re-orientation of consumer interests and the residential building industry to the expanding suburbs combined to spawn a new pattern of cities in the U.S. The post-war American city, outside of its pre-war core, is typically sprawling, automobile-dependent, socially segregated, monolithic in character, energy consuming, multi-jurisdictional and fiscally strained.

Sixty years on, the "post-war" way of building cities and communities has become no longer sustainable and may not even be desirable to consumers. Energy costs are rising, the level of carbon

emissions as they relate to global warming has become a defining issue, over-extended private lending is contracting and the gap between public resources and demands for public service and infrastructure continues to widen. At the same time, demographic changes in our population and changing consumer interests are pointing to a new demand for more urban, walkable environments with a variety of housing types and services nearby. The post-war building era is rapidly closing – it may even have closed already, with the recent collapse of the financial and credit markets. In the coming decades our cities and our national economy will be challenged to find new ways of organizing a more sustainable pattern of development. This will certainly involve finding good ways of filling in and redeveloping already “urbanized” areas – both urban and suburban - that can be transformed to create the kind of neighborhoods and communities that include elements of livability and vitality that are now being demanded by an increasing number of Americans.

The Portland metropolitan area may have an advantage over most American metropolitan areas, a running start in meeting these new challenges. This is because we have been very intentional about our development over the last several decades, making deliberate efforts to provide a level of “livability” and land conservation that are not typical of the post-war American city. Although the application of this intentionality has been uneven and the subject of continued local and regional debate, it has produced two advantages that the region may now build upon: a pattern of investments in physical development that has begun to anticipate the challenges of maintaining livability, sustainability, prosperity and equity in the “post-carbon era”; and, perhaps more importantly, a “civic infrastructure” that promotes collaboration among government, business, institutions and public interests in shaping our communities. This collaboration has encouraged innovation and promoted cost-sharing. We can use these building blocks (our “DNA”) to continue to develop our region and our communities in ways that are healthy, vital and sustainable while maintaining our sense of place and special identity, even as the metropolitan area (seven-county) grows by one million more people over the next 30 years.⁷

However, we should not assume that this potential for success will be realized on its own. It will not occur as a result of simply continuing current policies and practices, or even by making incremental adjustments to them. Instead, we must again take stock of the situation, be very intentional in our efforts and bold in our thinking. We urge the Portland metropolitan region’s policy-makers, developers, lenders, planners, architects and community leaders to understand the magnitude of the shifts occurring in the present pause in market activity and to think creatively and act deliberately. What will be demanded as the market recovers is nothing short of a new paradigm in investment, one where compact, mixed-use and sustainable development is the norm, rather than the exception or the “leading edge” as it is now, and one where public-private-institutional-community collaboration is the foundation of success. This report sets forth some ideas about how to start down this new path of more sustainable and successful urban development.

General Finding #1: Compact mixed-use development is highly indicated by major trends

The EAG considered whether market, financing and other trends point to compact, mixed-use development going forward. Our assessment is that although forces and results have been mixed thus far; this type of development will be the prototype for the next several decades. We cannot over-emphasize the importance of this. In general, this finding is supportive of the “architecture” of the 2040 Growth Concept and of keeping a tight urban growth boundary. However, as discussed in General Finding number 2; the 2040 Growth Concept and current policy are not sufficient to fully

⁷ These forecasts were released by Metro in March 2009 and are for the seven-county Portland-Beaverton-Vancouver Primary Metropolitan Statistical Area (PMSA), http://library.oregonmetro.gov/files/20-50_range_forecast.pdf.

capture the future activity indicated by these trends. Our first conclusion was reached for the following four reasons:

- a. The direct and indirect costs (including environmental costs) of low-density, sprawled development are becoming much greater and will be very difficult to sustain. This trend will likely continue and escalate as the true costs of energy and carbon are “priced in” to the development equation.**

Climate change is now documented; carbon emissions are the cause. In Oregon, transportation alone accounts for 34 percent of greenhouse gas emissions. Compact urban development and an increase in mass transit ridership can reduce transportation emissions. Pedestrian friendly compact development with a mix of land uses can reduce driving from 20 to 40 percent, and is increasingly being cited as an important factor in achieving greenhouse gas reductions.⁸ According to the Environmental Protection Agency, in 2008 passenger cars, vans, and SUVs accounted for 64 percent of all transportation emissions.⁹ Accordingly, changing land use patterns to more compact development and making investments in improved transit and transportation options can achieve meaningful greenhouse gas reductions in the long term, ranging from 9 to 15 percent reduction by 2050.¹⁰ From a consumer standpoint, peak oil and rising energy prices, long lead time for fuel efficient fleet of vehicles, and transportation costs as a share of household budget mean shorter commute trips will be demanded and home sizes will be smaller.

One challenge to increasing the amount of compact urban development is the costs and difficulty in delivering public infrastructure. In some areas the available infrastructure is not sufficient to support additional development. Metro is just beginning to document these costs through its research and planning initiatives. The 2008 Regional Infrastructure Analysis found that the public and private investment needed to accommodate growth in jobs and housing in the Portland metropolitan area through 2035 is \$27 to 41 billion, with \$10 billion needed just to repair and rebuild existing infrastructure. Traditional funding sources are expected to cover only about half that amount.

- b. Demographic changes and consumer interests are shifting demand toward more urban development forms.**

The population of the United States is projected grow by about 100 million between now and 2050. The population, which is aging, will continue to urbanize (90 percent of U.S. residents will live in cities versus 81 percent now). There is growing evidence that the population wants a more efficient living pattern – smaller homes, less private open space but more walkable neighborhoods with services close by, shorter commute times and transportation options.¹¹

Metro estimates that the population of the seven-county Portland metropolitan area will increase from 1.9 million in 2000 to 3.6 to 4.4 million in 2060.¹² Demographic changes in the Portland metropolitan area from 2000 to 2030 include a decrease in the percent of households with children (32 to 28 percent) and an increase in the percent of households without children (from 68 to 72 percent).¹³ In addition, households without children in the Portland metropolitan area are

⁸ Growing Cooler: The Evidence on Urban Development and Climate Change, Urban Land Institute, October 2007.

⁹ Regional High Capacity Transit System Plan Summary Report, Metro, September 2009.

¹⁰ Moving Cooler: An Analysis of Transportation Strategies for Reducing Greenhouse Gas Emissions, July 2009.

¹¹ National Association of Realtors & Smart Growth America, American Preference Survey 2004.

¹² 20 and 50 year population and employment range forecasts, March 2009 draft.

¹³ Arthur Nelson, Metropolitan Portland mega-trends 2005-2040, presentation to Metro Council October 8, 2008.

projected to account for 86 percent of growth from 2000 to 2040.¹⁴ These trends projecting smaller households without children underline the idea that demand is shifting from single-family homes to smaller multi-family units and even rentals.¹⁵ The Joint Center for Housing Studies of Harvard University's State of the Nation's Housing 2009 report, which summarizes a variety of 2008/2009 housing market and demographic data, reinforces how a population that is aging, diversifying and made up of smaller households will shift long run housing demand towards rentals, starter homes and senior housing.¹⁶ This demand for multi-family units in more compact and walkable settings can be met at a variety of urban and suburban scales. Centers and corridors represent opportunities to showcase and create new types of development.

c. The current credit situation is unlike anything the U.S. has experienced in many decades. This condition will likely last several years and the credit market will likely not return to the way it was.

As a result of the recent financial crisis, commercial banks are consumed by managing "problem loan" portfolios. The need to clear out backlog, including toxic loans, will prevent many commercial banks from entering into new projects for several years. Additionally, regulatory and shareholder pressure exists to reduce the percentage of loan portfolios that are related to land acquisition, speculative development, and investor real estate. Underwriting criteria has tightened, and lending for certain project types has been curtailed.

Mezzanine lenders are consumed by existing problem assets in their investment portfolio. The ability to raise capital for new mezzanine funds is limited until exit strategies, such as sale or refinance of underlying assets, for portfolio investments improve. Institutions like Fannie Mae, who in the past bought up many of these loan packages, will no longer be buying them; and it is not clear who will take on that role. Banks are also reluctant to carry too much on their books, even after backlog is cleared. Large projects will be viewed as high risk loans because the market won't necessarily absorb all of the units/spaces as quickly as in the "easy credit era" that just ended. There is no good exit strategy for lenders who will already be holding a lot of unwanted property. In the future, large equity shares will be standard.

In this new lending environment, the credit-worthiness of developer/development partners will be emphasized much more so than in the past and may become a part of federal guidelines. Developers are now required to make larger equity investments at project inception, and demonstrate ready access to liquid resources to make additional equity contributions in the event that their projects are over budget or are not achieving targeted stabilization (e.g. lease-up, sale) as underwritten. A substantial gap exists between the capital required to invest in centers and corridors to support more intensive, compact urban development required to meet the region's growth needs and the capital available to fund the investment.

Smaller/phased projects, for example 20-50 units in one to three buildings as opposed to 200 units in one building, may be easier to finance. Re-use projects that add three to five residential units in the top floor of an updated building may be the scale the market could support. The current financial preference for smaller projects holds implications for centers and corridors and requires a rethinking of construction types.

¹⁴ Arthur Nelson, Metropolitan Portland mega-trends 2005-2040, presentation to Metro Council October 8, 2008.

¹⁵ Arthur Nelson, Metropolitan Portland mega-trends 2005-2040, presentation to Metro Council October 8, 2008.

¹⁶ *State of the Nation's Housing 2009*, Joint Center for Housing Studies of Harvard University, 2009.

- d. The current level of public investment in compact urban development is not sufficient to address escalating costs of development. There will be a need for recalibration of the ratio of public to private investment in compact urban development, at least in the near to medium term, and this may differ from place to place.**

Public or institutional investment will be very important, perhaps critical for the next several years, given the financial situation described above. From a public policy point of view, we may need to recalibrate the role and share of public investment in desired development outcomes. Two approaches of public investment and involvement in desired development outcomes—infrastructure provision and direct participation in lending (including land resources)—are possible and may be needed in tandem to address the current situation. Direct participation in lending may be more difficult to implement in terms of public acceptance unless there are clear public benefits and some check and balance or relative transparency. Third party institutional and non-profit entities acting as “brokers”/participants would provide greater skill and nimbleness but require accountability where public resources are concerned.

Implications of Finding #1:

These factors indicate there will likely be a pronounced shift in demand toward infill development in the coming years, but this can only happen if supply is provided and barriers that prevent the supply of compact development types are removed.

The set of factors described above point strongly to the fact that demand will be for development inside the current metropolitan area footprint, assuming supply can be achieved. At workshops held in 2008, the region’s mayors, councilors, and commissioners endorsed scenarios that accelerated and intensified development in centers and corridors and more recently, local aspirations from communities around the region reinforced this goal. Yet for these aspirations to be realized, significant design, regulatory, and financial tools are required to achieve capacity already existing within the metro area. It is also necessary to shift our thinking about land supply. Although we have traditionally thought of supply as being raw land outside and at the edge of the region, we need to start thinking of it as underutilized land inside existing communities.

There is capacity inside the existing metro area, but it is not accessible or developable in the same way as undeveloped land outside the boundary. Metro models estimate that the region’s centers and corridors have much more zoned capacity than can be developed under current market conditions.¹⁷ This strongly supports the need for a new set of tools to unlock this excess and underutilized zoned capacity. For example, the City of Portland has estimated that 400 acres of vacant or underutilized land within its boundaries could become available for development in the next 20 years resulting in up to 100 million square feet of new building area.¹⁸

It is important to recognize that not all aspirations for growth in the region may be realized. The 2040 Growth Concept is a fifty year vision and not all centers and corridors will be developed as the 2040 Growth Concept envisions them, at least not in the 20-year time frame and perhaps not as robustly. In addition, some employment land may be warranted at the edge of the metropolitan region to meet specific needs as industry changes and evolves.

¹⁷ “Achieving Mixed use Compact Development in Centers and Corridors; Aspirations, Challenges, and Tools”, Background Information prepared for Expert Advisory Group by Metro staff, July 2009.

¹⁸ City of Portland, local aspirations, June 2009.

General Finding #2: The Portland metropolitan area will need to overcome present obstacles and create new mechanisms to further the development of centers and corridors

The EAG also considered the following question, “What are the specific obstacles to center and corridor development in the Portland metropolitan area?”

- e. The Portland metropolitan area has a significant supply of underdeveloped land inside the urban growth boundary but current development approaches will need to be reworked and some development constraints will need to be removed to unlock that supply.**

Communities around the region have aspirations for accommodating significant growth in regional and town centers, corridors, and employment areas. Generally, the communities with high aspirations for growth such as Hillsboro, Tigard, Gresham, and Oregon City have the capacity to accommodate desired growth. However, full recognition of that density on the part of the public has not been tested in very many places since the original visual preference work by Metro. Although the zoned land supply is there, it is hard to realize the potential of this capacity with existing thinking and the traditional toolkit and approaches used by local governments. There are several constraints on development that if addressed, might free up additional supply within centers and corridors. These barriers include:

- fragmented property ownership;
- difficulty in aggregating land in small parcels;
- availability and cost of parking;
- inflexible development code; and
- fees that don’t support compact development.

To better accommodate these constraints, much new development will need to be finer grained and perhaps phased; a new breed of developer or overall development approach may also be needed to work this landscape. Since our region tends to have smaller more niche developers that lack the capacity to shift to alternative cities and learn new regulatory protocols, the lack of developer capacity also needs to be addressed.

- f. Given the scarcity of resources in the public sector there is a need to both prioritize investments and consider ways to enhance resources for investment.**

Many local jurisdictions are interested in pursuing development through urban renewal and property taxes in general, but these tools have long term limitations under Oregon law due to restrictions on revenue raised through property taxes.¹⁹ In addition, the need to focus the marginal dollars generated by development that best achieves desired outcomes must be balanced with concerns about ensuring a geographically equitable distribution of resources. This raises issues of equity and geographic spread versus “leveragability”. In any case, prioritization, although difficult

¹⁹ Measure 5, adopted in 1990, limits the amount of property taxes that can be collected from each property by \$5 per \$1,000 of real market value (RMV) for education taxes and \$10 per \$1,000 of RMV for general government taxes. Measure 50, adopted in 1997, separated real market value from assessed value and reduced assessed value to 10 percent minus the 1995-1996 assessed value amount. In addition, Measure 50 froze existing property tax bases into permanent rates and limited assessed value growth to 3 percent per year unless major renovations occur on the property. Measure 50 provisions also apply to new properties, which are taxed at the same assessed value to real market value ratio as existing property.

politically, will have little effect without a new discipline around exercising leverage and cost sharing.

g. Improving certainty and reducing transaction costs in local development deals (including permitting) will be needed if infill supply is to be accessible.

Throughout the initial stages of the development process, tensions exist between certainty and flexibility and between community acceptance and time efficiency on the part of the developer. In order to overcome barriers and expedite development, certain elements of the development process need to be improved. Development and design review templates or frameworks can be developed to be regionally applicable but open to adaptation by local communities. Financial mechanisms for lowering risk in initial development deal negotiations might include the provision of seed money up front. Pilot projects that use clear information to advertise successes of reducing transaction costs and risks will be important to promoting this agenda.

h. Good design will be critical in gaining and sustaining public acceptance and building the kind of communities that we want.

The public and private sectors must pursue and promote contextually appropriate, quality development and involve community members and neighbors in the development process on a narrow spectrum of issues to help them better understand community benefits of certain development. Ordinances need to be reviewed for standards and State law that limits discretionary design review may need to be changed. A model zoning code, including form based concepts would be one way to help communities adjust their current zoning to accommodate new growth. A design toolkit, supported by Metro and a public private collaboration, is another approach that would allow communities to develop customized design standards, providing continuity and coordination while allowing individual control over the character of the result.

i. There is need for a focused and sustained collaboration between public, private, non-profit and institutional sectors to deliver on the promise of a new way of building our communities.

A focused and sustained collaboration between the public, private, non-profit and institutional sectors has not really existed in a formal way before. Although project-focused alliances have real value, the scale and complexity of the current challenge demand a higher level and more explicit forms of collaboration. An action plan like the one proposed here, including development of mechanisms for public financing and the creation of development toolkits and new development approaches may allow the results that single entities acting alone cannot achieve. Collaboration should not be viewed as being solely in the service of “deal-making” or co-investing; it must also serve the interest of education (continuous learning) and adaptive change (as we learn more and find new challenges). There needs to be a collective focus, beginning now, on educating leaders and the general public, starting with education of Metro and local officials and extending to development and design professionals and to neighborhood and other community organizations. An ongoing public private collaborative dialogue will increase understanding and build trust between different sectors.

Chapter 3

Recommended Action Plan

The Expert Advisory Group recommends that a six-part action plan be adopted as a holistic development strategy for the region. Although key elements of this plan are directed at and recommended for Metro to implement, it is equally important that local governments, professional associations, lenders and development groups also endorse it and participate in its further development. Metro should take the lead in convening the partners that will be needed to further develop and implement this Plan. Metro should also take a larger long term role in facilitating the implementation of compact urban development, by increasing its focus on an enhanced role in education, technical assistance, gap financing, infrastructure financing, and legislative advocacy.

A. Establish a structure for on-going cross-sector structure collaboration and learning.

Justification: The future of urban development, particularly infill development, will require multiple parties acting together in new ways. The traditional roles of government (regulator and infrastructure provider) and private developers (capital formation and real estate development) are not sufficient to accomplish robust center and corridor development. A more strategic view by governments of the use of tools at their disposal and more willingness on the part of private developers and lenders to meet public and community objectives and engage local governments as partners are required. This challenge may also require the emergence of a third kind of entity: quasi-governmental/quasi-private entities to facilitate aspects of development and redevelopment. This could take the form of a parking authority or regional “gap-financing” bank, possibly one that also brokers development credit transfers.

Furthermore, the shift to this new way of developing centers and corridors will take time and learning. This will require a sustained collaboration that is suitable for not only facilitating development but also for fostering on-going learning and adaptation. We need a convener, a public/private/institutional transaction broker and a University of 2040, where ongoing training and idea exchange/experimentation can occur. This kind of institution could provide a forum for regional exchange of local success stories in centers and corridors, useful strategies for achieving aspirations and ways to overcome challenges. Some formal partnership between local and regional actors should be formed to initiate this collaborative effort. Finally, public education about the importance of compact urban development and the new tools needed to achieve it should begin *now*, while the Making the Greatest Place process is engaging the community and local political leaders about achieving local aspirations.

Recommendation #1: Establish a task force composed of public, private, non-profit, professional association and institutional interests, and charge them with designing a structure that will accomplish three specific purposes:

- a. Devise an implementation strategy for this action plan
- b. Engage a spectrum of interests – particularly those policy and professional parties who will be key to the action plan’s implementation; and
- c. Examine and suggest ways in which a partnership and education function could be funded and sustained over time

The Metro Council President should convene this effort, together with the President of Portland State University and the Dean of the University of Oregon (Portland).

Recommendation #2: Establish a University of 2040.

A collaborative research think tank, the University of 2040 would advance best practices, while providing education for communities, developers, lenders and appointed and elected officials on facilitating compact urban development. The research and education provided by the University of 2040 will be central to the success of center and corridor development. Community groups must be shown that developers can act as partners, helping to achieve community aspirations. Developers need to learn how to work with the public sector to craft public-private partnerships. City councils and staff need to be educated about the complexities of financing, vertical ownership, and other on the ground realities of center and corridor development. City agencies need to engage in communication with each other and Metro to access support services. The Center for Real Estate at Portland State University runs a mentoring program for developers but the efforts need to be expanded. A University of 2040 that provides continual education and resources around achieving aspirations set forth in the 2040 Growth Concept could easily build off this foundation.

Recommendation #3: Engage in an early outreach and education effort about the findings of this report.

Teams from the Expert Advisory Group need to make contact with people at the ground level, including property owners, city officials and developers to communicate on the benefits of increased density, including improved service and urban amenities. EAG members can assist Metro over the next year in outreach efforts aimed at gaining understanding and acceptance of the findings and recommendations in this report.

B. Develop a Diagnostic Tool for Centers and Corridors

Justification: Although centers and corridors throughout the Portland metropolitan area share many attributes and aspirations, they are not all the same. They do not currently perform at equal levels nor should they be expected to perform in the exact same ways. A diagnostic tool for center and corridor health would provide a clear assessment of which areas have the necessary preconditions for successful development. This tool could be used by local governments as a self-assessment tool, by the region as a guide to making targeted regional investments and by developers to identify which areas are ready for investment. Talking in generalities can be of little use to local officials, developers and activists concerned with developing particular places. A convenient diagnostic tool is needed to assess the local conditions of these places and help in developing strategies for improvement and in efficient allocation of regional resources for assistance. In order to best use limited resources, both Metro and local governments need to make strategic investment decisions. Developers and lenders can benefit from knowing what level of commitment cities have for improvement and where they stand in the continuum of effort that will be required to achieve high performance. Developers and lenders will also make their own assessments for market values and conditions for individual projects.

The diagnostic tool will also allow communities interested in working with Metro to direct growth in predetermined centers and corridors to determine whether they have the requisite conditions for growth. If conditions in the community are not ready for growth, the diagnostic tool will provide guidelines as to the types of conditions needed. The tool would help Metro invest and target resources and help local governments build awareness, political support and the right conditions for growth. The diagnostic tool would also help developers by allowing communities to demonstrate their willingness and ability to make a public investment.

For example: Due to an insufficient street network, some regional centers lack adequate on-street parking. Creation of a street network would increase the amount of on-street parking thus allowing for new higher density development in the center. The street network would also provide greater connectivity, not only for cars and transit but also for pedestrians. The investment in infrastructure would demonstrate to Metro and potential developers that the community is a willing and enthusiastic participant in center development. Furthermore, the new streets would help to gain the support of the residents around the center by assuaging fears about traffic congestion while building a more livable community.

Recommendation #4: Develop a diagnostic tool for assessing the health of individual centers and corridors that can determine the relative strengths and weaknesses of various components in locally specific ways. A diagnostic tool might include the following:

Vision:

- Does the community have a vision that is both unique to the place and fits within the Metro 2040 Growth Concept?
- Are local codes supportive of the type of development envisioned for the area?
- Does the city have redevelopment plans and strategies for targeted areas?

Orientation and commitment to private sector:

- Is there private sector interest and/or engagement?
- Has the community identified redevelopment sites/areas and opportunities?
- Has there been a proactive outreach demonstration to the private sector on the part of the jurisdiction?
- Has the city demonstrated willingness to act as a backstop for a certain number of projects?
- Have market studies been conducted?

Resources:

- Does the community have development tools and financial incentives to facilitate desired development?
- Is the community targeting other public funds (parks, transportation, etc) towards meeting desired redevelopment goals?
- What kind of private investments have been made that carry out the intent of the plan? Do these projects have official priority designation? Are staff time and resources assigned to plan implementation? Is there a budget?

Physical and market conditions (external factors):

- What is the ratio of vacant, underutilized land compared to improvement to land values?
- What is the land utilization? Floor area ratio?
- How does the corridor function – capacity to ratio?
- What are the ownership structures and parcelization structure?
- Are the market conditions right for this type of development?
- What size of financing gap would exist for projects and what are the options?

The diagnostic tool should be easily understood by local staffs, officials, citizens and development interests, even though some of the underlying analysis may be technical. Metro, or the 2040 University function should lead the initial development of this tool and provide some level of on-going training and assistance to communities in using and refining it.

Recommendation # 5: Local jurisdictions may need to realign internal structures and protocols to address significant barriers that often stand in the way of facilitating compact development.

These challenges include a lack of a shared goal or mission among different city departments on development and building review processes, difficulty in helping to assemble small parcels of land for developers to use, and translating community aspirations into urban development. Strong direction from city leaders will be required to achieve greater alignment between city departments. The diagnostic tool mentioned in the preceding recommendation could be one way for local jurisdictions to identify necessary changes in the protocol and priorities of their city. However, a shift in the overall development approach of local jurisdictions will be required to fully achieve and accommodate the elements of this action plan and for those cities and counties to realize stated aspirations about center and corridor development.

C. Develop a Public-Private “Development Toolkit”

Justification: Public-private partnerships are essential to the success of high-density center and corridor development, which can be challenging for inexperienced developers and officials. Metro can help to facilitate such partnerships through the provision of guidance and technical support, including physical design prototypes and basic public-private development agreement guidelines and examples.

Recommendation #6: Prepare a set of center and corridor design prototypes or a design manual

Entering into a lengthy and costly public design review process with unknown outcomes can pose a significant risk to developers and finding ways to mitigate that risk is important to encouraging more quality and successful development activity in centers and corridors. Public and private expectations about the form of infill development can be greatly enhanced by having a family of physical development prototypes. These can help local efforts to implement area plans and strategies for town centers and corridors and can be helpful in developing and refining codes and in infrastructure budgeting. These prototypes can be used to illustrate site plans, building forms, phased development, parking and street design. This can perhaps be accomplished with 10 to 15 basic prototype development templates, with variations. Development codes could be adjusted to allow simplified and expedited review of projects that conform to these, including simple design review. Projects that want to or need to go another route could be subjected to more discretionary review. The exterior detailing of the approved prototypes could be subject to creativity.

Design prototypes should cover site, near off-site and building plans and elevations for at least these infill development types:

1. Mixed-use (housing above or beside office or retail)
2. Base story (wood or concrete) plus 3 stories of wood-frame over
3. Base (concrete) plus 5 stories (steel) over
4. Courtyard housing
5. Phased development

Recommendation #7: Prepare a checklist for initial assessment of potential public-private investments (development partnerships) for local governments.

Many local jurisdictions have no clear way of assessing whether a development deal that involves some expenditure of public resources or special approvals is better than the next one. In addition, it is often unclear to local jurisdictions what public investments are most crucial in attracting private development and crafting successful public-private collaborations. Both the public and private parties often defer all risk and decision to the end of the process. A standardized initial assessment process could help all parties in sorting out which deals have potential to go further in the process and which should be reconfigured or rejected. A simple decision-tree analysis could simplify the process and add transparency for the public. As an example, a checklist might ask the following questions:

- Is the proposed project within the designated target area?
- Is the proposed project envisioned in the sub-area/development strategy for the target area?
- Is the amount of the requested public participation necessary for the development to have a reasonable probability of earning a market return on the investment of his/her resources?
- Can the City reasonably anticipate earning a return on the public participation equal to the percent it would currently pay on general obligation bonds assuming a new present value calculated over a 25 year term?
- Will the architectural design of the project be commendable?

Recommendation #8: Prepare a public-private Development Handbook

After an initial screening and a project is “green-lighted” to move forward, there is still a need for the actors involved to understand the components of an eventual deal for a public-private development. This understanding can be greatly enhanced for smaller jurisdictions and relatively inexperienced developers by having some standard materials that can be customized during the process. Even for experienced developers and agency staff, potential surprises and risks can be avoided or lowered by having a common set of understandings at the outset of the negotiation process. A handbook for public-private partnerships with model agreements and processes could be helpful and could be augmented with information particular to local jurisdictions. Metro and/or the University 2040 function should prepare this material and conduct trainings with the help of real estate professionals. Alternately, a series of questions to be addressed in a non-binding letter of understanding, followed by a formal agreement, can help guide jurisdictions through the public-private development process. The following examples represent the types of questions that should be included among the many questions to be included in such a list:

- If the site is owned by the public entity, who will be responsible for remediation of any soil contamination?
- Which group(s) will have design review or oversight, when will this oversight occur and when is the determination considered vested?
- Who is responsible for the cost of each infrastructure piece (sewer, water, streets, sidewalks, street lights, and street furniture) and who is responsible for the construction of these improvements?
- If a public ROW is vacated, is there a cost to the developer, how much, what rights are retained by the public and what obligations are assigned to the public and to the developer?

Recommendation #9: Continue and enhance pilot programs and demonstration projects

Expand the Metro Transit Oriented Development (TOD) program to enable it to facilitate additional developments around the metropolitan area, particularly where there are high levels of leverage available. This should include not only some level of gap financing but also some predevelopment/feasibility work, and possibly infrastructure funding. As the recommendations in the next section are implemented and grow (gap financing bank, & regional infrastructure finance) this expanded TOD program could combine and coordinate the application of some of those resources.

Recommendation #10: Conducting an assessment of the more traditional tools already in use in some jurisdictions will help provide a better understanding of their applicability to other centers and corridors. This could be done in conjunction with the development and deployment of the “diagnostic tool” described in Recommendation #4. Some of this work may have already been done by Metro as part of its centers program. The following tools should be examined:

- High capacity transit plans/availability
- On the ground density/capacity versus zoned density/capacity
- Urban Renewal/Tax Increment Financing (TIF) programs
- Economic Improvement Districts
- Reduced parking strategies/codes
- Mixed use development codes
- Travel Demand Management (TDM) programs
- Flexible zoning codes
- Incentives for more efficient energy use, including the disclosure of a building’s energy performance at the time of sale, that will help to fuel needed building and district-scale economies – e.g. market pricing bonus/penalty, district energy.
- Investment protocols and partnership information including incentive based pilots of prototypes that can be taken to scale for regional centers, entry-level requirements for self identifying (if you are willing to come to this level then you have access for these programs).

D. Develop a new approach to gap financing

Justification: Mezzanine lenders are consumed by existing problem assets in their investment portfolio. The ability to raise capital for new mezzanine funds is limited until exit strategies (e.g. sale or refinance of underlying asset) for portfolio investments improve. Commercial banks are consumed by management of problem loan portfolios. In addition, regulatory and shareholder pressure exists to reduce the percentage of loan portfolios that are related to land acquisition, speculative development, and investor real estate. Underwriting criteria has tightened, and lending for certain project types has been curtailed. Secondary markets (e.g. Fannie Mae, Freddie Mac) have tightened underwriting requirements, frustrating exit strategies for construction lenders on condominium and single family residential projects. Developers are now required to make larger equity investments at project inception, and demonstrate ready access to liquid resources to make additional equity contributions in the event that their projects are over budget or are not achieving targeted stabilization (e.g. lease-up, sale) as underwritten. A substantial gap exists between the capital required to invest in centers and corridors to support more intensive, compact urban development required to meet the region’s growth needs and the capital available to fund the investment. This gap might require a more active public role and involvement in the financial equation. The lending market is changing and now is the time to build the capacity to structure a variety of creative lending tools and mechanisms that take advance higher levels of collaboration between the public and private sector.

Recommendation #11: Local governments use Community Development Block Grants (stimulus), or other federal or local resources to acquire land or under-performing properties (bank “Other Real Estate Owned”) located in centers and corridors.

Benefits: Land or under-performing properties can be acquired at a low cost (e.g. lenders are motivated sellers). Acquired properties can be “inventoried” until market conditions improve. Pursuant to a development agreement, properties can be donated as “developer equity” once performance based “success” hurdles have been achieved (e.g. meets “green”, transit, affordability, market stabilization tests, etc).

Recommendation #12: Local governments use bonding authority to provide construction and stabilization financing for projects. Underwriting and construction loan management could be outsourced to commercial lenders with a core competency in construction lending. Interest rate risk would be mitigated with an appropriate hedge.

Benefits: Local government benefits from project completion, and may earn a return on the loan portfolio (e.g. coupon, less cost of funds/fees to lender for underwriting and servicing/interest rate hedge/credit risk). If possible, local government could participate in project profits due to the level of risk assumed.

Recommendation #13: Commercial banks are reluctant, unwilling, or unable to portfolio residential condominium loans while condominium projects achieve stabilization. Local governments can portfolio residential condominium loans while condominium projects achieve stabilization. Underwriting and interim servicing of residential mortgages would be outsourced to mortgage lending departments of commercial banks (fee for service) to insure that mortgages meet secondary market requirements, payments are applied correctly, and hazard insurance is tracked. Local government mitigates rate risk with an appropriate hedge. Cash would be returned to the local government when the portfolio can be sold on the secondary market.

Benefits: Local government benefits from project completion, and may earn a return on the loan portfolio (e.g. coupon, less cost of funds/fees to lender for underwriting and servicing/interest rate hedge/credit risk). Developer and lender enjoy greater certainty to their exit strategy.

Recommendation #14: Local governments provide credit enhancements (e.g. third party guarantees, letters of credit, etc.) to lenders of development projects.

Benefits: Local government minimizes cash outlay (assuming project performs) and benefits from project completion. Developer and lender enjoy greater certainty to their exit strategies.

Recommendation #15: Demographics must be well researched and support the project problem it is designed to solve (e.g. seniors, workforce housing, live workspaces, etc). Local governments can enlist the assistance of experienced developers for input on what will be required for successful development. Larger projects must be scalable (e.g. a 200-unit housing project would be phased as four 50-unit buildings to reduce construction and stabilization risk. Commercial lenders with capabilities to provide construction, stabilization and permanent financing need to be at the table at project inception.

Benefits: Large and small developers have the capacity and interest to participate. Construction and stabilization risk is reduced.

E. Create a new mechanism for metropolitan infrastructure investments that will support compact mixed-use development. Although further details of such a mechanism will need to be investigated, it could be governed by the following characteristics:

- Flexible funding source
- Strategic allocation not "dividing the spoils" allocation
- Emphasis on leveraging public and private dollars and key outcomes
- Constant over a long period of time

F. Advocate for legislative changes and position the region for federal and foundation funding

Justification: One attempt to broaden the authority to allow discretionary design review to include housing in centers and corridors locations, had region-wide endorsement from Metro and a coalition of cities in the 2007 legislative session, but did not pass. The 2007 bill (SB 891) nearly passed when industry groups were either supportive or took a neutral stance, but a very small group of affordable housing advocates were effective with one Legislator in raising the concern that design review could add to the cost of housing developments and that some jurisdictions might use the authority to discourage needed housing. In a different strategy, the City of Portland sought a similar bill in 2009 (SB 907) and those were unsuccessful as well, drawing additional opposition from the state homebuilders association. The city has experienced examples of poor design and siting for large housing developments along key light rail station areas, particularly in East Portland where the lot pattern and lack of street grid do not lend themselves to a "clear and objective" measurable "standards" template.

Recommendation #16: State law should be amended to allow local governments in the metro region the voluntarily option of whether to adopt geographically limited discretionary review for certain large, high impact developments in town centers and corridors designated in the 2040 Growth Concept. Despite the previous challenges of passing similar legislation, this effort should be continued as it would address significant challenges to development in centers and corridors. For example once common templates and overall design guidelines are in place for local centers and corridors, the permit approval process should be much easier to navigate for applicants and the public; however, some form of design review will be needed to maintain quality, reassure the public and prevent writing overly prescriptive codes. In complex mixed-use environments, this is best accomplished by limited discretionary design review. However, currently State law (ORS 197.303 – known as the Oregon Needed Housing Statute) prohibits local jurisdictions from enacting such discretionary authority for development where housing is included, even in limited geographies outside of Portland's Central City and Gateway Regional Center districts.

Recommendation #17: Metro should help cities improve the design quality in their centers and corridors by convening a stakeholders group for advice and consultation on how to conduct a study of the design review issue. A study might include best practices, examination of better "standards" for difficult sites and a cost-benefit analysis to assess any impacts to affordable housing – using existing design review examples. Metro could propose a safe harbor region-wide minimum design guideline template or a "clear and objective" standards template that then could be executed locally.

Recommendation #18: Infrastructure Finance - Local governments have limited authority to raise revenues in order to provide increased capital for public investments and public-private partnerships. State law currently places restrictions and in some cases, outright prohibitions, on

city, county and regional government taxing authority. Past initiatives capping property taxes have significantly reduced core local government revenues. The region should petition the state to review limitations on local taxing authority to provide new tools to make public investments in centers and corridors, particularly removing state restrictions on local taxing authority. Allowing the Portland metropolitan region to raise revenues to support public investments will be critical to the success of future growth and development

Recommendation #19: Place-based programming at the federal level - A new approach to federal funding that encourages collaboration among several federal agencies (HUD, EPA, DOT) provides an opportunity for the metro region to be an innovator in leveraging dollars to execute key development projects. The region should work to be a leader in demonstrating how to combine funds from different sources together to make a difference in the financial feasibility of the project. For example, the region should work to leverage existing transportation dollars, MTIP, HUD, CDBG or new affordable housing funds, and brownfields and other environmental funds and use this experience to support future success in securing additional federal funding.

Chapter 4

Role for METRO

Metro is central to the successful development of centers and corridors. The following new or expanded roles for Metro within its existing general authority should be considered. In some cases it may be decided that a new or other existing third party should take on all or part of a role described here, at some point in time. However, all of these are essential for carrying out an adequate centers and corridors development program of sufficient scale and timing and Metro should have some role.

- *Convener/facilitator* - Convene experts such as the task force mentioned in the action plan to refine the implementation of these recommendations.
- *Education and Outreach* - Enhanced role in funding and facilitating education and outreach programs and forums that share local successes in these endeavors.
- *New tools for center and corridor/compact, mixed-use development* - Develop and promote new tools to address obstacles to development.
- *Infrastructure financing* - Help to increase the total funding available by bringing new money to the table to support infrastructure. Also working to be creative in using a mix of public dollars to leverage private funds.
- *Gap financing bank* - Possibly act as manager of money put together by several lenders, lending sources.
- *Pilot programs/manager of predevelopment funds* - Offer resources and assistance on pre-development and feasibility studies for local jurisdictions.
- *Expanded incentives* - Operate a program to entice jurisdictions with various incentives to pursue compact urban development.
- *Technical support* - Increase technical support for project phasing and implementation, template development agreements, model zoning code, SDC credits, public-private collaboration, and diagnostic tools so local partners may better tackle challenging projects.

Chapter 5

Next Steps

This report contains recommendations that can be accomplished in both the long and the short term. Elements of the action plan also must be accommodated within the existing programs, priorities and budget capacity of Metro and local jurisdictions. Specifically, Metro's three-year long "Making the Greatest Place" effort is in the final stages of decision making. This process will culminate in decisions on transportation and land use priorities through actions on the Regional Transportation Plan, the Urban Growth Report, and urban and rural reserves in 2009. With these decisions, Metro has indicated that it will shift to an "implementation" phase of Making the Greatest Place.

This focus on implementing the policy priorities designated in the Making the Greatest Place process will help guide the agency's overall budget priorities discussion and the Planning Department's 5-year strategic plan that are currently underway. Metro Council and Metro staff will use the recommendations on promoting development outcomes presented in this report to help inform these budget and strategic planning processes, and decide how to advance the action plan described here.

Metro staff will also continue to coordinate with interested EAG members on the details of the group's recommendations as time, schedules, and interest allow. The EAG believes that there are a few recommended actions that can and should be adopted within the next several months. First, the EAG strongly emphasizes the importance of conducting outreach to local jurisdictions and the general public around the findings and recommendations presented in the report. Select EAG members will present the report to the Metro Council and to the Metropolitan Policy Advisory Committee (MPAC) as well as to local jurisdictions who are interested.

In addition, the EAG feels that it is important for Metro to begin the process of developing a collaborative effort between the public, private and institutional sectors that promotes successful center and corridor development. As mentioned in the action plan, the EAG recommends that Metro Council President David Bragdon convene potential partners from the University of Oregon, Portland State University, local jurisdictions and private developers and real estate interests to discuss how to best advance regional collaboration and education around compact urban development. It is unclear what form this effort will take. The EAG strongly recommends that Metro begin to lay the groundwork for this effort shortly after the report is released in order to maintain momentum around the recommendations and build support for future efforts like the University of 2040.

Background Documents Investing in Centers and Corridors

Challenge:

As we recover from the current recession and real estate development rebounds from its present dormant state, what will make private investment to develop centers and corridors in metropolitan Portland more attractive, robust and timely? What will make these projects “pencil out”?

Assumptions:

1. **Population and employment in metropolitan Portland will grow substantially** over the next two decades and billions of dollars of private and public capital will be expended to serve this need, as well the changing needs of the current population and employers. The Portland metro area has had, and will likely continue to have an explicit and **proactive set of public policies (at the local and metropolitan level) that will help shape this growth**. In general terms, these policies have been effective in directing growth and change to date toward regionally held aspirations for quality of life, economic vitality and environmental health.
2. **Several other important trends indicate that compact, mixed-use development** (such as that available in centers and corridors) **will play an increasing role in market demand and public expenditures** in the coming decades: rising energy costs to consumers and businesses, the emerging imperative to reduce the “carbon footprint” of urban development, the growing and systemic deficiencies in public infrastructure financing and the need for infrastructure efficiencies, an aging population and reduced household size, and growing consumer interest in convenient, walkable and sociable districts as centers for daily life.
3. **Centers and corridors play a central role in adopted policy and in recently affirmed local aspirations for focusing new development**. Whereas significant land areas with the metro region are planned for (or will continue to serve as) low-density residential use or for industrial/employment use, more intensive, mixed-use development of centers and corridors throughout the region is and will remain a key public policy objective. Although centers and corridors represent only about 12 percent of the land area inside the current Urban Growth Boundary, they represent the potential for several times that amount in development capacity. They also represent perhaps the most important opportunity for developing local identity and local housing, employment and transportation options. To some extent this pattern and policy also exists in Clark County, which is outside of Metro’s jurisdiction but is an essential part of the metropolitan economy. Through conversations and work sessions with local elected leaders and stakeholders, Metro has recently reaffirmed local aspirations to further develop centers and corridors as a central component of directing new growth and investment.
4. **Whereas there have been notable successes in center-based mixed-used development in the last decade, it is clear that there are also significant challenges and obstacles to be overcome in developing many of the region’s centers and nearly**

all of its corridors to a level commensurate with local and regional aspirations. The Pearl District, South Waterfront, the Hollywood district and several main streets in Portland have seen a clear pattern of investment that reflect these goals, as has downtown Vancouver. There have also been notable projects in Gresham, Hillsboro, Lake Oswego and Milwaukee that indicate future potential for development of robust mixed-use districts. However, many centers and corridors, even those well served by transit and with appropriate zoning, have seen little of this kind of investment. Metro has summarized the challenges faced by local cities and counties in achieving compact, mixed-use development, based experiences reported by local jurisdictions and, to some extent, by private sector developers, as well as from Metro's own TOD program (see summary list attached). These range from regulatory issues, to infrastructure finance to community acceptance (neighbors) and other issues. This list of challenges should be reviewed and augmented by this Expert Advisory Group.

5. **Compact mixed-use districts (centers and corridors) in the Metro area should not all be expected to develop at once and, because conditions vary from area to area; future strategies will need to be nuanced to fit local situations and the metropolitan development toolkit should be sufficiently broad to allow different approaches in different locales.** A number of factors influence the readiness of centers and corridors for robust, compact mixed-use development, including market strength, community and political will and presence of infrastructure. In the attached summary of center and corridor development over the last decade, prepared by Metro staff, it's clear that some centers are established, others are emerging and some are only planned or new and have not yet become ready for the kind of development envisioned by the 2040 Growth Concept. One question that arises then is: should infrastructure investments be concentrated in areas that show readiness now and turn to investments in other places once they reach a point of readiness? The Metro summary document provides a good jumping off point for discussion of this and other issues.

Key questions for discussion by the Expert Advisory Group:

1. Which of the identified challenges/obstacles are most important to work on in the coming months, or year, and by whom? Are there additional challenges to be identified?
2. Will public-private partnerships (project-based or broader) be essential to center and corridor-based development? In what forms?
3. Are there new or existing tools or strategies that merit particular consideration? What are some leading ideas for further exploration?

**Achieving Mixed Use Compact Development in Centers and Corridors:
Aspirations, Challenges, and Tools
Background Information**

Prepared for Expert Advisory Group by Metro staff, July 2009

Introduction and Background on 2040 Growth Concept

Consistent with the region's 2040 Growth Concept, local jurisdictions throughout the Metro region have created visions for their communities and adopted plans for growth. Using a variety of tools, and financial incentives, communities have implemented some of their plans and have aspirations to see even more of their visions turn to reality.

A key part of the 2040 Growth Concept calls for investments in centers and corridors to support more intensive, compact urban development in order to meet the region's growth needs. Regional Centers are larger and serve markets of 100,000s while Town Centers serve markets of 10,000s. Corridors, main streets and station areas are other locations targeted for mixed use development. Though they cover only 12 percent of the region's land area, centers and corridors hold existing zoned capacity to meet a significantly larger share of the region's growth.

At workshops held last fall, the region's mayors, commissioners and councilors endorsed scenarios that accelerated and intensified development in centers and corridors and expressed willingness to consider new tools to support this development.

The Institute of Metropolitan Studies, under contract by Metro, will convene a dozen experts in the field of finance and development to provide advice on how to encourage private investments and achieve the kind of vibrant places that communities desire.

This paper, prepared by Metro staff, provides background information for the panel on the status of the centers and corridors in the region, the aspirations and challenges for these areas and the tools that have been considered in the past to overcome barriers. The paper is intended to help set the stage for discussion and recommendations by the expert panel on the following questions:

- Are we identifying the right challenges? Are there some missing?
- Are these the right tools? What tools should we be applying?
- How can the public and private sector best work together to leverage successful development?

Status of Centers and Corridors

Over the last 15 years, since the 2040 Growth Concept was adopted, local jurisdictions have developed plans for the Central City, seven Regional Centers and 33 Town Centers designated on the regional 2040 Growth Concept map. In addition, communities have developed plans for main streets and station communities designated at light rail stations outside of these centers. To a lesser extent, communities have planned for mixed use development on corridors designated on the 2040 Growth Concept map, which make up 400 miles of major and minor arterials and state highways. Centers and corridors combined make up about 12 percent of the area inside the urban

growth boundary. Metro’s models estimate that these areas have much more zoned capacity than can be developed under current market conditions.

- For the last eight years for which data was available (2000 – 2007), the three-county region (Clackamas, Multnomah and Washington counties) recorded \$20.5 billion in commercial and residential improvement investments based on building permit data. These investments (in raw dollars unadjusted for price changes) included the whole range of improvements for which building permits are required from parking lot resurfacing to multi-story office buildings. Of this amount, about two thirds was devoted to residential investment and one third was devoted to commercial investment. While centers and corridors only make up about 12 percent of total regional acres, they attracted 22 percent (or almost twice) of the total investment in the region. Commercial investment predominates in the Central City and Regional Centers while residential development predominates in the Town Centers and corridors.

Three-County private investments as measured by building permit values 2000 - 2007			
	Commercial	Residential	Total
Three county investments	\$6.8 B	\$13.7 B	\$20.5B
Share of three county investments in Centers and Corridors	\$2.5B (36.8%)	\$2.0 B (14.6%)	\$4.5B (22%)

Source: Building permit value data from Multnomah, Washington and Clackamas counties 2000-2007.

- The region’s centers have experienced different levels of private re-investment and effects on creating compact mixed use development. Some centers are established and have existing examples of vibrant mixed use businesses and residences, others are just emerging as centers and others are new centers in the planning stages. Very few of the region’s corridors have developed as vibrant, compact mixed use areas. The large acreage of these areas and zoned capacity presents a large untapped potential.
- Many factors influence the readiness and development interest in centers and corridors.
 - **Existing urban form-** Some centers have a pedestrian friendly, grid-like development pattern, some are highly auto-oriented and lack a pedestrian environment.
 - **Investment incentives-** Some jurisdictions have directed financial assistance through urban renewal and other incentives to enhance development potential in centers and corridors, many have not.
 - **Level of establishment-** Some centers are established and have existing examples of vibrant mixed use while others are just emerging and others are new centers in the planning stages.

- Past regional investments also have influenced the readiness of development in centers and corridors, including:
 - **Level of regional access**- Some centers are located along limited access highways while other centers and corridors are located on local or county arterials;
 - **Level of transit service**- Some centers and corridors have high capacity transit or frequent bus service while others have little or no service; and
 - **Level of street enhancements and connectivity**- Including green spaces, trails and other amenities.

The following examples give a very brief overview of current status of development in the Central City, Regional Centers, Town Centers and Corridors.

- **Central City:** About half of the 3000 acres included in the Central City, (after accounting for parks, the river and public right of way), can accommodate development. The area includes about 21,000 housing units and 70,000 jobs today. Since 1990, the area has developed an average of 1.3 million square feet of new development per year, according to the Bureau of Planning. The Central City has the highest levels of private investment, estimated at \$25/square foot based on the building permit data – or 10 times the value invested other centers and corridors. Values from building permit data can be more than ten times less than assessed value. Since 2000, the building permit data suggest about \$1.6 billion was invested in the Central City, or about one quarter of the total centers and corridors permit value.

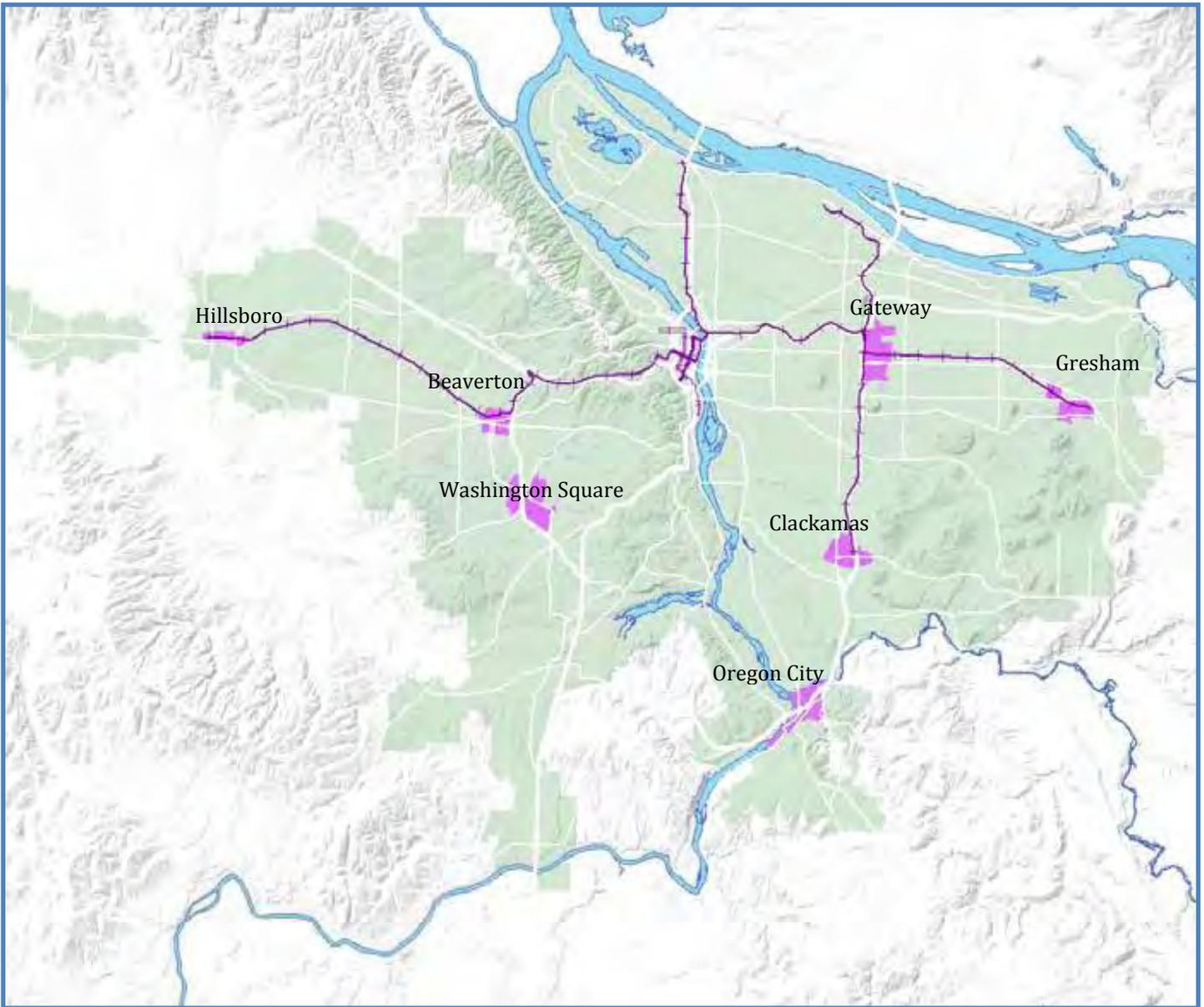


Figure 1: Areas Designated as Regional Centers in Local Plans

- Regional Centers:** The seven Regional Centers, shown in Figure 1, account for about 3,400 acres. They range in size from 144 acres (Hillsboro) to 617 acres (Gateway). On average, they have a density of about 28 people per acre (people per acre refers to people who live and/or work in the area), less than 2 businesses per acre and 3 dwelling units per acre²⁰, as shown in Figure 3. They reflect a mix of orientation – from government centers to regional shopping malls to historic town centers. The following highlights a few of the distinguishing characteristics of these Regional Centers:

²⁰ State of the Centers Report, Metro, 2009.

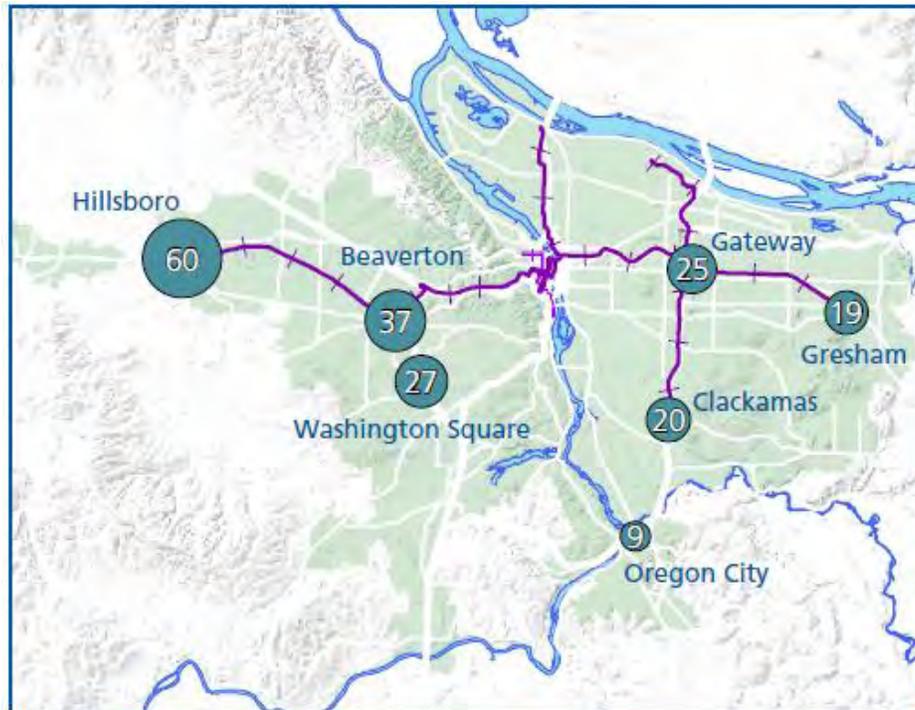


Figure 2: People per Acre in Regional Centers (includes residents and workers).
Source: State of the Centers Report, Metro January 2009 (ESRI business analyst data, www.ESRI.com)

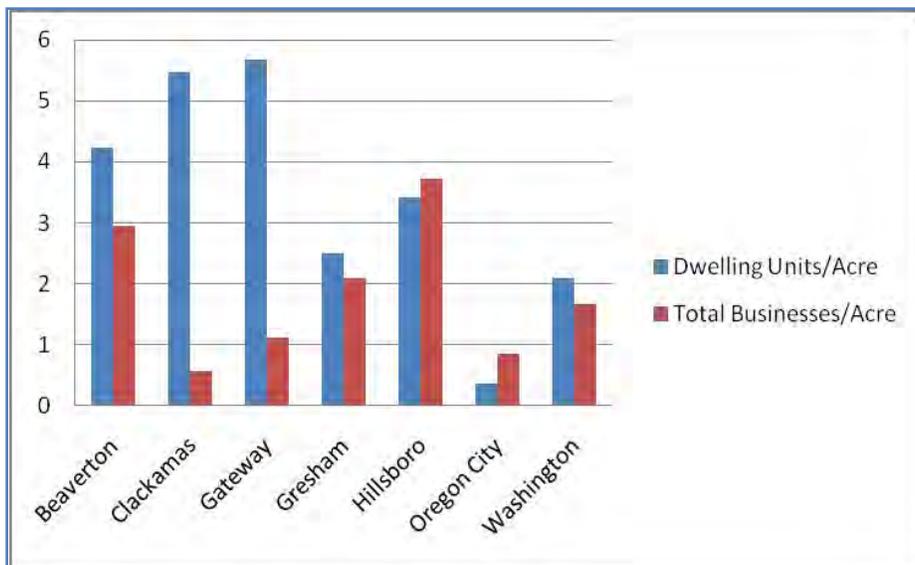


Figure 3: Residential and Business Density in Regional Centers

This figure helps illustrate the variety of urban form among the regional centers and shows which centers contain primarily residential or business developments or both.

Source: State of the Centers Report, Metro January 2009 (ESRI business analyst data, www.ESRI.com)

- Washington Square Regional Center - Home of a major retail mall dating to the 1970s, the Center is located in both Tigard and Beaverton and has access to Highway 217 and several Washington County arterials and most recently, the new Westside Express rail. It has the lowest number of people per acre (5 people/acre) of all the Regional Centers based on the number of people living and working in the area and is a regional destination for shoppers. The Washington Square Center plan, a multi-jurisdictional effort, was completed within the last ten years to guide development.
- Hillsboro Regional Center – Located in historic county seat of Washington County, Hillsboro has more people per acre (60 people/acre) than other Regional Centers largely due to its government and institutional job base. It has direct light rail access to the Central City and is some distance from a limited access Highway 26 to the north. The City released a draft Downtown Community Plan in June and is in the process of revising their downtown code and considering urban renewal among other investments to support development. Recent larger scale development projects include the new Pacific University Campus expansion in downtown as well as a new City Hall and housing.
- Gresham Regional Center – The center includes two neighborhoods, Civic Neighborhood and downtown, within its 387 acres. The downtown is the historic center of Gresham while the Civic Neighborhood is the new government and commercial area developed around the light rail station. The area currently has 19 people per acre, an average level of dwelling units per acre and above average level of businesses per acre, compared to other Regional Centers. The city of Gresham has made a major investment in civic buildings and has partnered with Metro on several transit-oriented development projects. The City is currently updating its downtown code to support redevelopment and has applied vertical housing tax credits and explored other financing tools. Highway access between I-84 and Highway 26 has long been on the region’s list of transportation projects to improve access to the Regional Center and manage through traffic.
- Beaverton Regional Center – Serving as a commercial center located at the crossroads of two state highways (Hwy 8 and Hwy 10), Beaverton has a historic downtown with multiple property owners and small businesses, as well as larger scale development in the commercial area around the Beaverton Fred Meyer. Beaverton developed plans around the light rail stations and partnered with Metro for transit oriented development at the Beaverton Round and the Westgate site. The area has more people per acre (37 people/ acre) along with more dwelling units and businesses per acre than average for Regional Centers.
- Gateway – Located in the city of Portland, Gateway is the only center served by two Interstates (I-84, I-205) and, when the Max Green Line opens in the fall, by three light rail lines. Gateway has one of the highest levels of dwelling units per acre (6) and people per acre (25) in the region. The 617-acre area includes established

commercial and residential neighborhoods. Plans for Gateway call for major street improvements, including sidewalks, medians and increased connectivity within the super blocks, and new parks, plazas and other amenities to support redevelopment. The City has established an urban renewal area for Gateway to provide financial incentives.

- Oregon City Regional Center – Oregon City is similar to Hillsboro as a historic county seat and has access from Highway 99E and I- 205. The center has the lowest number of people acre (at 9) compared to other regional centers and covers 414 acres. The City of Oregon City has focused recent redevelopment efforts on two opportunity sites within the Center: a commercial development called The Rivers; and a mixed use residential project at The Cove. Both projects are in the final stages of planning.
- Clackamas Regional Center – In an unincorporated area, the Clackamas Regional Center is the home of a major regional shopping mall. The center, which includes the residential areas near the mall, has one of the highest dwelling units per acre (6) and lowest number of businesses per acre. Urban renewal funds supported access to the Center from I-205, the soon-to-be opened MAX Green Line, access within the center and other investments in the 489-acre center. The County has plans for new development opportunities associated with the station areas along the MAX Green line.

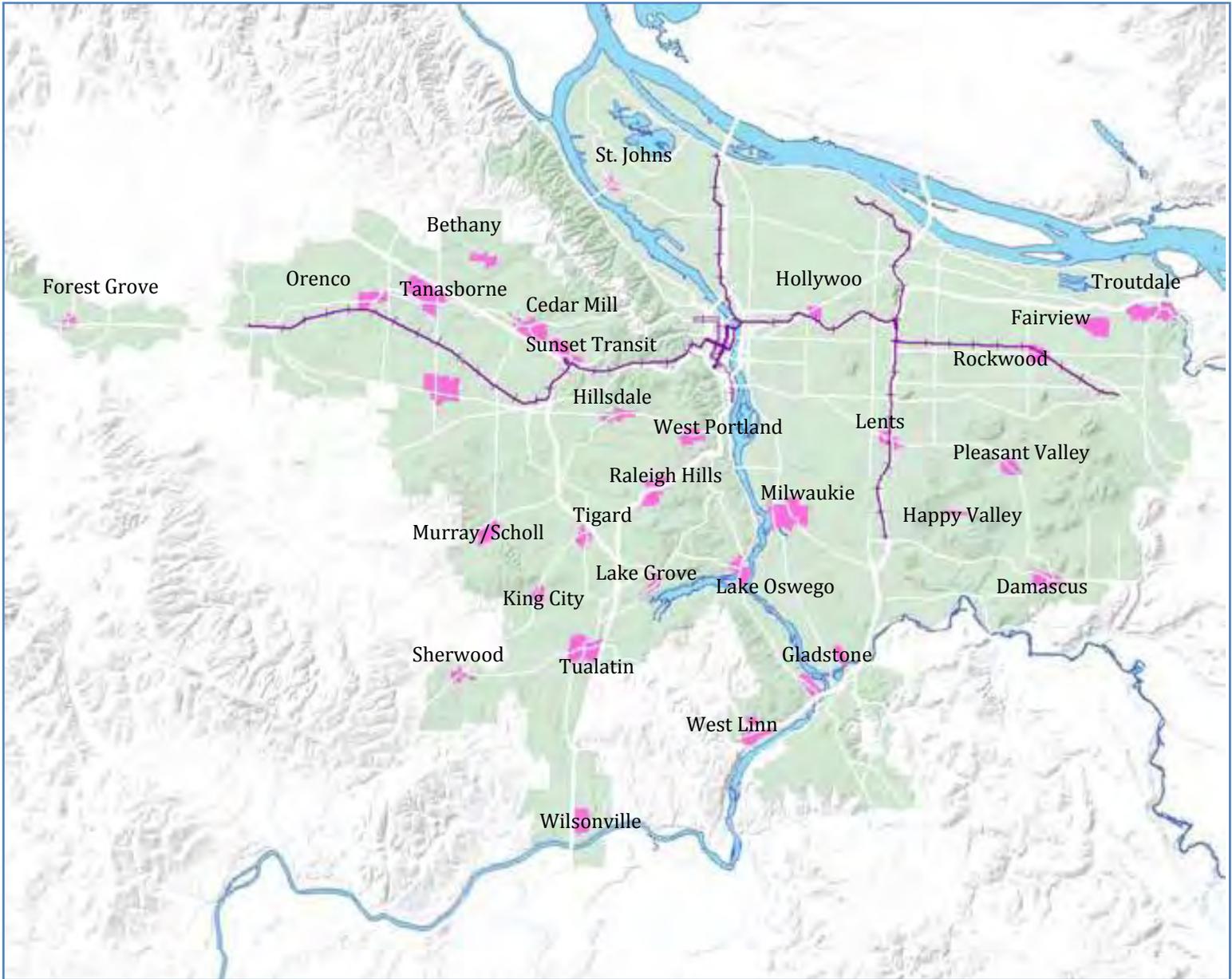


Figure 4: Areas Designated as Town Centers in Local Plans

- **Town Centers:** The Town Centers as a whole cover about 7,800 acres and range in size from the smallest at 48 acres (Gladstone) to the largest at 405 acres (Tanasbourne). Figures 4 and 5 illustrate the Town Center locations and their size. On average, Town Centers are more residential than the Regional Centers with higher average dwelling units per acre (5) and fewer businesses per acre (.5). The Town Centers cover a wide range of mixed use development status with some relatively recently developed, some emerging as centers and some more established. Some Town Centers are the downtown areas of small towns, some are new towns and some are older neighborhoods. Figure 6 illustrates the variety in the current physical character of the Town Centers. Some, such as Hollywood, have higher residential and commercial density. Others, such as Murray/Scholls have residential, but not commercial density and others, such as Pleasant Valley, are not yet developed. A few examples of the current status of Town Centers include:
 - Established Town Centers – Some Town Centers contain established historic downtowns with some already existing mixed use or compact development. Tigard, Lake Oswego, Tualatin and Forest Grove Town Centers are examples of centers located in established commercial districts with some mixed use development. Lake Oswego is an example of a center that applied urban renewal to support commercial and residential development at the Town Center scale. Hollywood and Hillsdale, in Portland, offer other examples of mixed use development in an older, established neighborhood. Milwaukie, another historic downtown, also has had recent mixed use development. These centers have access to a state highway or interstate. Over the years, these communities have invested in redevelopment and streetscape improvements and have developed plans for their communities that include high capacity transit, trails, parks or plazas.
 - Emerging Town Centers – Some Town Centers are more recently developed and are emerging as leaders with some mixed use or compact development. Orenco and Tanasbourne in Hillsboro, Bethany and Fairview Village Town Center are examples of Centers that have begun to develop over the past 20 years with more residential than business density. These emerging centers have somewhat limited transit service available, although Orenco is in a light rail station area, and have vehicular access from either state highways or interstates.
 - New Town Centers – Some centers are so new that they have not yet developed and are in the planning stages. These include the Pleasant Valley and Damascus centers which were recently added to the urban growth boundary as well as area that are still developing their centers plans, such as Happy Valley. These areas have limited vehicular access and little to no transit service.

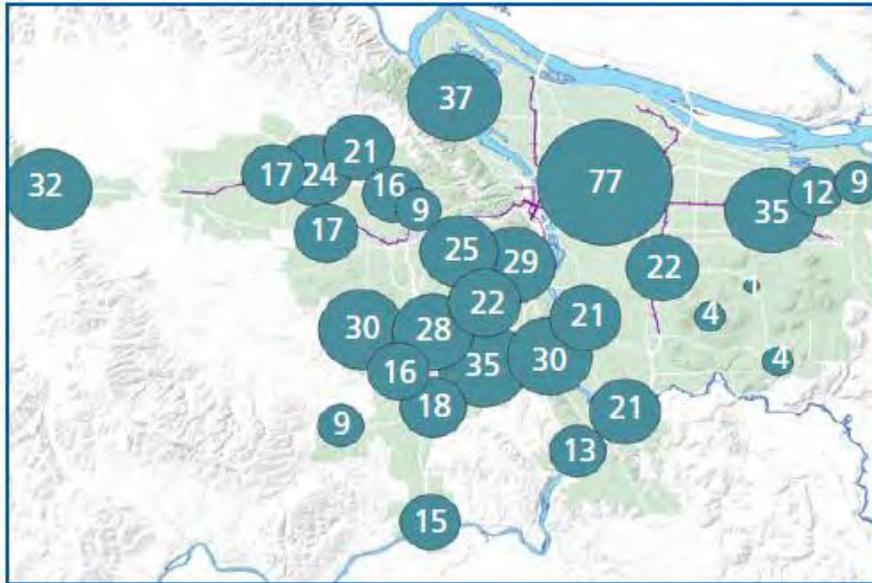


Figure 5: People per Acre in Town Centers (includes residents and workers).

Source: State of the Centers Report, Metro January 2009 (ESRI business analyst data, www.ESRI.com)

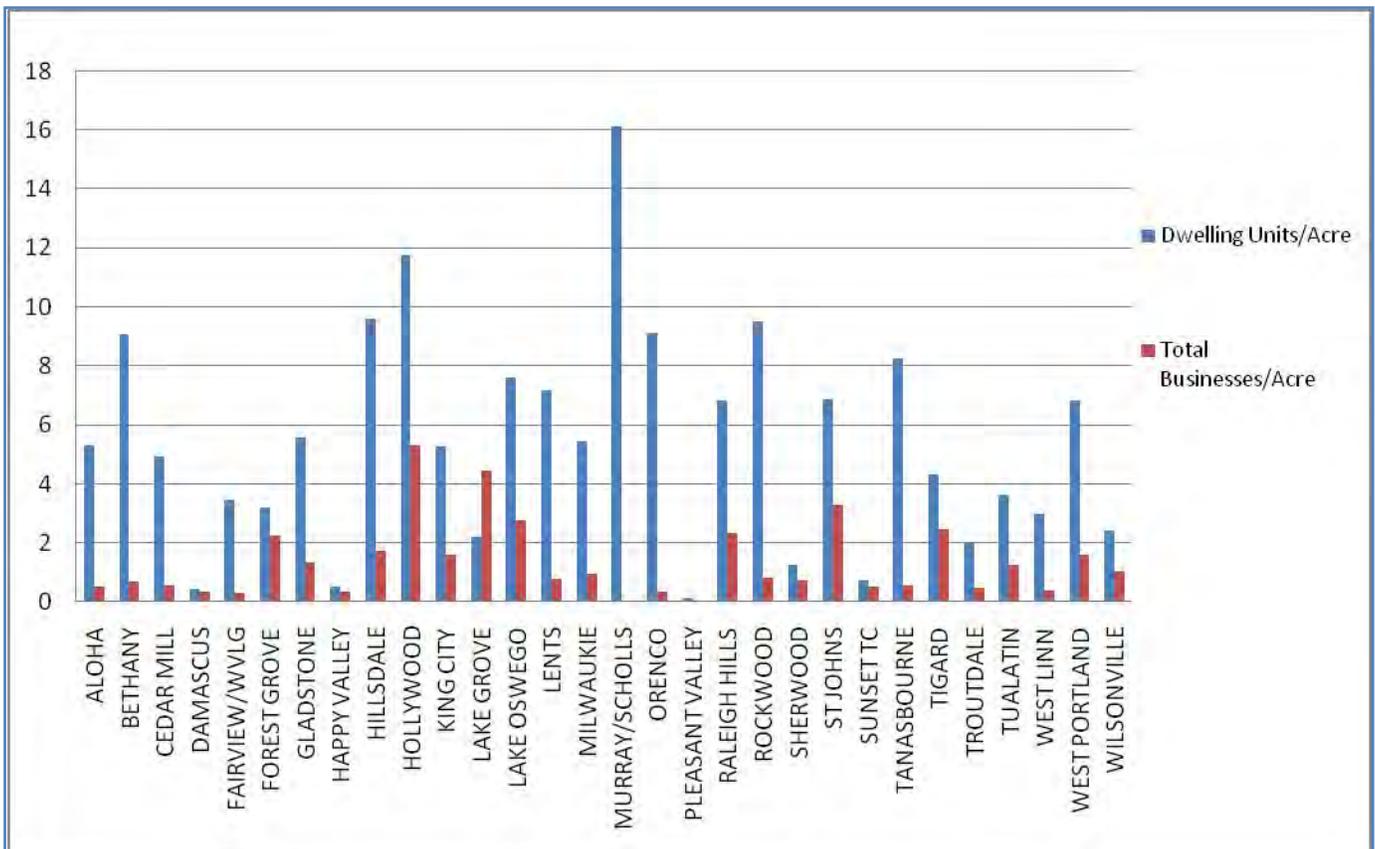


Figure 6: Residential and Business Density in Town Centers

This figure helps illustrate the variety of urban form among the town centers and shows which centers contain primarily residential or business developments or both.

Source: State of the Centers Report, Metro January 2009 (ESRI business analyst data, www.ESRI.com)

- **Corridors:** Corridors reflect the largest acreage of any of the 2040 design types at over 16,000 acres. The corridors are located along existing and past state highways and major arterials and include some historic main street districts. The Corridor designation on the 2040 Growth Concept map, represented in figure 7, includes a half block on either side of the road. Some of the corridors are designated as main streets. Many of the corridors, but not all, are served by frequent bus service and most of the corridors carry high traffic volumes. Few communities have developed plans to implement these corridors as mixed use development and some of the corridors remain in single family residential use. The corridors are quite varied and represent great potential for redevelopment. Examples of the variety of corridors include:
 - Main streets – Examples of corridors on main streets include Tacoma Street in Sellwood and Adair/Baseline in Cornelius and Walker Road in Beaverton. In Portland, Southeast Belmont, and Southeast Hawthorne are examples of main streets with mixed use development. Some of these Main streets function more like centers in that commercial and multi-family development extend beyond a half block on either side of the road.
 - Major city or county arterials- Examples of these corridors include Northeast MLK, Interstate Avenue, Division Street and other major arterials in East Portland with commercial and residential redevelopment. While they may carry high traffic volumes, the street design of the more developed corridors supports other modes.
 - State Highways - Many of the region’s corridors are located along state highways that play a major role in vehicular traffic flow. Examples include, 82nd Avenue, McLaughlin Boulevard, Powell Boulevard and Beaverton Hillsdale Highway. While these corridors have experienced commercial and residential investment, little mixed use and compact development has occurred.

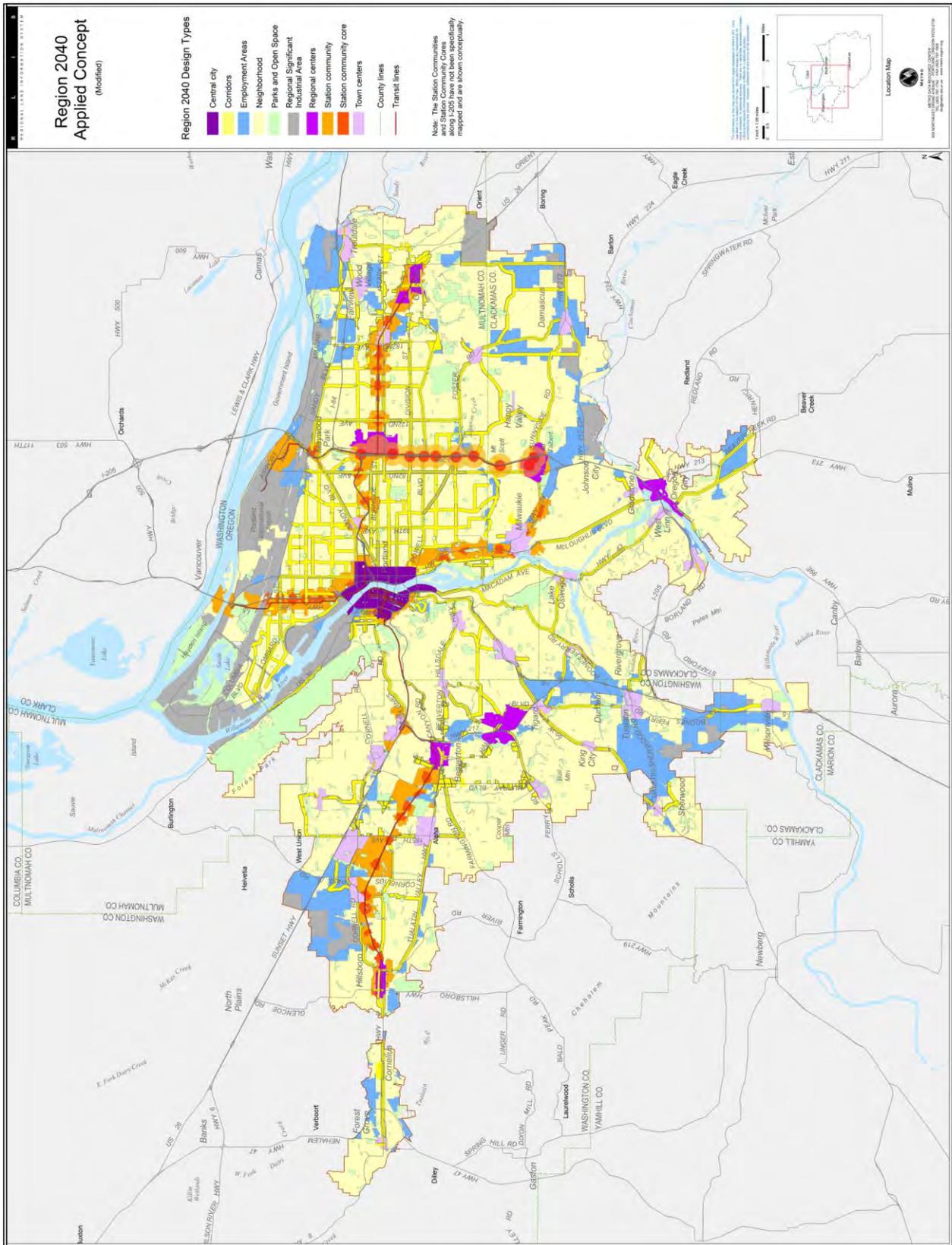


Figure 7: Applied Region 2040 Concept Map
 This map represents areas designated as 2040 design types in local plans.

Aspirations

- Communities have significant aspirations for growth in their centers and corridors and face a variety of challenges in achieving these aspirations. Metro recently requested planning directors to summarize the aspirations for growth in their community, the values that guide that growth and the barriers to achieving their aspirations. Unlike zoning or other reported data, the local aspirations submissions reflect where communities are investing their leadership skills, time and financial resources and identify barriers to achieving these aspirations.
- The aspirations reflect the consistent values of the region as a whole – a desire to develop vibrant, sustainable communities, attract strong, well-paid jobs, increase the jobs/housing balance and protect and improve natural areas. The aspirations reflect commitment to developing in centers and corridors consistent with the 2040 Growth Concept and demonstrate that aspirations in new areas such as Bridgeport Village, where more intense development is located outside of a center or corridor, are the exception.
- Some communities aspire for growth that could double or triple their current population or jobs while others are aspire to grow 25 percent or less. The aspirations reflect the mixed state of planning and challenges facing the centers and corridors in the region. These aspirations will likely evolve as communities update their comprehensive plans and modify their policies to respond to changing circumstances and growth challenges.

The following summaries are drawn from the local aspirations and illustrate the range of development that communities are trying to achieve and the challenges they face:

- **Central City:** Has the highest aspirations for growth and has zoned capacity available to meet these aspirations for years to come. Planning staff estimate that roughly 400 acres of vacant or underutilized land either is now or could likely become available for development in the next 20 years within the Central City resulting in over 100 million square feet of new building area if it were all developed. If 50 percent or 60 percent of this were developed as residential, it could represent between 50,000 and 60,000 new dwelling units. Aspirations include increasing the share of the region's job growth in the Central City. With zoning and infrastructure largely in place, the City aspires to develop zoned capacity and achieve their job growth targets.
- **Regional Centers:** Communities also have aspirations for significant growth in the Regional Centers. Highlights from some of the aspirations for Regional Centers include:
 - Tigard's aspirations for Washington Square Regional Center call for development of 50 dwelling units/acre and floor area ratio (FAR) of 2.0 or greater. Beaverton is considering options for increasing zoning to support their aspirations for redevelopment of an existing office park area west of Hwy 217. Aspirations call for improved access across Highway 217, and creation of an integrated, pedestrian and bike-friendly center with an integrated bus and high capacity transit system.

Aspirations include connecting to the new WES station from one side of Highway 217 to another and improving access from one side of the mall to the other across the parking surrounding the mall. Aspirations also call for addressing the congestion on Highway 217 to improve access and mobility standards to support redevelopment.

- Hillsboro Regional Center – The City’s downtown plan calls for 2000 to 3000 more jobs (a 25 percent increase) and 3000 more dwelling units (a 100 percent increase) in the larger Hillsboro Downtown area. Aspirations call for developing in a style that is compatible with the historic downtown area. Metro and the City also co-own a one acre redevelopment site in the heart of downtown directly adjacent to the Hillsboro Transit Centers that the City aspires to develop.
- Gresham Regional Center – Aspirations reflected in adopted plans for development in the downtown portion of the Regional Center include growing from 2500 jobs to 6000 jobs and from 1000 residents to 3,300 residents. In Civic Neighborhood, aspirations reflected in adopted plans call for doubling from 1000 jobs to 2000 jobs and increasing residences five-fold from 400 residences to 2000. Aspirations for Civic Neighborhood envision a tall, dense, mixed-use, transit-oriented urban environment with two MAX stations, Gresham’s largest concentration of retail stores and home to the tallest buildings in Gresham, both commercial office and residential. Aspirations for downtown Gresham envision a community with amenities such as boutique retail, coffee shops, performing arts center, relocated City Hall, bike shops, brew pubs and other nightlife, child care, multiple fine dining restaurants and a grocery store.
- Beaverton Regional Center – Beaverton is developing a comprehensive vision for its downtown using information gathered through an extensive public visioning process that was completed last year. The City aspires to have a vibrant mixed use and sustainable downtown that connects the library to the Round. The City has invested in supporting redevelopment at the Beaverton Round MAX station and the adjacent Westgate and is considering urban renewal as a tool. Beaverton also desires to improve the infrastructure within the center and has identified multiple investments in their transportation system plan to support circulation, access, and connectivity. The City has conducted parking studies and is interested in improving parking management.
- **Town Centers:** Aspirations for Town Centers reflect greater diversity than for Regional Centers. Some centers have aspirations for significant growth while others aspire for limited additional growth. The following highlights a few of the more significant of the aspirations and challenges.
 - Tigard Town Center – Tigard has aspirations for 2500 housing units and 1.9 million square feet of commercial in their downtown, which currently has about one million square feet of commercial. Tigard envisions a mixed use urban village that includes

two-to-eight story buildings with transit supportive land use densities. Their aspirations include improved street connectivity, parking standards and, potentially, structured parking. Tigard has already made multiple investments to support these plans, including preparation of a new vision document, location of new WES station, Main Street enhancements, adoption of urban renewal and relocation plans for the transit center, new investments in Fanno Creek trail and plans for a new plaza. High capacity transit is envisioned as a part of their center as well as an integrated bus/rail transit center.

- Amber Glen/Tanasbourne –Hillsboro has aspirations to expand the Tanasbourne Town Center with development at the adjacent 252-acre Amber Glen site and re-designating the Town Center to a Regional Center. Plans call for 2000 new jobs and 5000 new dwelling units on the Amber Glen site for a total of 24,000 units and 14,000 jobs in the combined center. Hillsboro has an active development planning process with the major property owners of the area. Aspirations include investing in the infrastructure for the center, including a new park and light rail transit extension as well as developing mid-rise housing.
- **Corridors:** Several jurisdictions identified aspirations for re-evaluating the potential for mixed-use development along corridors. Compared to the aspirations for centers, aspirations for corridors are not as well developed and some are being considered for the first time. Successful examples of corridor development patterns are harder to find, but some examples include recent development on the east side of Portland such as Southeast Hawthorne, Southeast Belmont and Northeast Sandy and along MLK and Interstate. A few examples of aspirations for corridors include:
 - Tigard identified aspirations for the Hwy 99W corridor for 40 to 50 dwelling units per acre and 30 to 40 employees per acres with a FAR of 2.0 or greater and two to 10 story buildings with larger buildings at key nodes. High capacity transit is a key component of this aspiration. Highway 99 W is one of the most congested and most used facilities in the region and aspirations include addressing impacts to the highway, improving pedestrian and bike safety and achieving high quality urban design and aesthetics.
 - Beaverton identified interest in examining the potential to redevelop several corridors. One example was a possible re-evaluation of the Main Street at Walker Road and 158th, an area currently planned for 750 dwelling units and 3000 jobs.
 - Portland identified enormous redevelopment potential in corridors and main streets, particularly in East Portland based on the revitalization corridors have recently seen along Southeast Hawthorne, Southeast Belmont, Southeast Division, Southeast Milwaukie, Northeast Broadway, Northeast MLK, Northeast Alberta, Northeast Killingsworth and Northwest 23rd and 21st Avenues, Northwest Thurman Street and parts of Beaverton-Hillsdale Highway. Aspirations for the corridors include improved infrastructure, access and circulation, higher rent levels, regional

and freight traffic, expanded local market areas, more complete street infrastructure and smaller pedestrian-oriented or community-focused clusters.

- In East Multnomah County, Wood Village and Fairview aspirations reflect interest in developing along the Halsey and Sandy corridors and Wood Village is considering plan amendments to support mixed use along the corridor. Gresham is initiating a study of their transit corridors for potential increased mixed use development.

Table 1: Corridors Redevelopment Potential as Identified by Planning Directors in Local Aspirations

Corridor	Location	Aspiration
Walker Road and 158 th	Beaverton	Current zoning calls for 750 dwelling units and 3080 jobs by 2020. Exploring options for corridor development
Beaverton Hillsdale Highway	Beaverton	Current zoning calls for 750 dwelling units and 3080 jobs by 2020. Exploring options for corridor development.
Sandy Boulevard	Fairview	Interest in redeveloping 90.5 acres of vacant and re-developable land
Hwy 8	Forest Grove	Commercial corridor development
Sandy Boulevard	Wood Village	Adopted new streetscape design and /or development standards and mixed use development standards for neighborhood commercial zone
Halsey Street	Wood Village	Adopted new streetscape design and /or development standards and mixed use development standards for neighborhood commercial zone
Interstate Avenue	Portland	Add 3250 dwelling units and 1,220 jobs between 2005 and 2035
82 nd Avenue	Portland	Mixed use development potential, particularly at key opportunity sites and along future streetcar line
Sandy Boulevard	Portland	Additional mixed use, residential and commercial development potential, particularly around key nodes and future streetcar line.
Martin Luther King Jr. Boulevard	Portland	Continued mixed use, commercial and residential development
Cully Boulevard	Portland	Additional small business and local serving retail for neighborhood
NE Killingsworth Street	Portland	Mixed use commercial plans, particularly linked to future of PCC and PPS
Powell Boulevard	Portland	Potential for redevelopment, particularly linked to future light rail line
Foster Road	Portland	Commercial development similar to Sellwood Moreland
SE Belmont Street	Portland	Realize planned development and potential of future streetcar lines to support development
SE Hawthorne Boulevard	Portland	Realize planned development and potential of future streetcar lines to support development
SE Division Street	Portland	Realize planned development with future streetcar lines to support development along Green Line station and, east of I-205, to achieve activity level similar to Hillsdale
Milwaukie Avenue	Portland	Potential for additional mixed use commercial along future LRT line
Tacoma Street	Portland	Achieve existing main street zoning (45' building heights and 3:1 FAR)
SE/NE 122 nd Avenue	Portland	Commercial and residential development as planned with activity level similar to Hillsdale.
Kenton/Denver	Portland	Redevelopment goal similar to Sellwood Moreland activity
Interstate Avenue	Portland	Redevelopment along light rail line
SE 136 th	Portland	Potential for future corridor designation

Challenges

Over the last fifteen years, many challenges to developing in centers and corridors have emerged. Based on the recent local aspiration submissions, the research that Metro has completed while developing a series of Community Investment Toolkits, and the experience in supporting transit oriented development, several major challenges have been identified in achieving development according to the 2040 goals. A full bibliography of recent research is attached. Some of the key challenges are summarized below:

- **Market:** The market does not support the rent levels needed to make vertical mixed use development financially feasible. Market feasibility becomes more challenging at greater distances from the Central City.
- **Zoning:** The local aspirations and Metro data indicate that zoned capacity is not a problem – the challenge lies in developing codes that make the type of development we want to see the easiest thing to build. Many development codes present challenges for 2040 mixed use vertical development in some communities. For example, density requirements, height limits, and open space requirements can be barriers to developing mixed use or higher density projects.
- **Design:** Transitions between more compact development and existing neighborhoods has been identified as a problem affecting the implementation of projects in corridors and centers. These new developments face urban design challenges and the need for stakeholder support.
- **Public Private Partnerships:** Creating vibrant communities requires private investments and working relationships between the public and private sectors. Many communities lack the expertise and capacity to engage in public private partnerships.
- **Parking:** Parking presents multiple challenges. Too much parking is a barrier for pedestrian and transit use and limits FAR while an adequate or even abundant parking supply is a necessity for most lenders. Structured parking is often a suitable but costly solution, and funding these structures requires new public and private partnerships.
- **Public Amenities:** Vibrant communities have natural areas, parks, open space or some public space. Local jurisdictions have faced a variety of challenges in funding and designing these to create the sense of place that makes a center or corridor successful and able to leverage additional development.
- **Corridor design:** Lacking a wealth of successful examples, communities face a challenge in visualizing and designing a corridor that is compatible with higher traffic volumes and speed as well as with an attractive linear pattern of development.
- **Fragmented property ownership:** While some centers, particularly the newer centers, have single property owners, most face the challenge of moving forward on a coherent vision among multiple property owners with different objectives.

- **Development code:** While zoned capacity is not identified as a challenge except in the new developing areas, barriers in the existing code and the permitting process have been identified as challenges. Several cities are revising their code to support mixed use development now.
- **Fees:** Finding the right balance of using fees to support compact development and generate revenue is a challenge. Several cities discount fees to support redevelopment. Setting up the fee structure that supports compact development is a challenge when cities need revenue. Some cities have developed tiered system development charge fees and others give credits for transit oriented development. High fees further reduce the financial feasibility of compact mixed use.
- **Local access:** Achieving local circulation and street connectivity are challenges for most centers. Retrofitting an established neighborhood, such as Gateway or downtown Beaverton is expensive and affects many stakeholders.
- **Regional highway access:** Providing or maintaining access to the regional highway system is also a challenge. Emerging and new centers need new interchanges, highway or arterial access in order to achieve their aspirations. These projects compete for funding and take years to build.
- **Transit access:** Local aspirations identified improved transit access more than any other challenge to achieving their aspiration. Improved service, either by streetcar, light rail, frequent bus or even new bus route connections, is seen as important to increasing the market, improving access and supporting more compact development. Increasing transit services before the market is fully developed brings funding challenges.

Tools to implement the 2040 Growth Concept

Over the last 15 years, communities have tried to implement the 2040 Growth Concept and have faced a variety of challenges and tried a mix of tools to help get the development on the ground that the local jurisdictions envisioned. Metro's Community Investment Toolkits provide examples of some of these tools. Tools that have been used include:

- **Financial:** A variety of financial tools have been applied to help close the gap between what the market will support and the higher mixed use development costs. Some of the most common tools include urban renewal, tax abatements and fee reductions. In addition, financial tools have included direct public investments in a project and in the infrastructure to support the project. Additional funding sources include the gas tax, property tax, system development charges, street utility fees and local improvement districts. Figure 5 shows where urban renewal is currently applied within the region and the extent of the urban renewal capacity that is used.
- **Land Assembly:** The public and private sector have had to apply tools to assemble land with multiple property owners in established areas. Newer areas, with fewer owners, still require land assembly. Private sector tools include a variety of lease purchases and

agreements. Public sector tools include voluntary, willing seller agreements or use of eminent domain.

- **Parking tools:** Public sector tools include changing parking code minimums or maximums, regulating on-street parking and allowing for shared-use parking. The Central City has led the region with public parking structures. In the areas outside of the Central City, the private sector has invested in parking structures for private developments, most notably for medical facilities. Shared parking arrangements have been made in some locations.
- **Plans and codes:** Development plans, mixed use development zoning and code changes are tools the public sector has used to support and implement their vision. Most communities in the region have developed plans for their centers and few have developed plans for their corridors. This is a tool that continues to be updated as community plans evolve.
- **Public sector staff:** Having public sector staff oriented and trained to work with the private sector is a tool that only a few communities have had the resources to support. Hillsboro is an example of making a priority to have public staff to support private development and it has helped support the redevelopment in their downtown and other parts of the City.
- **Public infrastructure investments:** Investments in community infrastructure, including parks, plazas, trails, streets and sidewalks, is an approach that communities throughout the region have applied. Metro's Metropolitan Transportation Improvement Program (MTIP) criteria have supported funding applications for allocations of federal transportation funds. Metro's open space bond measure, which dedicated a share for local park use, has been an important source of funding for parks.
- **Transit investments:** The region has made capital transit investments a priority as a tool to leverage redevelopment. The private sector has contributed to the local match for specific projects.
- **Education and Marketing:** Jurisdictions have developed marketing and education plans as part urban renewal plans and implementation. Other examples include the use of visualization tools to develop neighborhood and other stakeholder support and urban design and planning classes. Additionally, private sector broker materials market individual sites and districts.

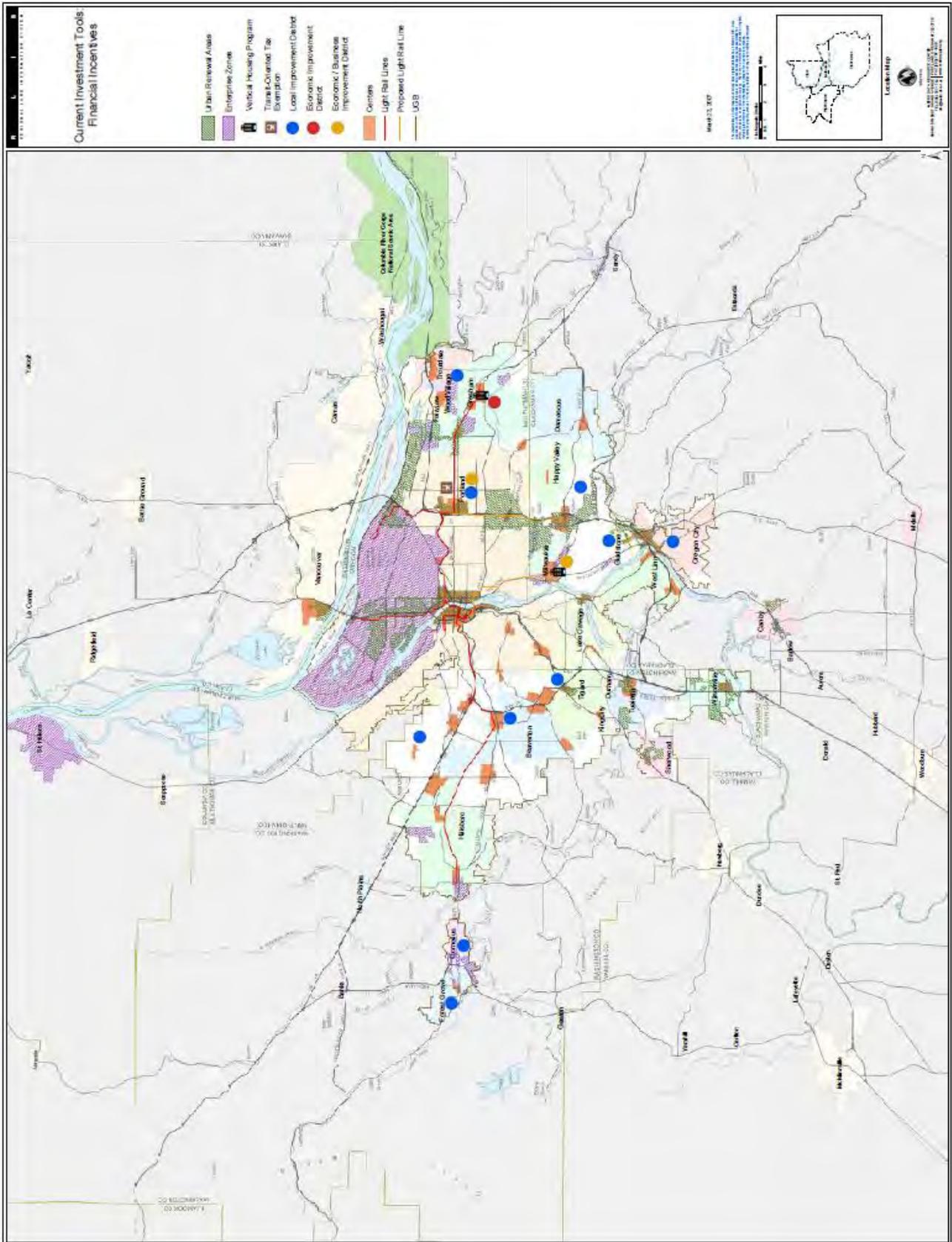


Figure 8: Financial Incentives Currently Used Around the Region

Source: Community Investment Toolkit, Volume 1: Financial Incentives, Metro June 2007

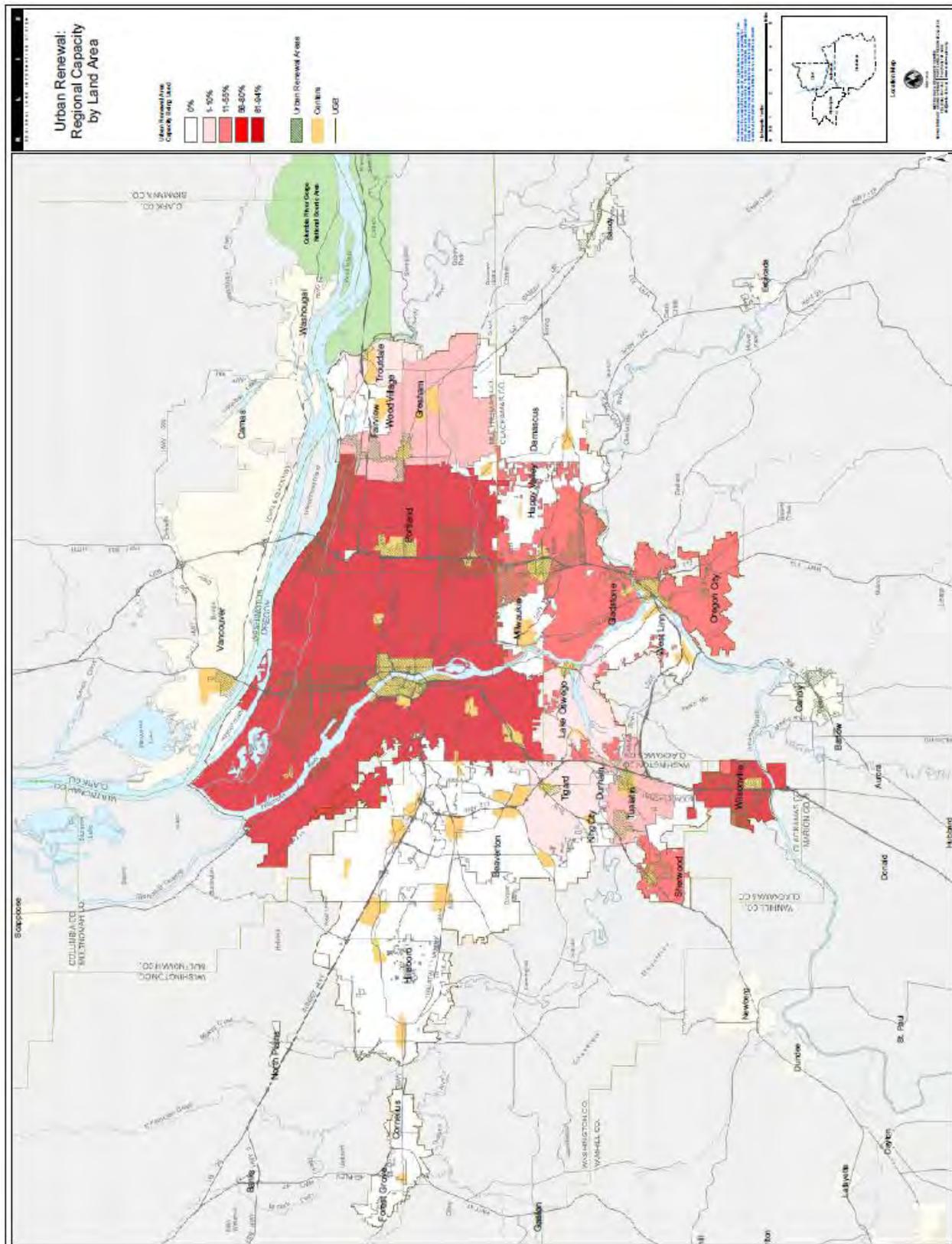


Figure 9: Map of Urban Renewal Currently Used in the Region

Source: Community Investment Toolkit, Volume 1: Financial Incentives, Metro June 2007

Expertise Needed

The expert panel is intended to help determine if the barriers and challenges identified in this report are the right ones and what tools can be applied locally and regionally to achieve the private investments desired. In doing so, the expert panel will help answer the following question:

- What are the best tools to support a strong public private partnership and achieve the local aspirations for development in centers and corridors?

Annotated Bibliography

This bibliography includes the sources, studies, and reports used for this summary report as well as additional publications that relate to center and corridor development.

Local Aspirations Summary, January 2009

Local aspirations were submitted from communities around the region in response to a set of questions developed by Metro. The content of local aspirations from communities around the region is focused on three main topics; their plans for growth in centers and corridors and other areas in the community, their ambitions for the future of their community, and the list of policy and investment choices required for achieving this desired character of their community. Depending on the ambition and character of each jurisdiction's summary in response, their local aspirations were deemed either high medium or low.

<http://www.oregonmetro.gov/index.cfm/go/by.web/id=30756>

Atlas of Mobility Corridors, April 2009

Created as part of the RTP update, the Atlas of Mobility Corridors is a way to present land use and transportation conditions for each of the region's twenty-four major travel corridors. Each corridor featured in the Atlas is described according to location in the region, transportation facilities, land use patterns, and gaps in various travel mode such as pedestrian, freight, transit, and bike. The Atlas provides a way to compare circumstances and data between corridors in the region.

(No web link)

State of the Centers Report, January 2009

The State of the Centers Report provides the status of the 37 centers identified in the 2040 growth concept and highlights six types of centers that illustrate different points along an activity spectrum. Each profile describes current conditions of regional and town centers including density, jobs-housing balance, and community amenities. The activity spectrum is based on hours and types of activity and density. The report also provides current statistics on each center including information on residents, median age, income and household size, current park and transit services, and key infrastructure for center development.

<http://rim.metro-region.org/webdrawer/rec/194279/view/Metro%20%20Advisory%20Committee%20Records%20-%20Full%20Committee%20Meeting%20Records%20-%20State%20of%20the%20Centers%20Report.PDF>

Linking Investments with Our Vision - Investment Scenarios, fall 2008

Metro tested five different investment scenarios to understand how public investments can be made efficiently and promote private investment in centers and corridors to help the region grow in accordance with 2040 growth concept. The five scenarios vary by location, total dollar amount, and timing of the investments in urban centers and corridors categorized under low, medium, and high investment with all other non-investment policy actions left unchanged. The results of the test indicate that investments are most effective when used in a targeted manner and particularly in the central city and in regional centers. Targeted incentives and investments in centers and corridors can be an effective means of attracting additional households to these areas.

(No web link)

Regional Infrastructure Analysis, June 2008

This report summarizes costs for eight infrastructure types throughout the region needed to achieve great communities and accommodate growth in the region over the next 30 years, ranging from 27 to 41 billion. Traditional funding sources are expected to cover only about half the estimated costs of infrastructure investment. The report discusses four approaches to infrastructure planning, development and finance strategies including efficient service delivery, demand management, innovative planning and design, and new funding.

<http://library.oregonmetro.gov/files/regionalinfrastructureanalysis.pdf>

Promoting Vibrant Communities with System Development Charges, Galardi Consulting, Dr. Arthur C. Nelson, Paramatrix, and Beery, Elsner, and Hammond, LLP July 2007

This report contains model System Development Charges (SDCs) that promote greater financial equity and the region's 2040 Growth Concept. A goal of this study was to explore SDCs that reflect the real costs associated with serving different developments and the report outlines how to calculate SDCs to reflect these differences in infrastructure costs and impacts to the system. The report presents the variety of technical and policy based approaches that local jurisdictions can choose for their SDCs and the considerations for selecting an SDC structure such as impact fees versus full cost recovery, location-specific SDCs, and the impacts of green design on infrastructure costs. It also discusses incorporating 2040 infrastructure types, such as parking garages, into local SDC fee schedules.

http://library.oregonmetro.gov/files/sdc_report.pdf

Urban Living Infrastructure Report, Johnson Gardner, June 2007

The Urban Living Infrastructure Report explores whether urban amenities improve the financial feasibility of mixed use urban residential development by resulting in higher prices for residential development. Financial viability remains the primary obstacle to achieving many of the development forms envisioned by the 2040 growth concept. Higher density development forms tend to cost more per square foot to build, and require higher pricing to make them viable. The study uses a hedonic analysis of 2006 home transaction prices adjacent to various urban amenities in five urban metropolitan areas throughout the region (SE Division, Sellwood, Multnomah Village, Lake Oswego, and SW Murray/SW Scholls Ferry). The results show that the availability of certain urban amenities has an impact on pricing for a variety of homes.

(No web link)

Community Investment Toolkit, June 2007

The Community Investment Toolkit presents strategies and tools that can be used to stimulate investment in the region's centers, corridors, employment, and industrial areas to implement the 2040 Growth Concept. The strategies include financial incentives, urban design and local zoning and building codes, and employment and industrial areas.

Volume One: Financial Incentives.

Volume one of the Community Investment Toolkit provides financial tools that local jurisdictions can use to stimulate private investment and encourage implementation of the 2040 growth concept. The investment tools discussed in this report include the Vertical Housing Program, Transit-Oriented Tax Exemption programs, urban renewal areas, and improvement districts as well as enterprise zones. This toolkit assesses the opportunities and challenges with using each tool as well as tips for local implementation. It also highlights the use of each financial incentive in the region through case studies.

http://library.oregonmetro.gov/files/financial_incentives_toolkit_final.pdf

Volume Two: Innovative Design and Development Codes:

Volume two of the Toolkit outlines code changes and design guidelines that can assist in creating better neighborhoods and more efficient use of land. The major strategies featured in the toolkit include design and code fixes to facilitate transitions from suburban to urban style development over time, code flexibility to support building design that fits in the existing neighborhood context, and managing parking to maximize and support the urban form. In addition, this toolkit features strategies to better engage the public and private sector in zoning and the planning and development process.

http://library.oregonmetro.gov/files/design_dev_codes_toolkit.pdf

Regional Housing Choice Implementation Strategy, April 2006

This report presents the implementation strategy and recommendations of the Housing Choice Task Force formed in 2005. The charge of the Housing Choice Task Force was to assess barriers that hinder work-force housing supply in the 2040 Growth Concept and to compile the experience from local pilot projects that identify the solutions to meet local Affordable Housing Production Goals to develop solutions for increasing housing and affordable housing supply. The report includes recommended solutions to reduce the cost of housing and increase the development of affordable housing and implementation strategies for overcoming traditional barriers to affordable housing development.

http://library.oregonmetro.gov/files/regional_housing_choices_imp_strat_032306.pdf

Metro Summary Report: Metro Corridors Project, ECO Northwest, Freedman Tung & Bottomly, Kittelson & Associates, Johnson Gardner, and Angelo Eaton, June 2005

The Metro Corridors Report, a product of the Metro Corridors Project, includes a summary report, a land use and analysis report, a case study report and a technical report. The study summarizes the issues and policies in Metro-designated Corridors and evaluates how 2040 goals for Corridors can

be achieved. The adopted Metro goal for Corridors is to make them pedestrian and bike friendly and to increase density. This report describes the varied nature of corridors in the region, the challenges they face in development, and policy options to accelerate development in corridors. Most of Metro's analytical work and policy has focused on the various classifications of Centers identified in the Growth Concept. This report is part of a project that focuses on Corridor development. However, the recommendations presented in this report are mostly targeted to Corridors in suburban locations, and slightly less applicable to Corridors in inner-city locations. (No web link)

Ten Principles for Achieving Region 2040 Centers, Leland Consulting Group, Parsons Brinckerhoff, 2002

This report outlines ten proactive strategies to achieve 2040 centers in the region with a focus on creating incentives and removing barriers to center development. The principles cited in the report are general and meant to apply to centers of all size, mix of uses, character and stage of development, regardless of location and timing of development. The report defines what it means to be a center, what elements make up a center, and how a center can best interact with adjacent corridors. The report delineates challenges to investing in centers including financial and regulatory barriers and describes how thoughtful planning and leadership between the public and private sector can serve to address those challenges.

http://www.oregonmetro.gov/files/planning/centers_principles.pdf

Creating livable streets: Street design guidelines for 2040, June 2002

The Creating Livable Streets handbook provides regional street design guidelines that support the goals of the 2040 growth concept and regional transportation plan for both new and existing streets. The goals of the handbook are to integrate street design more closely with land use considerations, support multi-modal activity, community livability, and economic activity.

(No web link)

Green Streets: Innovative Solutions for Stormwater and Stream Crossings, June 2002

The Green Streets handbook illustrates green street designs for efficient multimodal traffic use while maintaining nature in neighborhoods. The topics covered include the basic concepts of green street design, innovative solutions to stormwater and stream crossings and tree planting. The handbook also features case studies and examples of successful green streets approaches throughout the region and a strategy for implementing green streets.

(No web link)

Main Street Study: a User's Guide to Main streets, March 1996

This implementation guide focuses on main streets as a key design type of the 2040 growth concept and as important element for creating local character in a regional context, fostering local business development, and reducing automobile traffic. The handbook provides a variety of tools and strategies for encouraging main streets both old and new as a subset of larger commercial corridors. The handbook features case studies of successful main streets around the region and

delineates five lessons to apply to main streets throughout the region including streetscape design elements, multi-modal transportation and accessibility, desired land use mix, regulatory fixes, and local business organization. Specific recommendations or next steps are provided for both the private and public sector.

(No web link yet)

Regional Main streets: An Implementation Strategy to Promote Main Street and Corridor Development, July 1995

This report describes the factors, public and private actions, and physical guidelines that are necessary to making corridors and main streets successful. The report describes an implementation strategy for main streets and corridors that includes regional and local actions as well as government and community roles. Regional standards are developed to provide local jurisdictions with specific code and plan amendments to better implement the policy direction of the 2040 growth concept. Specific standards and guidelines are categorized under land use, density, design, circulation, and parking. The overall conclusion of the report is that regulation is one strategy in an array of implementation strategies that can be utilized to encourage and engage main streets and corridors around the region.

(No web link yet)

yes, Marty please submit the e along with the other communicay you have.

Mailing address is:
5230 SE 118th Ave
Portland, Or 97266

thanks so much.
Pati Hall

On Fri, 2 Dec 2011 10:08:47 -0800 "Stockton, Marty"

<Marty.Stockton@portlandoregon.gov> writes:

> Dear Pati and Matt Hall,

>

> Thank you for your consideration and time involved in offering this
> feedback.

>

> Would you like for me to submit this email into the formal public
> record for the Portland Plan? I would be happy to do that - I will
> need a mailing address in addition to your email address (which I
have

> below) for your comments to be considered part of the formal public
> record with legal standing. Once a mailing address is included, City
> staff can share your comments with the Planning and Sustainability
> Commission. If you have any additional comments on the Portland Plan
> you would like to submit, we would welcome them as well.

>

> Thanks again,

> Marty

>

> -----Original Message-----

> From: Dornan, Chris

> Sent: Friday, December 02, 2011 9:51 AM

> To: Stockton, Marty

> Subject: FW: Portland Plan Testimony

>

>

>

> Chris Dornan

> Bureau of Planning and Sustainability

> 503-823-6833

> chris.dornan@portlandoregon.gov

>

> -----Original Message-----

> From: Planning and Sustainability Commission

> Sent: Friday, December 02, 2011 8:39 AM

> To: Dornan, Chris

> Subject: FW: Portland Plan Testimony

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>

>

> -----Original Message-----

> From: chevylane@juno.com [<mailto:chevylane@juno.com>]

> Sent: Thursday, December 01, 2011 11:54 PM

> To: Planning and Sustainability Commission

> Subject: Portland Plan Testimony

>
> To whom it may concern,
>
> I live in Outer South East Portland. I have been in this area, in the
> same house for 34 years. Of that 34 yrs, I have been on the
> Powellhurst/Gilbert Board for 10 of those years. I am now off the
> board, but still active as an activist for the needs of
> Powellhurst/Gilbert. I also served on the Lents Urban Renewal Board
> for 7 of those years.
>
> I am aware of the master plan for the city. It was not widely talked
> about in my earlier involvement, in fact it was a hushed term. Due
to
> all my exposure with all the involvement I have some observations.
>
> I realize that this is late. I do apologize, but the time got past
me.
> I would like this as part of the city testimonies.
>
> As a whole I do not agree where the City of Portland is headed. Like
> it or not the generation that is paying the tax bill for themselves
> along with all the subsidized low income apartments are the Baby
> Boomers.
>
> All of the improvements including, but not limited to mass transit,
> are strapped to the backs of the already tax burdened boomers like
> myself.
>
> I bought my property to stay here. My taxes have nearly doubled since
> I bought here 34 yrs ago.
>
> What I see is a difference in the definition of "advancing equity"
> as
> well as the definition of prosperous, healthy and equitable.
>
> Some folks actually think the more taxes we strap on the backs of the
> working class, the better. In my mind this does not create any of
> those items I just mentioned.
>
> I know I speak for the people on my street in saying that enough is
> enough. We are in a tanked economy and its going to take years to
over
> come this issue. Its irresponsible to further tax families that can't
> hardly feed themselves with more projects that we simply do not need.
>
> I will be direct. No street car. No more light rail, No more low
> income housing. No more in fill. No more bicycle lanes. All are
> complaints I have taken. We are all fed up and broke.
>
> We need to concentrate on surviving and not adding anything.
> Powellhurst/Gilbert is loved as it is by us long timers here. We like
> the rural setting and don't want it ruined.
>
> Thank you for the time to sound off.
> Sincerely,
> Pati and Matt Hall
> 34 yr residents of

> Powellhurst/Gilbert
>

Julie Ocken
City of Portland
Bureau of Planning and Sustainability
1900 SW 4th Ave, Suite 7100
Portland, OR 97201
503-823-6041
julie.ocken@portlandoregon.gov

From: Don M. [mailto:mcat@teleport.com]
Sent: Sunday, December 04, 2011 1:11 PM
To: Planning and Sustainability Commission
Cc: TPDx Discussion
Subject: Portland Plan testimony submission

The actions below are from page number eleven in the Equity Section. Questions like this can be asked about most if not all the actions in the equity section and many of the other actions throughout the plan. This is why I say there needs to be at least a one page explanation of each action that is much more specific.

5-Year Action Plan

1 Complete and move forward with implementation of the City of Portland Civil Rights Title VI Program Plan to remove barriers and conditions that prevent minority, low-income, limited English proficiency and other disadvantaged groups and persons from receiving access, participation and benefits from City programs, services and activities.

What are the barriers? Why isn't the implementation of the City of Portland Civil Rights Title VI Program Plan being implemented without this action? Why aren't people that should have access getting access? When you answer these questions then actions can be defined to address the root of the problem. This action is almost meaningless!!!

2 Assign responsibilities to City bureaus to identify, track, educate and act on critical disparities in self identified communities.

Why should they do this? What will be the result? How much will it cost? Who will do it? What are critical disparities? Who are the self identified communities?

3 Share data between City and partners. Invite self-identified communities to provide information and sources unique to them.

Share what data? Who are the City and the partners? Who are the self-identified communities? What information and sources are unique to them? Who will do this? How much will it cost? Who will use the results and for what?

4 Develop and apply a set of equity tools to evaluate the development and implementation of all City policies, programs and business operations to close critical disparities

What are the equity tools? How does one evaluate the development and implementation of all City policies, programs and business operation? How does one close disparities and how does one decide which are critical?

5 Initiate a racial/ethnic focus, using well-documented disparities. Apply lessons and adapt tools from this initial focus to other historically underrepresented and underserved communities.

What well documented disparities? What lessons and tools? What historically underrepresented and underserved communities? How much will this cost? Who will do it? What will be the result?

Submitted by: Don MacGillivray; 2339 SE Yamhill, PDX, 97214

Julie Ocken
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From: Don M. [mailto:mcat@teleport.com]
Sent: Sunday, December 04, 2011 2:40 PM
To: Planning and Sustainability Commission
Cc: TPDX Discussion
Subject: Portland Plan testimony 12-4 Educ. & Econ training

All of these actions are very similar. TEY #2 and EPA #45 are almost identical. Why have these actions in two different places? I would suggest consolidating these in a single location with a reference in the other location back to where they can be found.

I also find these very general and they would benefit from more specifics about what they are and how they will be accomplished as well as the costs / resources involved.

Thriving Educated Youth p. 25

Equity 1 College and career exposure: Support summer jobs, job training and career and college exposure through strategies such as Summer Youth Connect. City

Equity 2 College access: Develop and expand initiatives that support access to and completion of a minimum of two years of post-secondary education or training leading to a career or technical credential, industry certification and/or associate's degree. City, PCC, MHCC, WSI

Equity 3 College access: Expand access to and participation in college access and dual enrollment programs such as ASPIRE, TRIO and Middle College programs through partnerships between K-12 and Higher Education. School Districts, PCC, MHCC, PSU

5 Career readiness: Develop career readiness certificate programs in partnership with target sector businesses. WSI, School Districts, MHCC, PCC

7 Public-private partnerships: Increase private sector partnerships with schools, and in doing so, the number of career-related learning options and dual-enrollment high school students taking college credit-bearing classes. City, School Districts, MHCC, PCC, PSU

Economic Prosperity and Affordability p. 55

5-Year Action Plan

Equity **41** Training: Focus, align and expand workforce training programs and higher education degree programs to prepare job seekers for long-term employment at a self sufficient wage. WSI, PCC, OUS, MHCC

Equity **44** Higher education system: Involve higher education and workforce development partners in implementing the Cradle to Career Initiative recommendations so that at-risk youth are supported and successfully complete training and university programs. C2C

Equity **45** Post-secondary: Study the feasibility of a program that guarantees public school students access to two years of education or training past high school. C2C

Portland Plan testimony: 12-4-2011, Don MacGillivray, 2339 SE Yamhill, PDX, 97214

Julie Ocken
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From: Don M. [mailto:mcat@teleport.com]
Sent: Sunday, December 04, 2011 6:35 PM
To: Planning and Sustainability Commission
Cc: TPD Discussion
Subject: Portland Plan testimony submission: Actions=Comp. Plan

TO: BPS & PSC
From: Don MacGillivray

Date: 12-4-2011
Subject: Comprehensive Plan policy as the result of P.P. Actions

The following three actions invoke the Comprehensive Plan as a major feature of the action, if not the entire result.

“Guiding Policies” are used to suggest issues that should be included in the Comprehensive Plan. Therefore these three actions should be made into “Guiding Policies” and removed as “Actions.”

If “Actions” remain as a vehicle to suggest “Comprehensive Plan” policy I have many more that I would like to see included.

TEY

P. 27 12 Partnerships and investments: Include a policy in *Portland's Comprehensive Plan* that supports partnerships with education organizations and directs City resources toward appropriate and effective tools to enhance the lives of our city's youth. BPS

P. 31 27 Multi-functional facilities: Create new *Comprehensive Plan* policies and zoning for schools, colleges and universities to accommodate multiple community serving functions, while maintaining accountability to neighborhood concerns regarding impacts. BPS

EPA

P. 47 Equity 22 Growth capacity: Plan for adequate growth capacity to meet projected employment land shortfalls in the *Comprehensive Plan*, including industrial districts, multimodal freight facilities, campus institutions and commercial corridors in underserved neighborhoods. BPS

Portland Plan Testimony from Don MacGillivray, 2339 SE Yamhill, PDX, 97214

Sam
Adams
Mayor

Tom
Miller
Director

November 23, 2011

Dear Susan:

Thank you for the opportunity for the Bureau of Transportation to submit comments on the Proposed Draft of the Portland Plan.

General Comments

PBOT lauds BPS' efforts to develop a community-supported, long-term vision for our city. The Portland Plan contains a number of important and far-reaching community goals. Many of those goals have direct implications for PBOT; others have indirect implications. The latter point can be exemplified in the education context: efforts to improve the high school graduation rate rely, in part, on ensuring students, teachers, and administrators have safe and reliable access to and from school.

Given the interdisciplinary nature of PBOT's work, we value the Portland Plan's focus on actions involving interagency and cross-bureau coordination. To reference the aforementioned school example, safe and reliable access to schools could require work from PBOT, BES, Water, Parks, BDS, neighborhood coalitions, and neighborhood associations, and sometimes ODOT – in addition to non-governmental coordination.

The long-term goals articulated in the Portland Plan, combined with the highly interdisciplinary nature of the work necessary to meet those goals, provoke a number of observations for PBOT related to implementation. In many respects, meeting these goals will require significant shifts in how PBOT does business.

Priorities and Funding

Perhaps the Portland Plan's most significant transportation-related objective is the call for 70% of Portlanders to take transit, walk, bicycle, or use "less polluting" transportation to get to and from work by 2035. The Plan notes that in 2009 23% of Portlanders were meeting this goal. This shift in travel behavior would have dramatic, positive impacts for our community. Assuming substantial growth in walking and biking as part of our collective efforts to meet this objective, the corresponding growth would result in safer travel outcomes by a healthier population that help reduce both the costs of roadway maintenance and our carbon footprint.

This is a laudable goal. That said, the Plan should acknowledge that PBOT's current funding streams are insufficient and, more importantly, too unstable to create the conditions necessary to achieve this objective. Simultaneously our maintenance-related backlog grows while the community desire for new capital improvements (like sidewalks and bikeways) expands. New, more robust, and more stable revenue streams for PBOT are essential if PBOT is to create the infrastructural conditions upon which this 70% goal is achieved.

The concept of "equity" is a prevailing theme within the Plan. We appreciate its inclusion and note that PBOT has been working internally on an ongoing basis to define this concept as it applies to our mission. Frankly, the concept's application to our work remains somewhat elusive. For instance, a typical definition of equity

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FAX 503-823-7576 or 503-823-7371 • TTY 503-823-6868 • www.portlandoregon.gov

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might suggest that PBOT should provide the same level of service for all travel modes to all citizens and businesses in all parts of the city. However, this application does not account for the diverse – and often cherished – land use distinctions in our city and the transportation infrastructure that follows. How does one account for the diversity of transportation needs (and expenditures) in an equitable manner?

Measures of Success

The Portland Plan includes 12 ‘Measures of Success’. PBOT recognizes that it will have a role to play, to greater or lesser degrees, in meeting all of these measures of success. Some general concerns with all of the measures are that:

- it is not clear which strategies and actions in the plan are tied to which measures of success; and
- It is not clear how PBOT’s implementation of the strategies and actions will or should be altered in the future if it is determined that the objectives of the measures are not being achieved.

In measure #10 “Healthier people”, the Portland Plan could more clearly identify the role bicycle transportation can play in addressing health. Public health organizations and officials across the globe recognize the direct connection between active transportation and health. The Portland Plan should explicitly recognize this as well. Statements about this connection should be included in the discussion section for measure #10.

The Centers for Disease Control have issued statements that directly identify biking as a health factor. Similar statements could be included in the discussion section for measure #10. These statements include “Automobile trips that can be safely replaced by walking or bicycling offer the first target for increased physical activity in communities,” and “Changes in the community environment to 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 represents a critical goal.”

Integration of Portland Bicycle Plan for 2030

The Portland Bicycle Plan for 2030 will be a key element in efforts to increase in the future the share of trips that are made by bicycle. It is not clear how a key concept of the Bicycle Plan, the Major City Bikeway, is integrated into the proposed draft policies and actions. This clarity could be provided by identifying Major City Bikeways as elements on the “Healthy Connected City” network map in the plan, and by including five year action items that identify bikeways as a means of connecting developed and developing neighborhood hubs.

One of the five 2030 Urban Form and Mobility objectives of the *Climate Action Plan* is “Create walkable and bikeable neighborhoods.” The corresponding 2035 Healthy Connected City objective of draft Portland Plan is “90 percent of Portlanders live within a quarter mile of a sidewalk accessible complete neighborhood.” We prefer the broader definition of complete neighborhoods contained in the *Climate Action Plan*.

Please let Paul Smith or me know if you have questions or need clarification.

Sincerely,

A handwritten signature in black ink that reads "Tom Miller". The signature is written in a cursive, slightly slanted style.

Tom Miller
Director

Attachment: Consolidated list of comments from Bureau Staff

Cc: Paul Smith, Planning Manager
Courtney Duke, Senior Transportation Planner

Doug Klotz
2630 SE 43rd Ave.
Portland, OR 97206

December 5, 2011

Portland Plan Testimony, an enlargement of my testimony on Nov. 29th, 2011 to the Planning and Sustainability Commission

Chairman Baugh and Planning and Sustainability Commission members:

There are a lot of good points to this Plan, including Measure 9: Complete Neighborhoods. Once I saw the corrections document, I applauded the corrected version: “By 2035, 90 percent of Portlanders live within sidewalk-accessible complete neighborhoods.”

I also agree with the testimony of Cathy Galbraith of the Architectural Heritage Center, who noted the almost total lack of attention to Historic Preservation in the Plan. This should be changed, as per her testimony.

My main points are in regards to three Action items in the Healthy Connected City Actions: Actions 28, 30, and 31.

Healthy Connected City Action 28 (Page 73, and repeated on pages B-7, B-9, B-15, and B-18)

Action 28, on page 73, labeled “Neighborhood Greenways”, says: “Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.” (my underline)

While there are certainly topographic differences between neighborhoods (or “communities”), I’m afraid that this broader language could be used to justify substandard, inferior or completely lacking pedestrian facilities. I can foresee a neighborhood in a relatively flat area, like Outer Southeast, claiming that the “community characteristics” of their neighborhood include streets with no sidewalks, and private yards that extend their planting and fences clear into the public right-of-way, eliminating any space for walking. A street design responsive to these “characteristics” might include only a widened shoulder to walk on. Such facilities do not meet the ADA standards for walkways, which must be constructed so the visually impaired can find where the edge of the walkway is with their cane, but also are dangerous to children and the elderly, who can’t move out of the way of an oncoming car, and will be rejected by a significant portion of the public as unsafe to walk on, even if there are few fatalities recorded in their use.

This is not the way to improve the active transportation mode share, as per Measure 7 and Measure 8 in the Plan. While steep hillsides and drop-offs near the roadway do call for different right-of-way designs, private landscaping encroachments should not be used to reduce the quality of the walking and biking infrastructure. **So, I recommend changing Action 28, to read in part: “.....and to foster street design that is more responsive to neighborhood topography (and delete “community characteristics”).”**

Healthy Connected City Action 30 (Page 73, and repeated on pages B-18 and B-19)

Action 30, on page 73, also labeled “Neighborhood Greenways”, says: “Resolve issues related to pedestrian facilities that do not meet city standards but provide safe pedestrian connections.” This language is not clear, but reads as a code for some issue that the reader is not aware of. It sounds like there are specific “pedestrian facilities” being discussed, without filling the reader in on which they are. This is not the way to write public policy.

It seems that this language was intended to promote ideas for Right-of-Way designs like those in the study report by the Lark cooperative called “Roadway Not Improved”. While several of the ideas in the report are indeed better for pedestrians than the current condition of some unimproved streets in neighborhoods such as Woodstock, there are others that should not be promoted by the city. Specifically, asking pedestrians to walk in the street is not appropriate when there is auto traffic, and there is no option for those uncomfortable with this. Especially, the disabled, including the visually impaired, as well as children and the elderly, will not feel comfortable walking nor be safe in the roadway with cars, no matter how slow the cars are supposed to be going. Even the famed “woonerfs” of The Netherlands actually have traditional sidewalks at the edges of the Right-of-way, as well as areas within the street for all users. It is also concerning that some of the plans show private landscaping seemingly taking over most of the Right-of-way.

I suggest the following language as a replacement for that in the Proposed Draft: “Develop new city standards for unimproved Rights-of-way that get little vehicle traffic, but complete the street grid, to provide separated pedestrian facilities that are ADA compliant, as well as safely usable by those of all abilities, as well as safe bicycle facilities through these Rights-of-way. Allow non-transportation uses such as gardens, provided that the edge of the public Right-of-way is clearly delineated and not encroached on by private landscaping.”

There is clearly overlap between Action 27 and Action 28. Consider combining these, using the language proposed here, while expanding the last sentence.

Healthy Connected City Action 31 (Page 75 and repeated on page B-9)

Action 31, on Page 75, Labeled “Civic Corridors”, reads “Identify and develop new right-of-way designs for key transit streets that integrate frequent transit and bike facilities,

pedestrian crossings, landscaped stormwater management, large canopy trees and place-making amenities (e.g. benches, lighting and signage).”

While I agree with most of this language, **I propose deleting “landscaped stormwater management” from the list of features of these Corridors.** I realize that stormwater swales have been incorporated into streets like Lower East Burnside, and Sandy Blvd. recently. However, if the intent of the Plan (and so many regional and state land use plans) is to concentrate pedestrian activity along Transit Streets, and indeed, in Civic Corridors, there is a need to provide space for pedestrians. To provide the sort of “place-making” that is spoken of, the street right-of-way needs not only space for people to walk, but places for people to stop and talk, to window-shop, and to contemplate. There needs to be room for sidewalk cafes, for bike racks, and for large canopy trees. In addition, for the time being, there is a need for auto parking to help the viability of local businesses.

While stormwater facilities do necessary work capturing and filtering stormwater runoff, as well as providing a visual and chemical relief from hardscape, they work against the density of people that commercial and Transit streets need. Putting the facilities on these streets may actually have the opposite effect, if the sidewalks are narrowed, and walking becomes difficult because of them, perhaps encouraging auto trips instead. In plan for the upcoming Division Streetscape project, several commercial areas have seen their sidewalks narrowed from 10 feet to 6 feet to accommodate these swales, making sidewalk cafes impossible.

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Sam
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Mayor

Tom
Miller
Director

November 23, 2011

Dear Susan:

Thank you for the opportunity for the Bureau of Transportation to submit comments on the Proposed Draft of the Portland Plan.

General Comments

PBOT lauds BPS' efforts to develop a community-supported, long-term vision for our city. The Portland Plan contains a number of important and far-reaching community goals. Many of those goals have direct implications for PBOT; others have indirect implications. The latter point can be exemplified in the education context: efforts to improve the high school graduation rate rely, in part, on ensuring students, teachers, and administrators have safe and reliable access to and from school.

Given the interdisciplinary nature of PBOT's work, we value the Portland Plan's focus on actions involving interagency and cross-bureau coordination. To reference the aforementioned school example, safe and reliable access to schools could require work from PBOT, BES, Water, Parks, BDS, neighborhood coalitions, and neighborhood associations, and sometimes ODOT – in addition to non-governmental coordination.

The long-term goals articulated in the Portland Plan, combined with the highly interdisciplinary nature of the work necessary to meet those goals, provoke a number of observations for PBOT related to implementation. In many respects, meeting these goals will require significant shifts in how PBOT does business.

Priorities and Funding

Perhaps the Portland Plan's most significant transportation-related objective is the call for 70% of Portlanders to take transit, walk, bicycle, or use "less polluting" transportation to get to and from work by 2035. The Plan notes that in 2009 23% of Portlanders were meeting this goal. This shift in travel behavior would have dramatic, positive impacts for our community. Assuming substantial growth in walking and biking as part of our collective efforts to meet this objective, the corresponding growth would result in safer travel outcomes by a healthier population that help reduce both the costs of roadway maintenance and our carbon footprint.

This is a laudable goal. That said, the Plan should acknowledge that PBOT's current funding streams are insufficient and, more importantly, too unstable to create the conditions necessary to achieve this objective. Simultaneously our maintenance-related backlog grows while the community desire for new capital improvements (like sidewalks and bikeways) expands. New, more robust, and more stable revenue streams for PBOT are essential if PBOT is to create the infrastructural conditions upon which this 70% goal is achieved.

The concept of "equity" is a prevailing theme within the Plan. We appreciate its inclusion and note that PBOT has been working internally on an ongoing basis to define this concept as it applies to our mission. Frankly, the concept's application to our work remains somewhat elusive. For instance, a typical definition of equity

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might suggest that PBOT should provide the same level of service for all travel modes to all citizens and businesses in all parts of the city. However, this application does not account for the diverse – and often cherished – land use distinctions in our city and the transportation infrastructure that follows. How does one account for the diversity of transportation needs (and expenditures) in an equitable manner?

Measures of Success

The Portland Plan includes 12 ‘Measures of Success’. PBOT recognizes that it will have a role to play, to greater or lesser degrees, in meeting all of these measures of success. Some general concerns with all of the measures are that:

- it is not clear which strategies and actions in the plan are tied to which measures of success; and
- It is not clear how PBOT’s implementation of the strategies and actions will or should be altered in the future if it is determined that the objectives of the measures are not being achieved.

In measure #10 “Healthier people”, the Portland Plan could more clearly identify the role bicycle transportation can play in addressing health. Public health organizations and officials across the globe recognize the direct connection between active transportation and health. The Portland Plan should explicitly recognize this as well. Statements about this connection should be included in the discussion section for measure #10.

The Centers for Disease Control have issued statements that directly identify biking as a health factor. Similar statements could be included in the discussion section for measure #10. These statements include “Automobile trips that can be safely replaced by walking or bicycling offer the first target for increased physical activity in communities,” and “Changes in the community environment to 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 represents a critical goal.”

Integration of Portland Bicycle Plan for 2030

The Portland Bicycle Plan for 2030 will be a key element in efforts to increase in the future the share of trips that are made by bicycle. It is not clear how a key concept of the Bicycle Plan, the Major City Bikeway, is integrated into the proposed draft policies and actions. This clarity could be provided by identifying Major City Bikeways as elements on the “Healthy Connected City” network map in the plan, and by including five year action items that identify bikeways as a means of connecting developed and developing neighborhood hubs.

One of the five 2030 Urban Form and Mobility objectives of the *Climate Action Plan* is “Create walkable and bikeable neighborhoods.” The corresponding 2035 Healthy Connected City objective of draft Portland Plan is “90 percent of Portlanders live within a quarter mile of a sidewalk accessible complete neighborhood.” We prefer the broader definition of complete neighborhoods contained in the *Climate Action Plan*.

Please let Paul Smith or me know if you have questions or need clarification.

Sincerely,

A handwritten signature in black ink that reads "Tom Miller". The signature is written in a cursive, slightly slanted style.

Tom Miller
Director

Attachment: Consolidated list of comments from Bureau Staff

Cc: Paul Smith, Planning Manager
Courtney Duke, Senior Transportation Planner



Architectural Heritage Center
701 SE Grand Avenue
Portland, OR 97214
503 231-7264
503 231-7311 fax
www.VisitAHC.org



COMMENTS TO: Portland Planning & Sustainability Commission

**FROM: Cathy Galbraith, Executive Director – *Bosco-Milligan Foundation/*
*Architectural Heritage Center***

RE: COMMENTS ON DRAFT PORTLAND PLAN – November 29, 2011

The draft Portland Plan reflects a great deal of work. Obviously, the effort to include 17,000 comments received during 2008's "Vision PDX" has resulted in a document that is unlike any previous plan for our city. But a more basic concern is the vague nature of many of the "guiding principles" and even the "strategic steps" for the next five years – *much more definitive "action steps"* (as is typical in strategic plans) are warranted if many of the Plan's primary goals are to move toward achievement. A larger concern is what is NOT included – any effort to include/address the city's responsibilities for acknowledging and protecting Portland's irreplaceable historic resources. We do understand that the upcoming *Comprehensive Plan* will address many more specifics typically included in city-wide planning documents; however, our experience is that adding issues is much more problematic than expanding issues already included in the Portland Plan.

The term "Historic Preservation" is entirely absent in the draft Portland Plan. The terms "Historic Resources" and "Historic Resource Inventory" appear once in the Plan – where an *inventory of historic resources is called for in the "neighborhood hubs and civic greenways and develop a strategy to preserve key resources."* (page 79) Entirely absent from the Plan is any acknowledgement of the existing Historic Resources Inventory of 5,000+ properties, dating back to 1983 (updated in 1993 for the Albina Community plan neighborhoods.) The Portland Plan needs to acknowledge the HRI and give it standing, especially given the demolition of scores of HRI properties since the inventory was done. Many of the commercial corridors in established neighborhoods are fully built and include abundant potentially historic houses and low-scale multi-family structures. But – the commercial and high-density residential zoning of these properties is a significant disconnect from the long-established land uses, and the investments they embody. Instead, the Plan proposes (page 30) to *"Fill gaps in under-served neighborhoods – and consider zone changes to fill commercial gaps."* But the draft Plan itself acknowledges that *zoning has not been successful in producing even results* (page 66). The bigger issue is the need to stimulate high-quality neighborhood-compatible commercial development in the overabundant areas that are already commercially developed and zoned. Waiting for the new Comprehensive Plan (for which the Portland Plan sets the stage) to even mention these concerns is a risk that many property owners and residents do not want to take.

The issue of "community character" in the traditional neighborhoods is a concern that was raised time and time again in the earlier Portland Plan workshops. The omission of this concern throughout most of the Plan is an oversight that needs to be addressed now. Inappropriate zoning, lack of design review (and appropriate guidelines), and the overarching principle of

meeting density goals are the primary and continuing threats to the celebrated character of many Portland neighborhoods.

The Portland Plan (in the segment on Connected City Hubs and in Appendix B) describes the characteristics of multiple sub-areas of the city. The Inner Neighborhoods are described (page 77) as “*great potential to be places where most residents can walk or bike to hubs.*” Appendix B describes them as “*developed in a historical “streetcar-era” pattern, with interconnected street grids, improved with sidewalks and street trees, a system of “commercial main streets” where more than half of Portlanders live, in 140,000+ households...since there are few vacant lots, growth over the next 25 years is expected to occur through infill development and redevelopment.*” But the Plan states (page 77) that “*Improvements might focus on minimizing displacement and providing affordable housing options.*” This hardly acknowledges the issue of displacement that is so strong in the Plan’s Framework for Equity, ignores the decline of diversity through displacement of the past decade in inner North and Northeast (page 85 & 87), ignores already existing affordable housing, and ignores the goal of “*complete neighborhoods*” that these areas already meet.

The Plan’s segment on Complete Neighborhoods cites (page 101) the need to “*increase housing in areas with services*” while ignoring the earlier description that these areas are primarily built out. The greater emphasis should be on the statement (page 101) of “*bringing services to areas that don’t have them*” – nearly half of the city’s area in the densely populated Eastern Neighborhoods that have poor transit (Tri-Met’s job), lack of sidewalks and so many other service needs. The Portland Plan notes (page B-12) that “*Many people in this area are also concerned about retaining the area’s distinct character.*” Unfortunately, the proposed “Local Actions” (Appendix B) for the five Outer East sub-areas include nothing to address that concern.

Additionally, the statement of concern for distinct character must be added to the views and critical concerns of residents in the Central City and Inner Neighborhoods as well. And despite the Plan’s assessment of these neighborhoods as somehow “incomplete”, most residents fully disagree with that assessment.

The inclusion of a Framework for Equity is welcome and warranted, for all of the reasons and justification in the draft plan. BUT, if we are to truly close the disparity gap, and achieve equitable outcomes, the Plan must do more than merely include strategies such as “*connect MWESB firms to target industry clusters*” (page 41) and to connect them to “*trade gateway infrastructure projects*” (page 42), and “*increase targeted contracts, workforce agreements, ...to reduce racial and ethnic disparities*” (page 57) – hardly steps that are sufficiently aggressive to pursue an Equity agenda.

The bottom line in many traditionally diverse city neighborhoods with a high degree of ethnic history is: *How are the burdens and potential benefits of growth and development to be shared across ALL neighborhoods, rather than the practice of encouraging new developments in established neighborhoods with perceived “problems and opportunities” where the new development replaces long-standing properties with cultural significance, and impacts residents?* Page 10 addresses the “*benefits of growth and change*”, but there are clearly burdens of that change that have disproportionately impacted the ethnically diverse areas of North,

Northeast, and outer SE Portland, sometimes through “urban renewal” programs (page 12.) Will the proposed “racial and ethnic justice initiative” (page 9) be sufficiently detailed and actually followed, in the pursuit of the equity agenda? We do want Portland to at long last be a leader in social sustainability (page 10) – as important as and equal to environmental sustainability that has been the focus of much of the city’s efforts. *Avoiding displacement and understanding and preserving historic and cultural connections should be an overriding goal of any equity agenda.* The once-celebrated Albina Community Plan (1993) led to the start of displacement in N/NE; it was well-intentioned, but has long been described as “aspirational.” What’s relevant for the Portland Plan is that many of the lofty “action steps” that have gone unfulfilled in the Albina Community Plan read much like those in the proposed Portland Plan.

The Local Actions segment of the Plan (Appendix B) includes action-steps for the five swaths of the city’s geographic sub-areas. As cited above, the Inner and Central City Neighborhoods already embody the desired “Twenty Minute Neighborhood” characteristics. The inadequacies of infrastructure and service needs of the Eastern Neighborhoods are identified and addressed somewhat in the Local Actions. But the thoroughly described inadequacies of the Western Neighborhoods (page B-16) – “*some of the lowest levels of racial and ethnic diversity, relatively small numbers of commercial areas, less walkable, lower bike riding and transit use, and high household energy use*”(excepting Linnton) are not addressed in Local Actions. There is no inclusion of any needed workforce housing, nothing related to providing commercial services to achieve anything resembling “20 minute neighborhoods” and “complete neighborhoods” and none of the Equity Agenda action steps. This is hardly evidence of the Plan’s stated intent of equitably sharing responsibilities and providing opportunities to meet equity needs, across the entire city.

The Education segment of the draft plan leaves many questioning if the city of Portland is stepping into the roles and responsibilities of Portland-area public school boards. The more typical planning-related education issues we are concerned about refer to expansion of Portland college campuses, specifically PSU and PCC-Cascade and Southeast Center. The Plan includes a city role in “*helping to catalyze complementary local development*” (page 25) for expansion of PCC Cascade, and “*Develop new land use investment approaches to support the growth & neighborhood compatibility of college and hospital campuses in the comprehensive plan update*” (page 47.) Our concern is the expansion through demolition and displacement that has been typically practiced by these institutions. A more important first step should be the public deliberation and adoption of institutional “master plans”, before it’s presumed that college and hospital campus expansions will be undertaken without detriment to the surrounding neighborhoods.

The Economic Prosperity segment of the draft plan includes much that would be expected in pursuit of more successful economic development efforts. But this segment jumps from discussion of affordability challenges (especially for housing), to targeted-industries and more typical economic development issues, and then to (page 40) “*Enhance the vitality of the Central city to support job growth and high-medium density development...and attract educated talent*” with supporting statements in Appendix B that reach sweeping conclusions like “*Central City housing is either subsidized low income or high-end market rate.*” There is no mention of retaining existing affordable housing in the Central City, nor any recognition that the Central

City includes portions of South Portland, the West End, Skidmore/Old Town, and portions of the Eliot and Buckman neighborhoods – where long-standing affordable housing does exist and should be protected. The Central City is *not* just the expensive high-rise condos of the Pearl District and downtown. Finally, Portland has already attracted many talented people in pursuit of professional success; the bigger issue is the lack of jobs for those who already live in Portland.

Other issues in the Growing Employment Districts segment of the plan include recognition of the need for B and C class office space in the Central City (page 47) where incentives are rightfully needed – including for rehab of existing historic multi-story office and commercial B and C class buildings. The issue of the city's Fee structure is included on page 46, as "*Foster regulatory and fee approaches that keep Portland competitive for business and job growth.*" The Portland fee structure is a significant city-wide concern that needs to be upgraded to a five-year Action step. The historic preservation community, property owners in Portland's Historic Districts, and developers are *now* assertively raising the issue of the city's unreasonably high historic design review fees, in particular; the \$3,000+ application fee for individual landmark designation has already proven to be a disincentive for designation, with a total of *two* such applications in the past nine years. Portland's historic design review (and landmarks designation) fees are higher than all other Oregon jurisdictions and higher than for any comparably sized municipality throughout the U.S. These fees are genuine obstacles for private building rehab and adaptive re-use projects – both residential and commercial – and discourage the potential economic investments they represent.

The Area Scorecard segment of the Portland Plan (pages 114-115) rates performance against strategy goals, for all sub-areas of the City. The growth projections for the Central City and Inner Neighborhoods are especially concerning. How do you nearly double population in the Central City (proposed to grow from 21,726 to 50,948); increase from 15,152 to 26,448 in Interstate; grow from 17,796 to 24,146 in Lents/Foster; grow from 14,732 to 19,027 in Hollywood; and grow from 9,471 to 15,834 in Hillsdale/Multnomah – all where there is acknowledged little vacant land? How can the irreparable damage to existing community character – and to potentially historic buildings – be avoided? Clearly, the Portland Plan's call to finally include the consideration of social impacts in the review of land use actions will be essential. But the projections themselves are unlikely to be achieved without substantial impacts, and they demonstrate the likelihood of continuing to saddle the same areas with the burdens of growth as has been done in the past. The Portland Plan was to address this "inequity" but the numbers speak for themselves.

November 28, 2011

Attn: Portland Planning and Sustainability Commission

As a Woodstock resident, I am both charmed and dismayed by our many unimproved roadways. I enjoy the rural feel of the neighborhood, but many roads are in dire need of care. Residents cannot afford to renovate the roads to City's standards and many fear reprisal if they take matters into their own hands. So here's what happens:

- A few roads are being gardened, but people fear that if the City finds out, they'll be forced to give up the gardens or space they are using, so they don't want to touch other issues – like dealing with potholes.
- Consequently, many roads become a kind of uncared for, no-man's-land that encourages crime, including drug use, break-ins, and garbage dumping. These roads are also popular ATV destinations.
- Some Woodstock roads are so rough that residents can barely make it to their driveways. Ironically, in a nearby, more affluent neighborhood, City funds are used for curb cuts and street sweeping. Hmm.
- Other roads, like SE 44th Ave. adjacent to Lewis Elementary, are used daily by children walking to school, but become dangerous during the rainy winter months as the kids try to navigate slippery clay and deep puddles, while dodging the 4WD vehicles that plow through.

My neighbors and I seek alternate ways to make these roads safe for children and other pedestrians, navigable for bikes and cars (without increasing vehicular speed), and generally more attractive so that our neighborhood feels friendly and cared for.

I urge you to support Portland Plan action items #28 and #29, and to provide the resources and flexibility to help citizens improve the roads in their neighborhoods in a way that is environmentally and economically feasible.

Thank you!

Erin Inclán
7020 SE 42nd Ave, Portland, OR 97206
503-774-1743

URBAN FORESTRY COMMISSION



PORTLAND PARKS & RECREATION

Healthy Parks, Healthy Portland



November 26th, 2011

• Nick Fish, Commissioner • Mike Abbaté, Director

Office of Planning and Sustainability
Susan Anderson, Director
City of Portland
1900 SW 4th Ave
Portland, Oregon 97201

Dear Ms. Anderson,

Thank you for giving the Urban Forestry Commission an opportunity to review the final draft of the Portland Plan and present comments for your consideration. We have read through the document and want to commend you and your staff for the exceptional work that went into developing and crafting this document. The Portland Plan showcases all that is wonderful about our city and what still requires our attention.

We appreciate the thoughtfulness and depth that was devoted to natural resource management and conservation. However, we do have a few suggestions related to street trees that we would like to see incorporated into the plan before its final adoption. Specifically;

Under the Economic Prosperity & Affordability Section

- 5 year action plan #25 – Portland Main Street, pg 49. –add: All district revitalization plans must include a comprehensive and sustainable street tree planting and maintenance component, with language that includes preservation of large trees.
- 5 year action plan #38- Housing Strategy, pg 53-add: Street/yard tree plan as part of neighborhood attractiveness, cohesion and housing value with language that includes preservation of large trees.
- 5 year action plan #42- Youth Employment, pg 55- **include:** the non-profit sector to the business sector to support career- related learning experiences. There are good opportunities for young adults to get practical arboriculture experience, provide the city with a cadre of tree care professionals as the canopy ages.

Under the Healthy Connected City Section

- 5 year action plan #18 Resource Conservation, pg 69- call out street trees/urban forestry or green infrastructure in the content statement and include language about planting large canopy trees where appropriate.

- 5 year action plan #26 -30 Connections, pg 73 - call out street trees as components of greenways (are these bioswales where larger trees may or may not be present?). Include comprehensive tree planting and maintenance plan for greenways.

Once again, thank you for giving us this opportunity to submit comments. We recognize the many competing issues that you faced while trying to produce an inspirational and achievable plan that Portland residents can embrace.

Sincerely,

Joe Poracsky, Chair
Dave Odom, Vice- Chair
Catherine Mushel, Secretary
Brian Krieg
Meryl A. Redisch
Kendra Smith
Michael.McCloskey,
Stephen Peacock
John Warner
Diana Shervey
Dick Pugh

Mission: To enhance the region's economy and quality of life by providing efficient cargo and air passenger access to national and global markets.



November 29, 2011

Andre' Baugh, Chair
Portland Planning and Sustainability Commission
c/o Portland Bureau of Planning and Sustainability
1900 SW Fourth Avenue, Suite 7100
Portland, Oregon 97201

Dear Chair Baugh and Portland Planning and Sustainability Commission Members:

Thank you for the opportunity to comment on *The Portland Plan Proposed Draft*. The Port of Portland (Port) has been a partner in this process with the Bureau of Planning and Sustainability and appreciates the challenge of creating focus around the diverse interests in our city. From our perspective, the plan does a great job of describing the current economic context, some of the current challenges and the 2035 objectives. Our region's record unemployment resulting in the critical loss of both jobs for our citizens and the tax base to support the services they need will continue to challenge us all.

For this reason, our comments are centered on the Economic Prosperity and Affordability strategy. This strategy addresses the lack of jobs, relative decline in personal income, decline in tax and other public revenue and the lack of business investment in Portland. Unless these issues are addressed, none of the other strategies in the plan can be successfully implemented.

We offer the following recommendations:

- **Prioritize the strategies in the plan.** The current strategies are broad and actual implementation of the 2035 Objectives and the 5 Year Actions within each will be difficult without some sense of the priority and relative timing of the actions. Prioritization and an approach to address conflicting actions will be key for successful implementation and tangible results in a time of constrained resources.
- **Make economic prosperity and affordability the priority focus of the first three years of the five year action plan.** As an income tax-dependent state, our weak employment growth and stagnant income growth in Portland over the past decade has translated to fewer resources available to fund many services that Portlanders need and have come to expect. Recent examples include: TriMet's fare increases and service cuts over the last few years as a result of decreasing payroll taxes; the City of Portland's recent deferral of \$3.2 million in pedestrian projects (mostly in east Portland) due to budget shortfalls; likely reduction in contributions to the Lake Oswego Streetcar and Sellwood Bridge projects; and Multnomah County's social services budget declines impacting some of the city's most vulnerable residents.

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For this reason, the Port believes the strategic plan focus must be on job growth and investment first so that results of those efforts can help improve our resource outlook. Specifically, we suggest undertaking the following Economic Prosperity and Affordability actions (*as modified*) as priorities in the first three years of the action plan for the City and its partners. Please consider the Port of Portland a partner in particular for actions 1, 2, 8, 15, 16, 17, 18, 20, 20A, and 21. Text in italics and underlined reflects changes or additions:

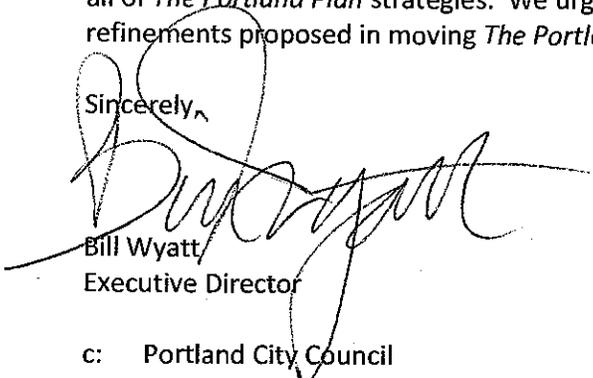
1. **Business development:** Focus business development resources on enhancing the competitiveness of the five target clusters and other manufacturing industries which provide higher wage and broader employment opportunities for Portland residents.
2. **International business:** Implement an international business development, trade and investment strategy that emphasizes job creation with coordinated promotion of both the region and local firms, and supports the regional export initiative.
8. **Economic development:** Complete the formation of a regional economic development corporation that will be responsible for a regional brand strategy, recruitment and retention, marketing, and regional strategy coordination.
15. **Develop a regional freight rail strategy:** Develop a regional freight rail strategy to enhance and improve rail access, travel time and the efficiency of rail operations within the Portland region to support growth and operations of the industries here and ultimately movement of goods to market.
16. **Strategic investments:** Update and give priority to implementation of the next five-year increment of the Tier 1 and 2 projects in the Freight Master Plan and Working Harbor Reinvestment Strategy to improve freight mobility.
17. **International Service:** Implement strategic investments to maintain competitive international market access and service at Portland's marine terminals and PDX.
18. **Sustainable freight:** Implement Portland's Sustainable Freight Strategy to support efficient freight mobility on the entire freight system.
20. **Brownfield investment:** Pursue legislative changes and funding sources to accelerate clean up of brownfields, in particular superfund sites. Develop a strategy to address the impediments to redevelopment of brownfields. Lead effort with Metro and regional partners to include brownfield redevelopment assistance in the regional investment strategy.
- 20A. **Willamette River Superfund:** Work collaboratively to develop a clean-up that is cost effective and environmentally protective and supports existing and future job growth and environmental enhancement opportunities.
21. **Industrial site readiness:** Assemble and improve market readiness of at least one new shovel-ready 25-acre or larger site and up to four smaller sites for business expansion or recruitment. One or more of the smaller sites could serve as a pilot project for advancing both economic and natural resource goals in industrial areas. (*Modify action 25 in the Healthy Connected City to be consistent with proposed new language or delete.*)

Andre' Baugh
November 29, 2011
Page 3

- **Make the range of aspirations for the Measures of Success consistent and focus them on improving the economic climate in Portland.** Current and impending public deficits make achieving measures of success challenging. Because this strategic plan provides direction to the City's comprehensive plan, infrastructure planning and investment, and related policy documents that flow from these, the Port encourages the City to focus on and measure actions that support improving the economic climate in Portland. We suggest the following changes (underline and italics are additions):
 5. **Growing businesses objective:** By 2035, the Portland region ranks 10 or better among U.S. cities, in terms of export value; has fully implemented the Metropolitan Export Initiative (MEI); has increased the number of businesses exporting to international markets; and has the industrial land supply to meet job growth needs.
 6. **Creating jobs objective:** By 2035, Portland will be home to over 515,000 quality jobs, providing a diverse and robust job base for Portlanders with regional per capita income at least 10% above the national average.
 7. **Freight, transit and active transportation objective:** By 2035, 50 percent of Portlanders take alternative modes of transportation to work and freight in Portland moves seamlessly and reliably to markets beyond the region.

It is through a focus on Portland's economic health as a critical first step that we will be able to address all of *The Portland Plan* strategies. We urge the Commission and Council to consider the priorities and refinements proposed in moving *The Portland Plan* forward.

Sincerely,



Bill Wyatt
Executive Director

c: Portland City Council
Susan Anderson
Joe Zehnder
Eric Engstrom

Testimony to the Planning and Sustainability Commission
On the Draft Portland Plan 11/29/11

My name is Terry Griffiths and I am the chair of the Woodstock Neighborhood Association Land Use Committee. I am here to state the Woodstock Neighborhood Association's strong support for Actions #28 and #29 on page 73 in the full draft of the Portland Plan. The actions are entitled **Neighborhood Greenways**. Action #28 reads as follows:

"Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics."

Woodstock has over two miles of unimproved right-of-way segments. Approximately 8% of roadway in the neighborhood is unimproved, as compared to 2% citywide.

In the winter and spring terms of 2010, five PSU Urban Planning Graduate Students investigated the issues surrounding unimproved streets with the Woodstock Neighborhood as their case study. On January 11 of this year, the PSU group presented their findings to this Planning and Sustainability Commission. I would like to remind you of some of their discoveries:

- 1.) At present, the only way the city will take responsibility for improving an unimproved street is through the formation of a Local Improvement District or LID. An LID is an agreement by the property owners adjacent to an unimproved street segment to pay for having that street segment improved to fully engineered city standards.
- 2.) From time to time, groups of residents have contacted the city about the possibility of having their street improved. When they learn the cost entailed in bringing the street up to city standards, the groups invariably walk away. The cost to a property owner with the most minimal unimproved street frontage would be about \$20,000.
- 3.) Many residents have no interest in having all streets improved to full city standards. In response to a survey question that asked, "If money were not a concern, would you prefer that all streets in the Woodstock neighborhood were paved with curbs and sidewalks?," 39 of 59 respondents said they would not.

Providing incentives to explore alternative ways to develop unimproved rights-of-way would benefit neighborhoods like ours as well as the city as a whole. Some street segments could be both linear parks and bicycle/pedestrian paths. Others could include space for urban gardens – in fact some are already used that way.

At the same time, there is a pressing need to develop a long-range, over-all plan with priorities as to how some unimproved streets will need to be developed.

After all, some of them are only a block or two away from Woodstock Boulevard, a major transit corridor and a 2040 Main Street. As the Portland Plan is fleshed out over the next 25 years, surely such streets will demand careful consideration and a high level of attention.



Suzanne Myers Harold
6206 SE 45th Ave.
Portland, Oregon 97206

Planning and Sustainability Commission
1900 SE 4th, Suite 7100
Portland, Oregon 97201
November 29, 2011

Re: Portland Plan Testimony

Dear Planning and Sustainability Commission:

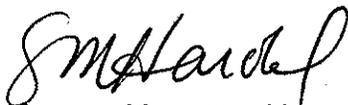
My name is Suzanne Harold. I'm here representing the Lake Carlton group in Woodstock. I'm speaking in support of Actions #28 and #29 of the Portland Plan, and want to briefly share our success story.

Here's a photo of SE Carlton between 44th and 45th Ave, taken in January 2010. The street was nicknamed Lake Carlton due to the standing body of water eight months out of the year, and the two Mallard ducks who called it home. It collected trash, attracted speeding 4-wheel drive trucks, and was a breeding ground for mosquitoes.

This year, with the support of the Woodstock Neighborhood Association, the PSU student group LARKE, and a \$2,000 grant from SE Uplift, we transformed Lake Carlton from a mud pit into a family-friendly thoroughfare. We graded and graveled a narrow, serpentine road and held a community work day for planting. The result is an easily maintained road frequented by pedestrians, bicyclists and the occasional slow-moving vehicle.

Official support from the City of Portland for this type of project will make it easier for other groups of neighbors to come together and improve their neighborhoods on a small budget. It builds community and turns public nuisances into things of beauty. I urge you to support Actions #28 and #29.

Sincerely,


Suzanne Myers Harold



Julie Ocken
City of Portland
Bureau of Planning and Sustainability
1900 SW 4th Ave, Suite 7100
Portland, OR 97201
503-823-6041
julie.ocken@portlandoregon.gov

From: Don M. [mailto:mcat@teleport.com]
Sent: Wednesday, December 07, 2011 12:08 AM
To: Planning and Sustainability Commission
Cc: TPDx Discussion
Subject: PDX Plan testimony - Trees

Trees

Trees are very popular and the City seems to promote their use without mentioning the challenges they create.

The shade that trees provide can reduce the locations that solar collectors can be placed on roofs.

The shade that trees provide can reduce the portions of yards that can be used to grow vegetable and fruits that often require six hours of sunlight to thrive.

Trees can also cause expensive problems for the owners on whose property they are located. We are dealing with the leaves on the streets and clogging drains in the fall. Many trees require trimming and suffer from disease and pest infestations (Dutch elm disease). Tree roots can lift sidewalks and clog water and sewer pipes.

My experience is a good example. Our street tree was free from PDC in 1977. It is a Sycamore-Maple. The parking strip is 3'-6" deep and now the tree is 22" in diameter. In the last 34 years it has caused us to repair the sidewalk three times at a cost of about \$2,000. A few years ago the roots of the tree clogged our sewer line and this cost about \$3,000. Before the tree was planted in 1977 I asked if the tree would cause these types of problems and I was assured by the City forester that the variety was selected so they it would be trouble free. We have also paid to have the tree trimmed twice over its life which cost several hundred dollars. I suggest that trees are not always the benefit they seem. If the City would pay the bills like this I might feel differently.

Along business districts street trees can cause sight lines to be blocked such that business signs are less effective. In my opinion this should not be a problem and the shade and greenery from trees are important in making the area more attractive. But some business owners don't agree.

Habitat connections, green streets, and civic corridors all imply the likelihood of green tree canopy to be placed along city streets. Great care must be taken around the specific varieties selected and its location.

I have also been advocating that street trees be some form of edible fruit or nut that can make them more useful to the people living nearby. However, disease and insect problems are an issue as is the necessity to harvest the fruit and otherwise see that it is disposed of.

This also relates to the issue about building new sidewalks. Historically sidewalks are build and maintained by the property owners. If the City builds sidewalks will the City maintain them or will the property owner maintain them? And if the City maintains them is this a precedent for the maintenance of all the sidewalks of the City?

I would also suggest that the urban design philosophies of permaculture be adopted as often as possible in the design and care of urban spaces.

Guiding Policies

p. 70 Design neighborhood greenways and civic corridors to integrate safe and accessible facilities for pedestrians and cyclists, sustainable stormwater facilities, **tree planting** and community amenities.

5-Year Action Plan

p. 71 Equity **22** Habitat connections: Identify key locations for preserving and enhancing **neighborhood tree canopy** for stormwater management, hazard mitigation, wildlife habitat benefits, air quality and climate change adaptation. PP&R, BES, NGOs

p. 75 Equity **31** Civic corridors: Identify and develop new right-of-way designs for key transit streets that integrate frequent transit and bike facilities, pedestrian crossings, landscaped stormwater management, **large canopy trees** and placemaking amenities (e.g. benches, lighting and signage). PBOT, BES

p. 110 **Tree Canopy**

p. 115 **Tree Canopy**

p. C-13 **Tree Canopy**

Portland Plan testimony, Dec. 6, 2011, Don MacGillivray, 2339 SE Yamhill, 97214



East Portland Parks Coalition



Planning and Sustainability Commission,
Attn: Portland Plan testimony
1900 SW 4th Ave.
Portland, OR 97201-5380

November 30, 2011

RE: Draft Portland Plan Healthy Connected City

Planning and Sustainability Commission,

These comments on the Draft Portland Plan were prepared by the East Portland Parks Coalition, in partnership with the East Portland Action Plan (EPAP). We are commenting to address specific items in the Healthy Connected City section of the Portland Plan. There are specific “Actions and Strategies” in the City adopted East Portland Action Plan that should be prioritized as Portland Plan “5-year Actions.” The Healthy Connected City section of the Portland Plan could have significant impacts as it relates to East Portland’s parks, trails, natural areas, tree canopy, streetscape, and overall livability. While not addressed here, we want to acknowledge that other sections of the Portland Plan may also need to incorporate East Portland Action Plan “Actions and Strategies”¹ and thereby more fully realize the stated goals of prosperity, health, and equity.

The Healthy Connected City section of the Portland Plan will serve people, water, and wildlife by helping knit the city together socially, ecologically, and geographically. Under-investment in parks, lack of natural resource conservation, and poor street connectivity that has characterized past urbanization, left East Portland neighborhoods with poor access to parks and nature. There is an urgent need to improve the quality of access to existing park land. In addition, new acquisitions are still needed to address the gaps in access.² Commissioner Fish’s E-205 initiative is an effort to begin addressing these deficiencies in small but significant ways; the Portland Plan needs to build on this and other efforts.

¹ East Portland Action Plan: <http://www.portlandonline.com/shared/cfm/image.cfm?id=214221>

² Regional Equity Atlas, www.equityatlas.org; Parks 2020 Vision, <http://www.portlandonline.com/parks/index.cfm?c=40182&a=89448>

The Portland Plan's 5-year Actions should include and/or incorporate East Portland Action Plan actions and strategies from the Parks and Open Space (pg. 12-13) and Natural Areas and Environment (pg. 14) sections, prioritizing the following for inclusion:

1. **Prioritize capital funding for unimproved parkland in East Portland** especially the master planned sites of Parklane, Clatsop, Beech, and East Holladay (P.2.7, P.4.1, P.4.6). Development of Parklane Park is particularly urgent and should be specifically identified in the Portland Plan as a 5-year Action Item. Gateway Park and Gateway Green (P.4.4, P.4.9) also represent capital improvement projects that can significantly expand the quality and quantity of access to parks and nature in East Portland.
2. **E-205 Funding.** Fund the E-205 Initiative annually over the next five years in order to develop and improve facilities in East Portland Parks that are currently underdeveloped and to leverage private funding for park improvements. These E-205 objectives are essentially the same as EPAP actions and strategies P2.1 and P2.2.
3. **Natural Area Acquisition/Access and Watershed Stewardship/Restoration:** East Portland presents some of the best natural area acquisition and watershed stewardship opportunities in the City and will support key priorities in both Portland's Natural Areas Acquisition Strategy and Watershed Management Plan. These opportunities deserve mention as 5-year action items in the Portland Plan. East Portland Action Plan acquisition priorities include all East Buttes (NA.3.3), Restoration priorities include the Johnson Creek Floodplain (NA.2.1) and East Portland Natural Areas are in need of invasive species removal and management (NA.2.3). Priorities for expanded access to natural areas include: Kelly Butte; Wilkes Creek Headwaters; Clatsop Butte; and BES properties like the Springwater Wetlands and the East Lents Floodplain (NA.3.2).
4. **Trails:** Progress in filling gaps in key regional trails in East Portland can serve the entire City, while improving access to parks and active transportation routes in East Portland neighborhoods. The Portland Plan 5-year Action Items should include East Portland Action Plan actions and strategies for the Columbia Slough Trail (P.3.2); Springwater Trail (P.3.1); and Sullivan Gulch Trail (P.5.2), including the one mile east of I-205.

East Portland Parks Coalition and EPAP support the Portland Plan actions that hold promise for East Portland and advance the equity goals for the entire City of Portland. Specifically, 5-year Actions #15 and #29 that focus on re-purposing the public right-of-way for community or public uses such as "pedestrian and bikeways, community gardens, rain gardens, park spaces or neighborhood habitat corridors" are consistent with several East Portland Action Plan actions and strategies (T.6.2, P.5.1, NA.1.1-1.3). Given the number of partly or entirely unimproved streets and lack of land available for park acquisition in East Portland, these public right-of-way improvements will be an important strategy to create places for people to interact with each other and nature in some neighborhoods. The goal of building one demonstration project seems overly modest (PP 5-year Action #15); we ask that at least one demonstration site be in East Portland within 5-years to meet the exceptional needs and opportunities in East Portland.

The Portland Plan's emphasis on "schools as community gathering places" is laudable and appropriate for East Portland (P.1). This guiding principle should be more explicit in referencing improved access to recreational opportunities, nature and urban agriculture in all school districts.

In addition, the Portland Plan has an opportunity to make specific reference to the need for improved tree preservation in or near the public right-of-way. The 'City-wide Tree Project' includes actions that will need continued attention and follow-through and are particularly urgent for East Portland (NA.1.4). New sidewalks are a needed and welcomed addition to neighborhood livability, but one-size does not fit all -- especially when it comes to trees. It is important that new public and private investments incorporate East Portland's existing neighborhood tree assets. This is an area of needed coordination and innovation between PBOT and Urban Forestry.

Thank you for considering our comments. A vibrant and well-cared for system of parks, natural areas, and neighborhood centers connected by trails, neighborhood greenways, and wildlife corridors is vital to all Portlanders, but especially urgent for East Portland neighborhoods.

Sincerely,

Alesia Reese
East Portland Parks Coalition

Arlene Kimura
East Portland Action Plan

CC: Mayor Adams and Portland City Council



CITY OF
PORTLAND, OREGON

PORTLAND HOUSING BUREAU

Nick Fish, Commissioner
Traci Manning, Director
421 SW 6th Avenue, Suite 500
Portland OR 97204
(503) 823-2375
Fax (503) 823-2387
www.portlandonline.com/PHB

DATE: November 29, 2011

TO: Alex Howard, BPS

FROM: Daniel Ledezma, Manager
Kim McCarty, Program Coordinator

CC: Commissioner Nick Fish

RE: Comments on the October 2011 Draft Portland Plan

Thank you for the opportunity to provide feedback on the draft Portland Plan. We appreciate the opportunities for engagement BPS has provided PHB at every step of this planning process. We have carefully reviewed the draft Plan and have discussed it with our Portland Housing Advisory Commission. This memo sets forth our initial comments.

A. General Comments

Throughout the Plan's development, the data sets and maps have been very valuable in our work. We appreciate the depth of information used to produce the Plan, and we will continue to refer to your data in our work.

We applaud the overall Framework for Equity in the Portland Plan, and are committed to moving the City's equity goals forward.

Housing projects and programs can integrate multiple community objectives, including economic prosperity, health, education, social support, and a healthy environment. We would like to see more emphasis on connecting housing with other economic development investments.

There are a number of specific projects listed in the Plan; we recommend clarifying that these are examples of investments, rather than suggesting they are the priority investments over the life of the Plan. For example, in the *proposed actions* for Sub-Area 14 of the Plan (Gateway), the Gateway-Glisan mixed-use development offers a good example, but is not the only target for transit-oriented development.

We recommend additional emphasis or details on the implementation of this Plan to increase its utility as a long-term framework. We recommend including specific information regarding future public involvement opportunities, as well as how the Plan links to other policy and planning documents in the City, including the Comprehensive Plan.

B. Citywide & Local Measures of Success

We endorse the Plan's citywide and local measures of success. To align these measures of success with the Framework for Equity, we recommend emphasizing that *resources and efforts must be distributed equitably* in the City, including among communities of color, neighborhoods, and businesses. This emphasis will help the City be successful in serving its most vulnerable and underrepresented populations.

C. Key Concerns and Suggestions

1. Portland Housing Bureau Strategic Plan

The Portland Housing Bureau's Mission is to "solve the unmet housing needs of the people of Portland." Many of our existing strategies and values align directly with Portland Plan goals. We value and prioritize equity, stewardship, transparency and innovation.

PHB completed its three-year Strategic Plan in early 2011; we recommend that the Portland Plan be updated to integrate the goals laid out in the Strategic Plan.

The Strategic Plan is available online: www.portlandonline.com/phb/strategy.

Part C of the *Economic Prosperity and Affordability* section lays out several actions to achieve "broadly accessible household prosperity and affordability." The actions will help achieve the goal of prosperity and affordability, but the Guiding Policies should better align with the PHB Strategic Plan goals:

- Meet Portland's need for quality, affordable homes for its residents.
- Ensure equitable access to housing.
- Develop, leverage and allocate housing funds to meet needs, sustain our assets, and strengthen the housing industry.
- Build a strong, dynamic Housing Bureau that provides the highest level of leadership and service to our customers, stakeholders, employees, and the community.

The PHB Strategic Plan also outlines investment priorities:

- Provide more rental housing for our most vulnerable residents.
- Move people quickly from homelessness to permanent housing while preventing families from losing their homes.
- Help Portlanders from communities of color buy a home or keep the home they already own.
- Provide a safety net that includes shelters and other short-term help for low-income Portlanders who are homeless or at risk of homelessness.

2. Framework for Equity

Many of the Plan's Equity principles refer to accurate measurement, evaluation, and recognition of disparities, but don't describe *actions* to address disparities.

The City has explicitly committed to a focus on equity through the creation of the Office of Equity, and many city bureaus, including PHB, have dedicated resources to measuring disparities.

Because the City is equipped to measure disparities, we recommend that the Plan focus on specific actions; for example, increasing youth access to target industry jobs and ensuring that Main Street investments are accessible to communities most in need.

A strategy to *coordinate* evaluation measures would strengthen the Plan by allowing the City to quickly move to implementation.

3. Healthy Connected City Strategy

We agree with the opportunities highlighted in this section, specifically regarding equity within the larger infrastructures of housing, streets, transportation, and access to services. All of these structures ensure that people have the opportunity to exercise choice in where they live.

4. Economic Prosperity & Affordability Strategy

We suggest that the Portland Plan better describe how housing developments strategically support other infrastructure and systems. We would like to see

increased focus on how economic development strategies can enhance access to housing.

For example, housing as an industry provides living-wage jobs (realty, construction, lending), as well as a tool to leverage other development opportunities; healthy housing reduces economic burdens on household productivity and our healthcare system; and sustainable housing reduces financial burdens on water management and energy infrastructure.

5. Thriving, Educated Youth

We applaud the Thriving, Educated Youth strategy, as it has strong links to housing goals. Housing is an excellent connection to entry-level jobs and training, co-location of schools or programs such as the SUN School programs, healthy living, family support, stable home life, and early childhood education.

D. **Proposed Changes**

Economic Prosperity and Affordability Actions

1. Actions 14 & 18: Emphasize placing housing near services and activities such as employment, education, groceries, and transportation.
2. Action 14: Make investments in current low-income neighborhoods with rehab loans; connect neighborhoods with frequent bus service.
3. Action 37: Emphasize that ownership housing is one strategy of creating household economic stability and prosperity.
4. Action 38: For the Housing Strategy, we suggest including at least one housing development example from each quadrant of the City.
5. Action 38: Acknowledgement of housing construction as a gateway industry for creating a diverse workforce trained for living wage jobs.
6. Action 39: It is essential that Fair Housing activities and the implementation of the Fair Housing Action Plan be a *citywide* strategy, and not narrowed to one neighborhood or area of the city.

Healthy Connected City Actions

1. Action 9: Link people not only to nature and recreation, but also to work, food, education, and housing.
2. Action 9: Emphasize integrated approaches to infrastructure investments such as transportation that take housing and institutional investments into account.

Overall Action Comments

1. Include affordable housing in the Main Streets program to encourage an economically diverse community.
2. Add strategies beyond code changes for filling gaps in underserved neighborhoods
3. Give examples of housing transportation investments in addition to Barbur Boulevard., such as Milwaukie Light Rail, Interstate Light Rail, and frequent bus service.

E. Next Steps

Thank you again for the opportunity to comment. We applaud your excellent work. Please contact Director of Equity, Policy, and Communication Daniel Ledezma at (503) 823-3607 or Daniel.Ledezma@portlandoregon.gov with questions.

Stockton, Marty

From: Planning and Sustainability Commission
Sent: Thursday, December 08, 2011 10:35 AM
To: Stockton, Marty
Subject: FW: [Approved Sender] PSC testimony on the Portland Plan - PDX a Renters Hell

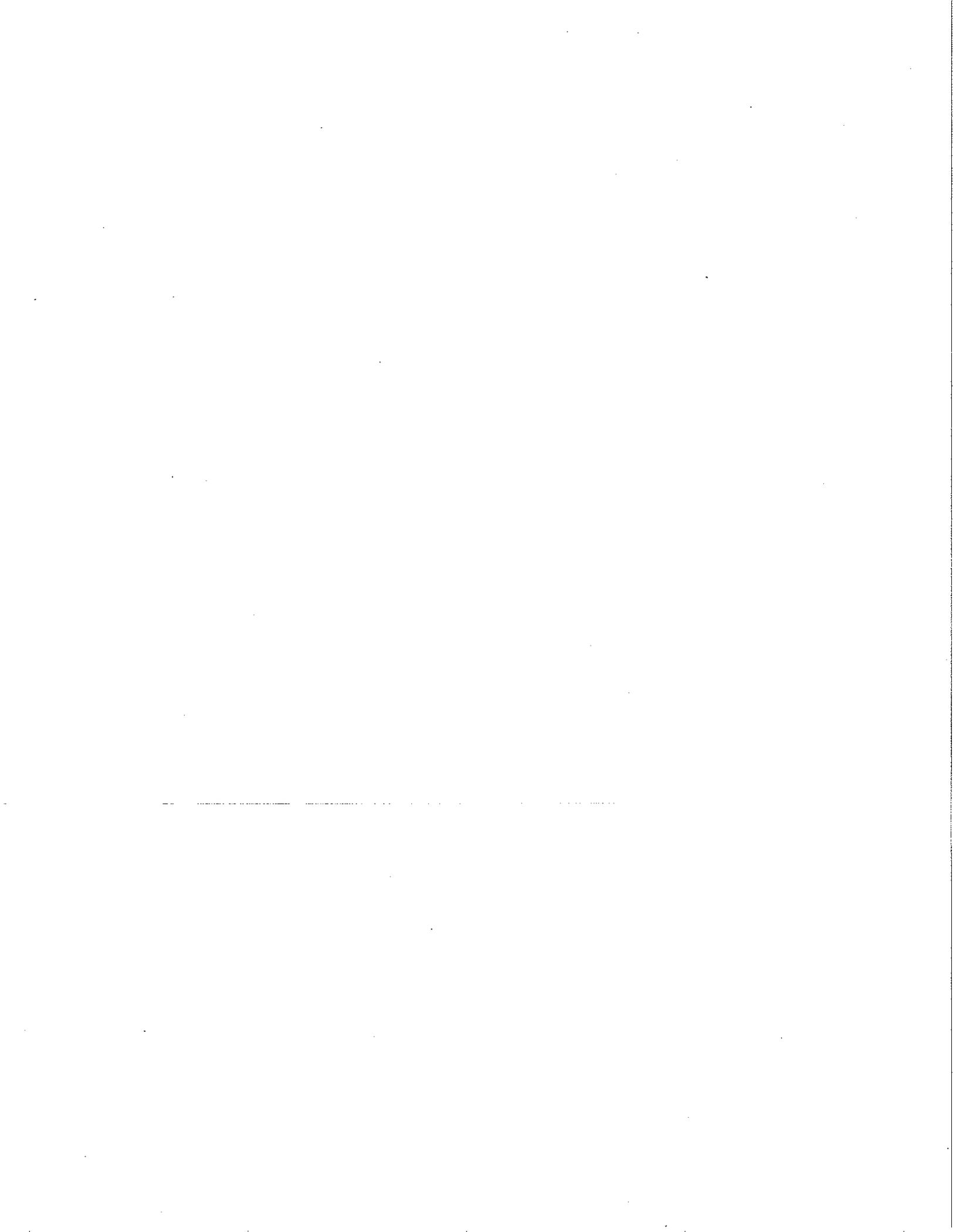
Julie Ocken
City of Portland
Bureau of Planning and Sustainability
1900 SW 4th Ave, Suite 7100
Portland, OR 97201
503-823-6041
julie.ocken@portlandoregon.gov

From: Don M. [mailto:mcat@teleport.com]
Sent: Thursday, December 08, 2011 10:00 AM
To: Planning and Sustainability Commission
Cc: TPDY Discussion
Subject: [Approved Sender] PSC testimony on the Portland Plan - PDX a Renters Hell

How does the Portland Plan address this issue around affordable housing and living wage jobs?

-----Forwarded Message-----

Renter's Hell





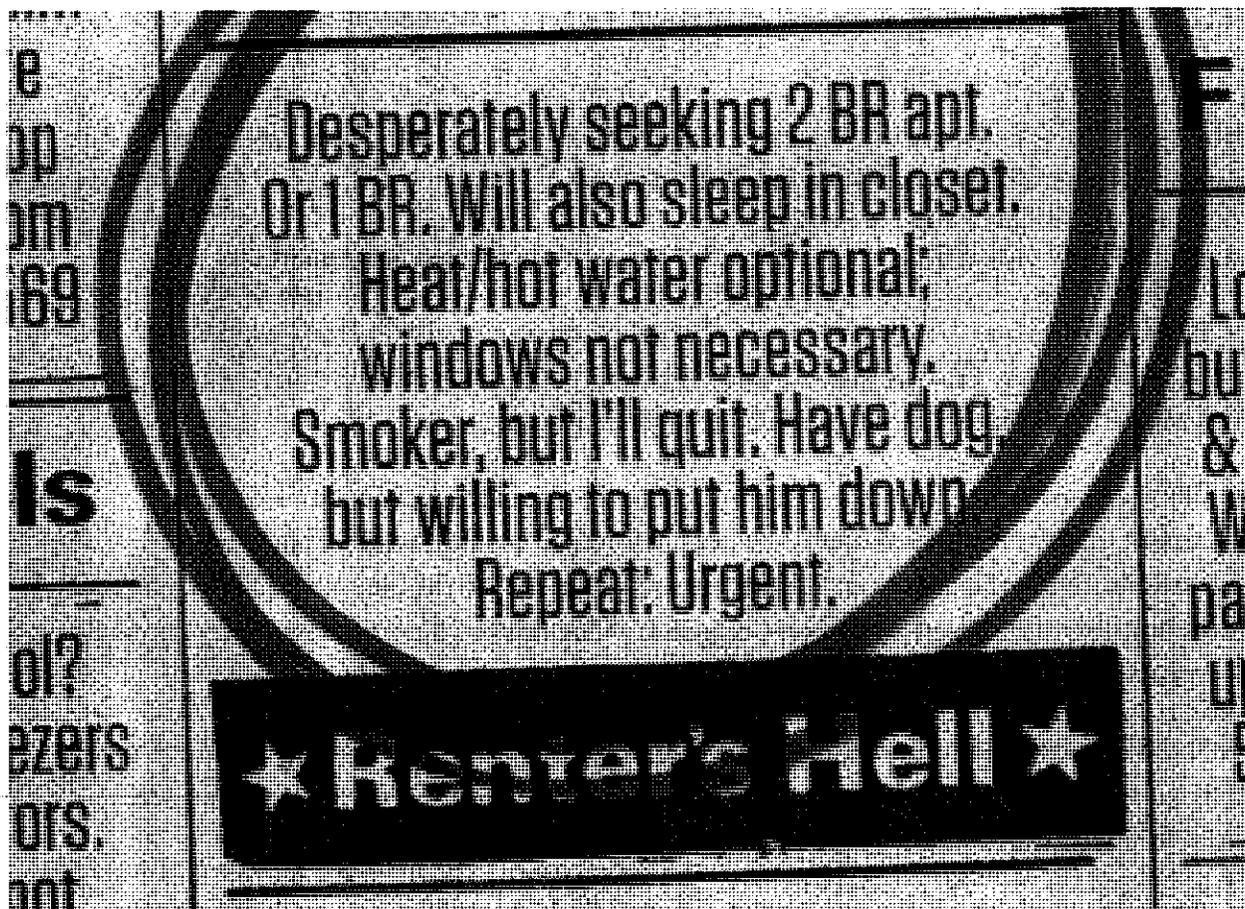
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December 7th, 2011 HANNAH HOFFMAN | Cover Story

Renter's Hell

Portlanders pay a steep price in the nation's toughest rental market.



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The first place Lindsay Bozanich finally found to rent this year came with fingernail clippings in the bed.

They probably belonged to the former resident of her \$800 Murphy bed-equipped studio apartment on Northwest 22nd Avenue and Glisan Street—the person who painted the walls bright yellow and left the kitchen and bathroom coated in so much grime they took hours to clean.

But Bozanich, 29, was thrilled. Not with the filth, of course, but with the fact that after several weeks of searching, she had finally found an apartment.

When her short-term lease ran out, it took even longer to find another place—she and her future roommates spent two months looking. They finally found a house in the Concordia neighborhood that, on their initial visit, contained seven aquariums of assorted reptiles. They grabbed it. (The reptiles later moved out.)

“I couldn’t believe how fortunate we were,” Bozanich says, noting that friends have looked even longer without finding a place that fit their budget. “We really counted our blessings on this one.”

Portland has long had a reputation as an affordable West Coast city, boasting rents that are lower on average than in Seattle or San Francisco.

But affordability only matters to people who can actually find an apartment.

The Portland area has the tightest rental market of any major city in the United States, according to the U.S. Census Bureau. Only 3 percent of apartments here are vacant at any given time—half as many as were available three years ago.

The days of apartment companies offering a month off or free parking are long gone. Apartment managers and landlords see people lined up outside rentals, many with applications and blank checks in hand. Desperate renters are finding places have been rented within minutes after being posted on Craigslist. Some renters have offered to pay above the advertised rent if it means they can land the place.

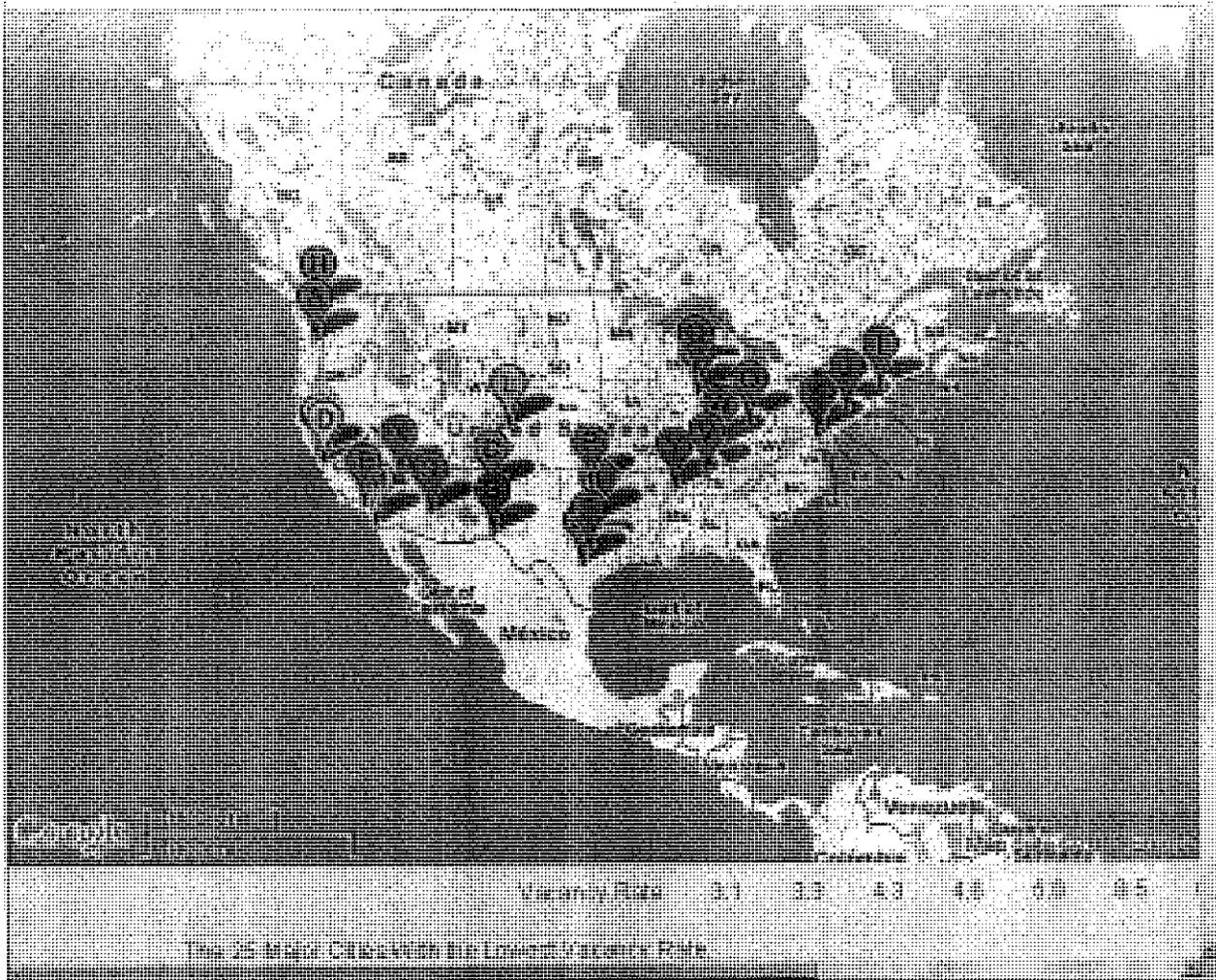
“We’ll put something up and hear within five minutes they’ve heard about a property and want to have a viewing,” says Bette Durham, a broker at Mainlander Property Management. “Unfortunately, we can’t pull extra properties out of our hats.”

The fierce demand for apartments in short supply is causing Portland’s reputation for affordability to slip away.

Rents have risen 17 percent in the last five years in the Portland metro area, according to the Metro Multifamily Housing Association, a trade group of landlords and rental managers. That’s well above the national average of 12 percent during that same time.

No Rooms to Spare: The 25 Major US Cities with the Lowest Vacancy Rate:

No Rooms to Spare



View *No Rooms to Spare* in a full screen map. **Source:** The U.S. Census Bureau measures vacancy rates in 75 markets nationwide. These are the 25 lowest rates of cities that have at least 500,000 people.

And rents have jumped 8 percent this year—more than three times faster than the nationwide rate.

Rents are climbing even faster in downtown and the Pearl District, where they've jumped 16 percent this year, according to the records.

As a result, many people are being pushed to the edges of the city, adding to the hidden costs of housing, including more money and time spent commuting to jobs.

“If we care about people having choices about where they live, if we don't want to concentrate poverty on the edges of our city, then we need a range of housing choices in each

neighborhood," says City Commissioner Nick Fish, who oversees the Housing Bureau. "We're limiting people's choices about where they can live and raise a family."

In a market where demand is so high, developers should be lining up to build more rental properties. But many say they face a dilemma. High-end projects still can't charge the rents they need to make them pencil out. And more modest building projects, where the rents are lower, are having trouble getting financing.

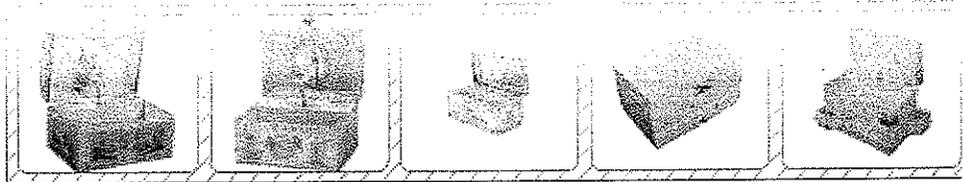
That might also be true in other cities. But in Portland, even during the building boom in the last decade, few developers had any interest in apartments—they built condos instead. That left the city short on rentals as the demand grew—from people who cannot afford to buy a house, those who had to give up the houses they owned, and a steady stream of newcomers who moved here despite the recession.

Mark McMullen, the interim state economist, says the influx was mostly young people willing to move here without jobs.

"Portland is still a magnet," he says. "And that's a good thing."

Except if you can't find an affordable place to live—in some cases, any place to live.

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Portlanders pay a steep price in the nation's toughest rental market.

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LUCKY TO HAVE A HOUSE: Lindsay Bozanich, 29, and her roommates Tony Murray (left), John Manlove and Skye Dorsett (not pictured) searched for two months to find a rental house in Northeast Portland. The city's rents have gone up so much, Bozanich says, "It seems like Portland is getting too big for its britches."

IMAGE: robertdelahanty.net

Portlanders traditionally have tended to buy homes, not rent. About 55 percent of Portland-area residents own their homes, compared to 50 percent in Seattle and 38 percent in San Francisco, according to the U.S. Census Bureau.

That's because even as home price have risen here in the past two decades, they've remained low compared to those in other big West Coast cities.

As a result, the relatively soft demand for rentals meant the city simply did not need as many apartment units—until now.

Developer Dwight Unti, head of Tokola Properties in Gresham, says Portland has traditionally needed about 4,000 new units of housing per year to keep up with growth in the metro area, but says that need hasn't been met for the past five years. "We're way behind the curve," he says.

Today, the area including Portland, Vancouver and Beaverton has about 97,000 rental units.

As recently as 2005, a lot of those units were available—one out of every 10, according to Census Bureau records.

The rental market suddenly got tighter in 2007. The reason? The national economy was surging, more and more people wanted to buy homes, and credit was readily available. In Portland, developers started taking rental units off the market and converting them to condos.

McMullen says the low vacancy rate four years ago was a symptom of a very different kind of rental market—a “supply phenomenon,” he calls it.

When the economy tanked in 2008, vacancy rates shot up again—to 7 percent. McMullen says more condos went on the market as rentals because people couldn’t sell them.

But the whipsawing continued. Two years later, the vacancy rate dropped closer to pre-recession levels—but for far different reasons.

Banks tightened their credit rules, making it tougher to buy homes, and many people couldn’t afford to stay in the homes or faced foreclosure.

That’s left far more people chasing the too few apartments left in the city.

Joe Colasurdo moved to Portland from Bellingham, Wash., nearly two months ago and still hasn’t found his own place to live. He’s staying with his girlfriend, Renee, and her two roommates, but the situation has worn thin.

In a Gladstone apartment Colasurdo, 25, viewed last month, black mold coated the shower tiles—except where duct tape clung to keep other tiles in place. “I’m surprised the landlord even had me come over,” he says.

It wasn’t the only time he looked at what turned out to be a dump. “They would have pictures online and it would look really nice, and I would go there and it would be like, ‘Wow, I’d rather live in my mom’s basement.’”

Many people say they have faced similar situations looking for an apartment, with little or no choice when it comes to quality.

In September, Zac Thayer, a 20-year-old punk-rock musician, started trolling Craigslist for a house or an apartment to share that would cost him no more than \$500 a month. It took two months, including weeks spent sleeping on friends’ couches.

“I got pretty panicked,” Thayer says.

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Most places he saw were disgusting, he says. The worst was a house near Southeast 52nd Avenue and Belmont Street—like a sauna inside, with a once-white carpet turned brown from cat feces smashed into the carpet.

“It’s almost impossible to find somewhere livable in my price range,” he says.

The search becomes more complicated for people who need to live in a specific neighborhood, especially if it’s close in.

Bozanich, the woman who found fingernails in her new apartment’s bed, needed to live close to the city center. She’d been living with her parents in North Plains, but she was undergoing chemotherapy for breast cancer and wanted to be nearer to her clinic in North Portland.

The neighborhoods Bozanich desired—inner Northeast and Southeast, downtown and Northwest—have vacancy rates lower than the city as a whole—from 2.1 percent to 2.5 percent.

That demand means rents are increasing faster than in places such as Oregon City, Gladstone and Gresham, where the vacancy rates range from 5 to 5.5 percent. (Rents in Gladstone and Oregon City have actually dropped in the past year.)

Bozanich saw this firsthand. She looked for a month but couldn’t find a place for less than \$1,200 a month.

She found her Northwest Portland studio in March. Six months later, she was looking with three other people to rent a house. They waged a daily search for two months, spending hours hitting the refresh button on Craigslist.

But the places they liked were snapped up within minutes. They prepared stacks of rental applications and arrived early at open houses, only to find a line had already formed.

“We got really frustrated,” Bozanich says. “We’d draw out a map of different neighborhoods and just start bickering about just having to live farther out, and I would be like, ‘I don’t want to spend money to live in a place I don’t really like.’”

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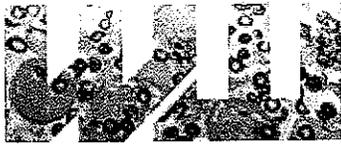
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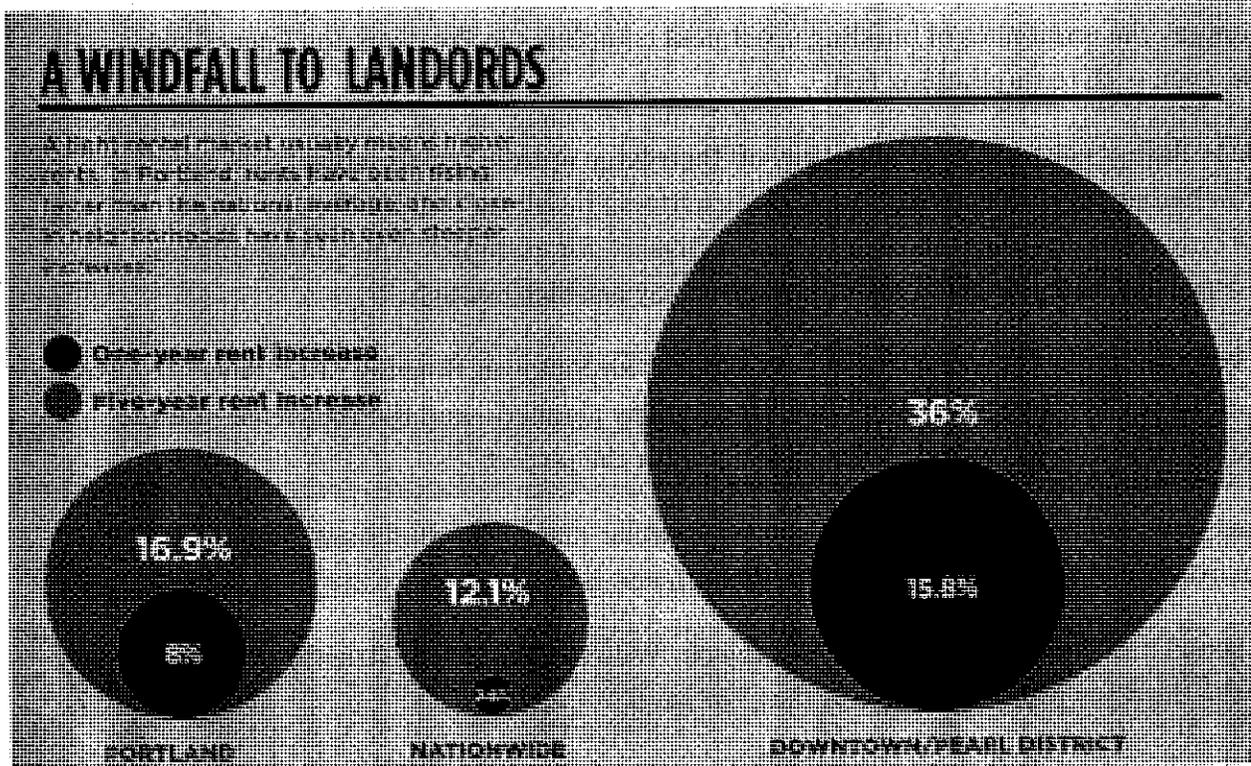
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SOURCE: U.S. Bureau of Labor Statistics and the Metro Multifamily Housing Association

Landlords say they need to do very little now to attract tenants. Nina Lyski--the building manager for Jeanne Manor, a historic 67-unit building in the South Park Blocks owned by KBC Management--says there are 15 people on a waiting list.

"I rented about eight apartments last year sight unseen," she says.

Nancy Swann, who runs the complaint hotline for the Community Alliance of Tenants, says most of the criteria landlords use to reject tenants aren't new: Credit history, rental history, pet ownership and employment have been application questions for years.

The difference today is that landlords can afford to be picky. The slightest blemish on a credit history can doom a would-be renter's chances.

Swann says landlords who in the past have been willing to work through problems with tenants are far less inclined to do so in this market.

She has heard complaints from people who lost their jobs and whose landlords refused to wait for the tenants' unemployment benefits to start before evicting them.

"A lot of landlords are like, 'Pay the rent or get out,'" Swann says.

Developers say the economics of building apartment complexes in Portland don't pencil out right now, even with rents climbing fast.

High-rise buildings need higher rents to pay off their large upfront construction costs, which tend to run higher per unit than the low-slung apartment buildings outside the city's core. There are only a few places in the city--the Pearl District, for example--where landlords can demand especially high rents, but some developers say not high enough.

Spencer Welton, senior vice president of development for Simpson Housing LLLP, says apartment towers like the 15-story building his company planned--and then canceled--for the Pearl District can't charge rents high enough to pay for the project.

Welton says his company, after looking at rents in similar-sized Pearl buildings, planned to charge an average of \$1,700 to \$1,800 a month for a one-bedroom unit.

It didn't pencil out to cover the \$56 million project. "With the kind of construction we were trying to do, the rents just didn't support that," he says.

Portland developer Bob Ball says he can make a new Pearl District building work. He recently announced plans for a six-story, white-brick apartment complex called The Parker on



Northwest 15th Avenue between Pettygrove and Quimby streets, with a planned opening of 2013.

Ball says the key is constructing a shorter building with slightly smaller units, thus reducing the building costs while allowing him (he hopes) to charge about the same rents Simpson considered.

"If you have the right product and the right amount of land, I think the rents are there to support it," he says. "But if you're building anything with many stories, you're going to have to have the rents to pay for it."

Pearl District rents are beyond the means of most Portlanders. Yet developers are not building the low-slung apartment complexes that are cheaper on a square-foot basis to develop and, in turn, rent for less money.

Tokola Properties' Unti says the region's available land for stick-built, horizontal, suburban apartments has pretty much been used up, and the area's urban-growth boundary has limited where new construction can be built.

Unti also says banks cut way back on lending for real-estate development, especially those for apartments that charge mid- to low-range rents.

"In the past, I could borrow about 85 to 90 percent of the cost to build a new apartment," he says. "Now, I can borrow about 60 percent. Everyone is more risk sensitive, more risk averse."

Unti says public-private partnerships, such as subsidies in urban-renewal areas, could help.

Fish says the city has tried to find ways to help, but he admits it hasn't been enough. According to the Housing Bureau, the city since 2006 has paid \$150 million to help add 4,500 units of affordable housing through construction and aid to renters making down payments when they buy a home.

Fish says the subsidized units go to households that make 60 percent or less of Portland's median family income. That means a family of four that makes less than \$43,200 would qualify. A single person needs to make less than \$30,240.

Even with this housing available, Fish says more than 50 percent of Portland renters are "cost-burdened," which means they pay more than 30 percent of their monthly incomes on rent.

"On paper, we're doing a pretty good job, but the demand just keeps growing," Fish says. "We're going to have an impact, but on the margins. The market is going to provide the bulk of the housing."

No one has a good answer for satisfying the demand.

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"It's absolutely true we won't be able to build our way out of our housing crisis," says Mary Li, Multnomah County community services director.

Li, who works with several programs designed to help people find housing, says she sees the shortage on a daily basis.

She says the city and county provide financial help for people to rent, from short-term rent assistance to cosigning leases if the renter has bad credit. But those programs don't address the rental shortage.

That means higher rents—the only way developers will get the cash they need to qualify for financing. And rents have already risen too high for the average Portlander.

Elisa Harrigan, executive director of the Community Alliance of Tenants, says she's already seeing the impact of high rents.

"We're seeing the burden be higher on tenants to maintain their housing," she says. "People's incomes aren't growing at the same rate as the rental price, and government services are getting cut.

"Things were bad before, but they're worse now."

Bozanich hopes the city and developers figure it out.

"I know that community is really important to Portland," she says. "I hope we get to keep living that way instead of being pushed out and separated."

Continue reading: [Page 1](#) | [Page 2](#) | **[Page 3](#)** |

1 0 153

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12.07.2011 at 10:24

Reply

BOZ!!!! ;)



Greg

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WWEE

Power:

12.07.2011 at 10:29

Two months doesn't seem like a long at all to find an apt! Maybe it's just me, but have a little patience. Here's some advice:

- 1. check listings every single day
- 2. sign up for waiting lists
- 3. drive around, you'll be surprised at what you find
- 4. call every number you see
- 5. consider other buildings in PDX that are owned by your current rental company

Good luck! You can do it ;)



BusyBee

12.07.2011 at 11:46

Reply

There are parts of town that are tight and other parts of town where we are offereing half off and \$200 off of the first months rent as concessions.

The market place for rentals is tightening particularly in the city core area but we still have significant vacancy rates in the suburbs.

You can log onto www.bluestonehockley.com and view our vacancies.

Cliff Hockley, President, Bluestone and Hockley Real Estate Services



Cliff Hockley

12.07.2011 at 12:05

Reply

If you want to live close-in, try the Overlook and Arbor Lodge neighborhoods in North Portland. I know people renting houses who need roommates but no one is applying.



jj

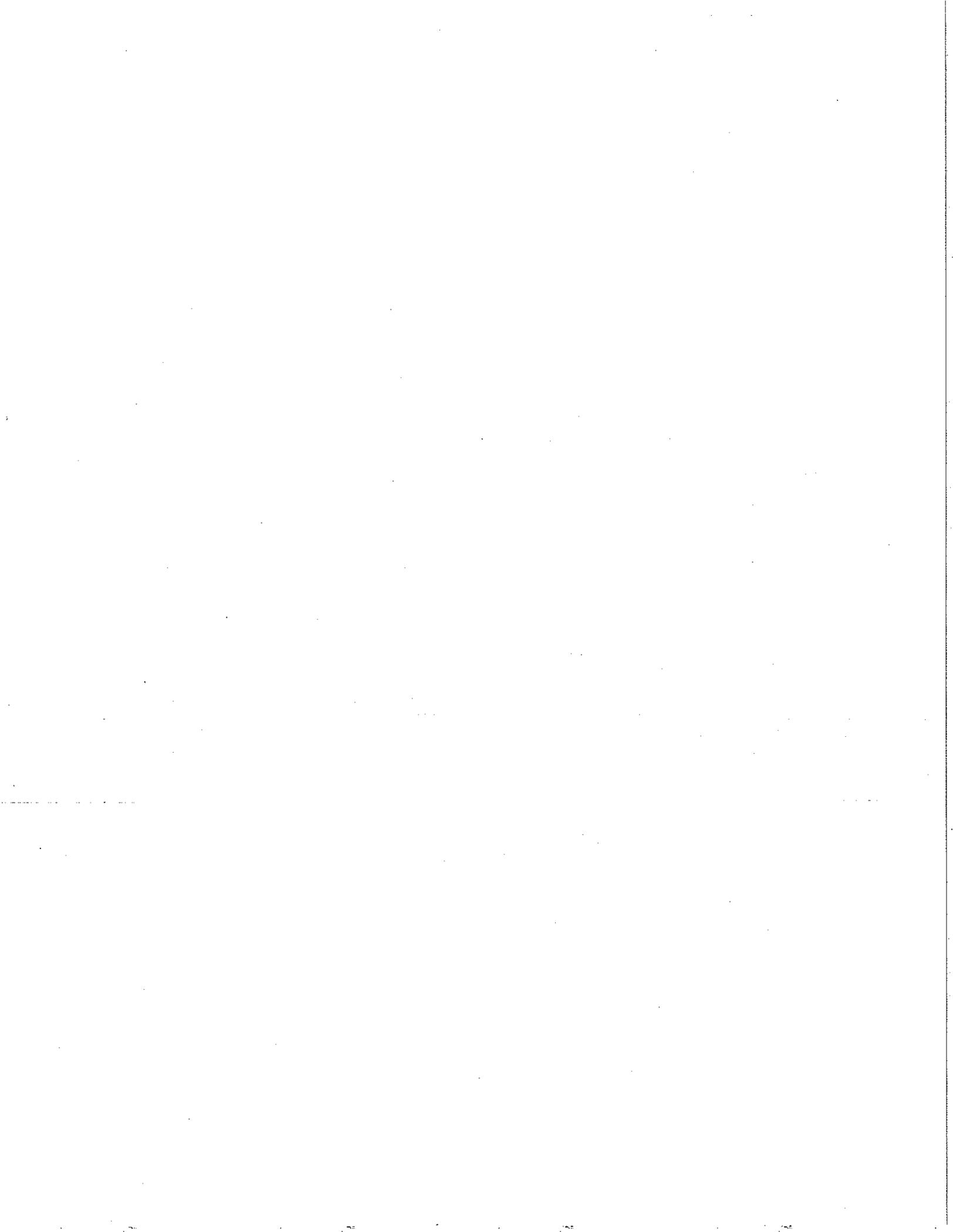
12.07.2011 at 01:02

Reply

Try Goose Hollow. I used to live there, there is always someone looking for a room mate. Also I used to be able to charge other room mates (I had a studio, and 2 room mates) \$200 a week rent just for a place to put a sleeping bag on the floor, they wanted to be close to work and school and practically forced the money in my hands.



Michelle





Commissioner Judy Shiprack
MULTNOMAH COUNTY OREGON

District 3

501 SE Hawthorne Blvd., Suite 600
Portland, Oregon 97214
(503) 988-5217 Phone
(503) 988-5262 Fax

December 8, 2011

Planning and Sustainability Commission
1900 SW Fourth Ave.
Portland, OR 97201

Dear Planning and Sustainability Commissioners,

Congratulations on producing a proposed draft of the Portland Plan. I know it took a tremendous amount of effort and public involvement.

I am particularly interested in plans for East Portland. I believe the role its residents will play in the long-term viability of our city and region warrant equitable allocation of resources. As you know, East Portland faces challenges from increasing poverty, inadequate amounts and types of infrastructure, insufficient economic and workforce development, and a lack of quality and mix of housing. These challenges suggest that increasing capital and human investment in East Portland is the necessary strategy that will bring satisfying and positive outcomes.

Below are some specific outcomes within the Plan strategies I would like to see occur for residents and businesses of East Portland:

PP Strategy 3. Connection for People and Places

A built environment promoting health and active living including:

- Sidewalks that facilitate walkable neighborhoods, provide access to work, school, community amenities and services and public transportation. Sidewalks also accommodate physical exercise needed for better health outcomes.
- Parks and greenways connecting people to places and providing recreational and community building opportunities for individuals, families and neighbors.

PP Strategy 2. Economic Prosperity and Affordability

- East Portland is designated, through the Focus Area Grant Program, as an economically challenged area to participate in community driven business development and revitalization.

- The Gateway Education Center with its focus of creating and sustaining family-wage jobs by preparing the workforce to fill them.
- Healthy food access in the form of grocery stores, community gardens, and produce isles that provide healthy affordable and locally grown food for residents within a reasonable distance from home.

PP Strategy 1. Thriving Educated Youth

- Early Childhood learning opportunities that successfully prepare kids for school.
- Increased and targeted rental assistance to low income households with students. One of the hardest problems for low-income students is constantly relocating because families are rent-burdened.

PP Strategy 4. Coordinated Inter-Agency Approach

- Effective partnering between agencies and jurisdictions which meets the human, economic, educational and safety needs of Portland residents.
- Coordination between jurisdictions and school districts in meeting the social needs of East Portland families. County Sun School programs and health clinics at several high-need schools as well as City parks adjacent to schools are excellent examples of this.

I appreciate your serious consideration of these outcomes and other recommendations forwarded by the East Portland residents and stakeholders as you finalize recommendations for the Portland Plan. If you would like to explore any of these ideas further with me please contact Allyson Spencer of my staff at allyson.spencer@multco.us or 503. 988-5126.

Sincerely,



Judy Shiprack
Multnomah County Commissioner, District 3

Stockton, Marty

From: Don M. [mcai@teleport.com]
Sent: Thursday, December 08, 2011 10:04 PM
To: Planning and Sustainability Commission
Cc: TPDX Discussion
Subject: PDX Plan Testimony - Additional Key Related Plans

PDX Plan Testimony on Key Related Plans p. F1

There are a number of Plans that should be referenced on p. F1 - Key Related Plans

These include:

- Housing Strategic Plan Portland Housing Bureau circa 2011
- Multnomah Food Action Plan City of Portland -Multnomah County circa 2010
- Portland Area Neighborhoods Plans - 100+ from 1988 to 2008
- The Portland Plan Atlas, BPS, circa 2009
- The Equity Atlas CLF circa 2007
- Portland Plan Background Reports - approx. thirty - BPS 2009-11

Portland Plan Testimony, Don MacGillivray 23—SE Yamhill PDX, 97214

Stockton, Marty

From: Don M. [mcat@teleport.com]
 Sent: Friday, December 09, 2011 12:19 AM
 To: Planning and Sustainability Commission
 Cc: TPDX Discussion
 Subject: PDX Plan testimony - Transit Operations

PDX Plan Testimony Transit Operations

For three years transit, especially bus lines, have been reduced and eliminated while fares have increased. This is likely to continue if something isn't done to change the funding for transit operations.

For transit and buses to be used as a major source of transportation, replacing the auto, it will need to be both affordable and convenient. Fares must be reasonable and bus headways must be adequately frequent.

The fares for transit are designed for long trips; travel to and from employment. If hubs are to be successful shorter bus and transit trips will need to be less expensive. Trips of one or two miles are likely to be common.

About ten years ago Mayor Katz suggested in a State of the City speech that transit should be free. While this is impractical lower fares than we have today would increase usage which would increase frequency and help to implement the transit goals of the Portland Plan.

Tri-Met is listed as a Portland Plan Partners on the inside cover, but it is not listed as a partner on the Plan Actions or in the list of abbreviations. Why?

I am also somewhat concerned about the capital cost of the projects listed below. At the current time the City is not flush with available revenue.

p. 78 Maintenance and **preservation of existing transportation**, park and recreation, and stormwater infrastructure, which will serve as a foundation for the network.

p. 78 Continued and expanded support of programs and community initiatives that support a vibrant network, environmental stewardship, and that encourage people to walk, bike and **take transit**, recreate, and make other healthy choices.

p. 75 **32 Civic corridors**: Incorporate civic corridors concepts, including green infrastructure investment, **active transportation improvements, transit service**, environmental stewardship and strategic redevelopment in the following efforts to provide a model for future projects:

a. 122nd Avenue planning — to **enhance transit service** and connections to east Portland and citywide destinations.

b. **Portland-Milwaukie Light Rail Tacoma Street Station** —to restore the adjacent section of Johnson Creek and provide connections to the Springwater Corridor.

c. Foster Lents Integration Partnership — to **coordinate transportation investments**, stormwater management improvements, open space, flood plain restoration and private development and investment.

d. Barbur Concept Plan — to create a long-term vision for the Barbur corridor between Portland's central city and the Tigard city limit in anticipation **for future high capacity transit** in the Southwest Corridor. PBOT, TriMet, Metro

p. 79 **36 Planning and investment**: Establish a **transportation policy** that prioritizes creating

transportation systems that support active transportation modes – walking, biking and transit. Develop and promote telework resources and incentives. PBOT, BPS

Equity

p. 79 **37 Planning and investment:** Develop a strategy for more adequate, **stable and equitable funding** for development, long-term maintenance and management of **transportation** and green infrastructure systems. PBOT, BES

Portland Plan Testimony, Don MacGillivray, 23— SE Yamhill, PDX, 97214

Consolidated List of Bureau of Transportation Staff Comments on Portland Plan October 2011 Proposed Draft

Freight Coordinator

Page 97- Regarding the objective of 70% of Portlanders taking transit, bike, walking, or less polluting transportation to work (which is necessary to achieve the emission goals in the Climate Action Plan):

- What are the potential business impacts of achieving a 70% non SOV mode split on retail shopping (will this make Portland's Central City area less competitive with suburban shopping districts)?
- What does "less polluting transportation" include (i.e., hybrid/electric, vehicle class/size - are Honda Civics' considered less polluting? carpools and vanpools?) and how is it measured (mpg, emission based)?
- How do the "high performing" cities (Amsterdam, Copenhagen, etc.) compare with Portland in respect to: fuel cost, cost of operating a motor vehicle, urban density, sources of funding for transportation improvements?

Consider including measures that address freight performance and the quality of the freight delivery system - i.e., hours of delay on truck routes in freight districts, etc.

Page 42- Trade Gateway and Freight Mobility: After "retain" include language that addresses the need to "grow and expand" existing industries.

Page 43- Strategic investments #16: delete references to "Tier 1 and Tier 2 projects"

Page 43- The text referencing the Sustainable Freight Strategy (5-Year Action Plan #18) states: "Implement the Sustainable Freight Strategy to reduce the need to travel to work by single occupancy vehicle, support increased urban density...." The Sustainable Freight Strategy does not address reducing SOV work trips and the proposed strategies already assumes urban density will increase and are a reaction to the increase, rather than directly supporting urban density.

Page 65- Action #5: add "and economic health" to the end of this sentence.

Bicycle Coordinator

Portland Bicycle Plan for 2030: flexibility in implementing bicycle capital projects.

Actions focused mainly on Neighborhood Greenways, and no mention of the Major City Bikeways in the 2030 plan may present challenges to implementation of Major City Bikeways. Redress by:

- 1) Identifying Major City Bikeways on "Healthy Connected City" network map (p. 76);
- 2) "Existing residential areas" callout on the map should replace the phrase "neighborhood greenways" with the more general "bikeways."
- 3) Include 5-year action items: "Identify, analyze feasibility of and prioritize improvements to commercial and other major collector streets identified as Major City Bikeways or City

Bikeways in the Portland Bicycle Plan for 2030,” and “Focus on bikeway connections to developed and developing neighborhood hubs.”

Complete neighborhoods.

Include statement in 2035 Objectives (p. 61) that “100% of Portlanders live within one-quarter mile of a low-stress bikeway.”

Amend second paragraph on page 28: ““Equally critical is the physical environment in which youth are raised. They must have walkable and bikeable neighborhoods, safe bicycling and walking routes to school and access to recreation...”

Add identification of bicycle barriers as well as pedestrian barriers (Action Item 10, p. 67).

Role of non-automotive transportation in addressing affordability and prosperity.

Discuss minimizing household costs as a way to achieve household economic security (objective 9. p. 35).

Discuss the cost of transportation as a contributor to housing cost burden and how active transportation and transit can minimize that (p. 52).

Amend 2nd paragraph on p. 52 (“Access to Housing”) to read: “Neighborhood affordability also depends on land use patterns that minimize long trips. This allows for transportation by walking, rolling or biking. Affordability also depends on access to transit and essential services.”

Other Staff

Watershed health changed to environmental health in a number of locations, but not every location. Is it supposed to be interchangeable?

Any where it says walkable it should also say walkable and bikeable

Page 63 – only location of other infrastructure (water) mentioned in plan. If PP is to inform the Comp Plan and the Public facilities plan, seems there should be more infrastructure discussion. Guiding policies should be labeled A B C like they are later in each section, it can be confusion Walkable neighborhoods indicator – it needs to be changed back. Current language makes it seem like you should live ½ mile from a walkable/connected neighborhood rather than in one
Page 61 – definition of healthy food?

Page 70 – graphic unclear – does not seem to help with definition

Page 77 - here is mention of 5 Portland (which is great), but not really much mention again. Some actions related to different standards, but could be stronger connection to the 5 Portland.

Page 73 #10 – “resolve issues” related to pedestrian improvements. More direction would be helpful here.

From: Babak Govan [mailto:drbgovan@yahoo.com]
Sent: Thursday, December 08, 2011 6:27 PM
To: Planning and Sustainability Commission
Subject: Portland Plan testimony

Dear planning committee,

My wife and I recently moved to Portland and love it here. Thank you for creating an amazing city.

As an artist and psychologist, I assume that the environment, including architecture, is quite important to the quality of life. Thus, just a few, possibly random, observations about the cityscape and subsequent suggestions that you may consider discussing at your discretion, including effects on tourism:

1. The Ferris wheel by the waterfront during festival season should be a mainstay; in fact, as a symbol of our festivals. When lit up, it adds so much to the cityscape, especially as one descends upon the city or moves along the river at night. It should be there all the time.
2. Mt. Tabor is a very popular attraction but given its short stature, a sign similar to that in Hollywood, CA would make it recognizable, mark its importance, and create a natural parameter, if you will, including the east's relationship to the city's center. The sign could be enclosed to ward vandalism.
3. The Rose Garden would look magnificent if a blossoming red rose (without stem) was constructed atop its roof. Lightweight material could be used. Imagine this stunning red rose lighting up at night and making a big impression on the city. People attending the Garden would be delivered a magical feeling, tourists landing at PDX would see this great site while descending, etc.

Just my thoughts. I hope I shared it in the right place:)

Hope it helps,

Babak

Babak Govan, Ph.D., M.A.O.B.
Clinical Psychologist
OR 2168
CA PSY22185
www.balancedpsychotherapy.org

Stockton, Marty

From: Planning and Sustainability Commission
Sent: Friday, December 09, 2011 11:31 AM
To: Stockton, Marty
Subject: FW: Portland Plan Testimony - "doesn't have to be this way"

Julie Ocken
City of Portland
Bureau of Planning and Sustainability
1900 SW 4th Ave, Suite 7100
Portland, OR 97201
503-823-6041
julie.ocken@portlandoregon.gov

-----Original Message-----

From: Don M. [mailto:mcat@teleport.com]
Sent: Friday, December 09, 2011 10:19 AM
To: Planning and Sustainability Commission
Cc: TPDx Discussion
Subject: Portland Plan Testimony - "doesn't have to be this way"

Please include this article / editorial as testimony from me regarding the Portland Plan.

Thanks,

Don MacGillivray
23-- SE Yamhill
PDX, 97214

-----Forwarded Message-----

http://www.oregonlive.com/opinion/index.ssf/2011/12/doesnt_have_to_be_this_way.html



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Free iPad app: 'Best of the Northwest'



Oregonian's 2011 holiday wine guide



Multnomah County helps Alzheimer's caregivers

Home > The Stump > Editorials

Doesn't have to be this way

Published: Tuesday, December 06, 2011, 5:40 PM Updated: Tuesday, December 06, 2011, 5:44 PM



By The Oregonian Editorial Board

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Some figures are so staggering in their implications that they're difficult to absorb. The mind resists them.

So it is with the latest statistics on African American children in poverty. The Great Recession has hurt most families, and roughly one in five Oregon children now lives in poverty -- a startling figure in itself. But the double-whammy of job loss and housing loss has been particularly devastating for black families.

In Oregon, it's estimated that 49 percent of black children live in poverty. That's according to the latest analysis from the U.S. Census Bureau's American Community Survey, issued last month. "It's appalling, it's horrific, it's something where I don't know once people get the information how they are able to sleep at night," Multnomah County's community services director, Mary Li, told The Oregonian's Nikole Hannah-Jones last month.

The usual way people deflect disturbing realities is to invoke what black scholar W.E.B. Du Bois once called the "American Assumption." This boils down to the idea that someone's economic situation, good or bad, is a matter of choice.

If the last few years have undermined easy confidence in that idea where adults are concerned, it's never true of children. Even in the best of times, children have no choice about their parents' education, wealth, illness, accident, drug addiction, loss of a job or a house -- and no choice about going hungry.

No single anti-poverty strategy is more powerful than helping a parent regain work. But sadly, the wave of public-sector layoffs across the country is sending thousands of African Americans into unemployment lines. Often, a government job is a first stop for these families in ascending out of poverty, and when that's gone, a family slides back.

A drumbeat of reports has documented the problems black breadwinners face in trying to land employment. Among other problems, black men are sentenced to prison disproportionately. The failure of the corrections system to train inmates for work and thereby improve their chances of landing a job when released hurts our entire society. But the burden on black families is even more severe.

There's no real mystery about programs that do give children a fighting chance to escape their circumstances. These include school breakfast and lunch programs, early childhood education and intensive mentoring. Portland taxpayers already provide some extra support for some of these programs through the Portland Children's Levy.

There's so much expertise in this community about counteracting child poverty, but is it being deployed effectively? How can government and nonprofits collaborate more strategically? The fact that half of all black children live in poverty calls for a reassessment of what's working and what's not. Clearly, the status quo is unacceptable.

A summit is needed to brainstorm a new way forward. One thing is certain: This isn't the kids'

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- 284 Family values remain Gingrich's toughest sell
- 135 The GOP race: Candidates rise and fall as radical right calls shots
- 80 A modern revolution
- 71 Doesn't have to be this way
- 70 It's not government regulation that's hurting business, George Will

From: Don M. [mailto:mcat@teleport.com]
Sent: Friday, December 09, 2011 6:07 PM
To: Planning and Sustainability Commission
Cc: TPDx Discussion
Subject: Portland Plan testimony - Campus Institutions

Portland Plan Testimony Campus Institutions

The policy and action below are too broad and problematic.

The process of expanding campus institutions whether it involves hospitals or colleges is very often a contentious process involving neighbors and neighborhood associations. It makes a great deal of difference where it is located. In more urbanized areas it may be easier, but in residential areas people living nearby are usually concerned about a decrease of livability. These often include: property values, loss of affordable housing, traffic, parking, and people that don't care about the neighborhood. Any new Policies and Actions must take these issues into account in appropriate ways through a very public process.

These may be opportunities for institutions to be good neighbors by providing services and amenities that the neighbors value. Too often they are little more than a large human factory that is all but closed to them.

To enlarge these institutions may not always be the best decision. Smaller institutions often have less negative impacts on the area surrounding where they are located and can more easily develop good relationships with the community. Please remember that both health care and secondary education have extremely high growth in costs and part of this is the cost of new facilities.

The City of Portland adopted Public Involvement Principles in 2010 and they should apply to growth processes involved with institutional expansion. (see below).

The Policy and Action should be modified to reflect a balance required to equalize the differences among stakeholders in campus institution decisions. If not changed appropriately then they should be removed from the Portland Plan!

E.P.A. Guiding Policies

p.46 Provide competitive growth capacity for Portland's campus institutions.

E. P. A. 5-Year Action Plan

p. 47 Equity **23 Campus institutions**: Develop new land use and investment approaches to support the growth and neighborhood compatibility of college and hospital campuses in the comprehensive plan update. BPS

City of Portland Public Involvement Principles

Adopted by the City of Portland, Oregon on August 4, 2010

Preamble

Portland City government works best when community members and government work as partners. Effective public involvement is essential to achieve and sustain this partnership and the civic health of our city. This:

Ensures better City decisions that more effectively respond to the needs and priorities of the community.

Engages community members and community resources as part of the solution.

Engages the broader diversity of the community—especially people who have not been engaged in the past.

Increases public understanding of and support for public policies and programs.

Increases the legitimacy and accountability of government actions.

The following principles represent a road map to guide government officials and staff in establishing consistent, effective and high quality public involvement across Portland's City government.

These principles are intended to set out what the public can expect from city government, while retaining flexibility in the way individual city bureaus carry out their work.

City of Portland Public Involvement Principles

Partnership Community members have a right to be involved in decisions that affect them. Participants can influence decision-making and receive feedback on how their input was used. The public has the opportunity to recommend projects and issues for government consideration.

Early Involvement Public involvement is an early and integral part of issue and opportunity identification, concept development, design, and implementation of city policies, programs, and projects.

Building Relationships and Community Capacity Public involvement processes invest in and develop long-term, collaborative working relationships and learning opportunities with community partners and stakeholders.

Inclusiveness and Equity Public dialogue and decision-making processes identify, reach out to, and encourage participation of the community in its full diversity. Processes respect a range of values and interests and the knowledge of those involved. Historically excluded individuals and groups are included authentically in processes, activities, and decision and policy making. Impacts, including costs and benefits, are identified and distributed fairly.

Good Quality Process Design and Implementation Public involvement processes and techniques are well-designed to appropriately fit the scope, character, and impact of a policy or project. Processes adapt to changing needs and issues as they move forward.

Transparency Public decision-making processes are accessible, open, honest, and understandable. Members of the public receive the information they need, and with enough lead time, to participate effectively.

Accountability City leaders and staff are accountable for ensuring meaningful public involvement in the work of city government.

Portland Plan Testimony, Don MacGillivray, 23—SE Yamhill, PDX, 97214

Stockton, Marty

From: kjsreece@gmail.com on behalf of kjs reece [kjsreece@comcast.net]
Sent: Friday, December 09, 2011 2:10 PM
To: Don M.
Cc: Planning and Sustainability Commission
Subject: Re: [TPDX Discussion] PDX Plan Testimony - Additional Key Related Plans
Definitely agree!

On Thu, Dec 8, 2011 at 10:04 PM, Don M. <mcat@teleport.com> wrote:
PDX Plan Testimony on Key Related Plans p. F1

There are a number of Plans that should be referenced on p. F1 - Key Related Plans

These include:

- Housing Strategic Plan Portland Housing Bureau circa 2011
- Multnomah Food Action Plan City of Portland - Multnomah County circa 2010
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Portland Plan Testimony, Don MacGillivray 23—SE Yamhill PDX, 97214

Transition PDX: www.transitionpdx.org - Calendar: www.thedirt.org/tpdx/calendar

Discussion mailing list, Discussion@lists.transitionpdx.org,
<http://lists.transitionpdx.org/listinfo.cgi/discussion-transitionpdx.org>

To subscribe: discussion-subscribe@lists.transitionpdx.org

To unsubscribe: discussion-unsubscribe@lists.transitionpdx.org -- (need to confirm either way)

--
Kelly and/or John Reece

kjsreece@comcast.net

12/16/2011

Stockton, Marty

From: kjsreece@gmail.com on behalf of kjs reece [kjsreece@comcast.net]
Sent: Friday, December 09, 2011 2:09 PM
To: Don M.
Cc: Planning and Sustainability Commission
Subject: Re: [TPDX Discussion] PDX Plan testimony - Transit Operations

On Fri, Dec 9, 2011 at 8:53 AM, kjs reece <kjsreece@comcast.net> wrote:
AGree.

On Fri, Dec 9, 2011 at 12:18 AM, Don M. <mcat@teleport.com> wrote:

PDX Plan Testimony Transit Operations

For three years transit, especially bus lines, have been reduced and eliminated while fares have increased. This is likely to continue if something isn't done to change the funding for transit operations.

For transit and buses to be used as a major source of transportation, replacing the auto, it will need to be both affordable and convenient. Fares must be reasonable and bus headways must be adequately frequent.

The fares for transit are designed for long trips; travel to and from employment. If hubs are to be successful shorter bus and transit trips will need to be less expensive. Trips of one or two miles are likely to be common.

About ten years ago Mayor Katz suggested in a State of the City speech that transit should be free. While this is impractical lower fares than we have today would increase usage which would increase frequency and help to implement the transit goals of the Portland Plan.

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PBOT, TriMet, Metro

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Equity

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Portland Plan Testimony, Don MacGillivray, 23— SE Yamhill, PDX, 97214

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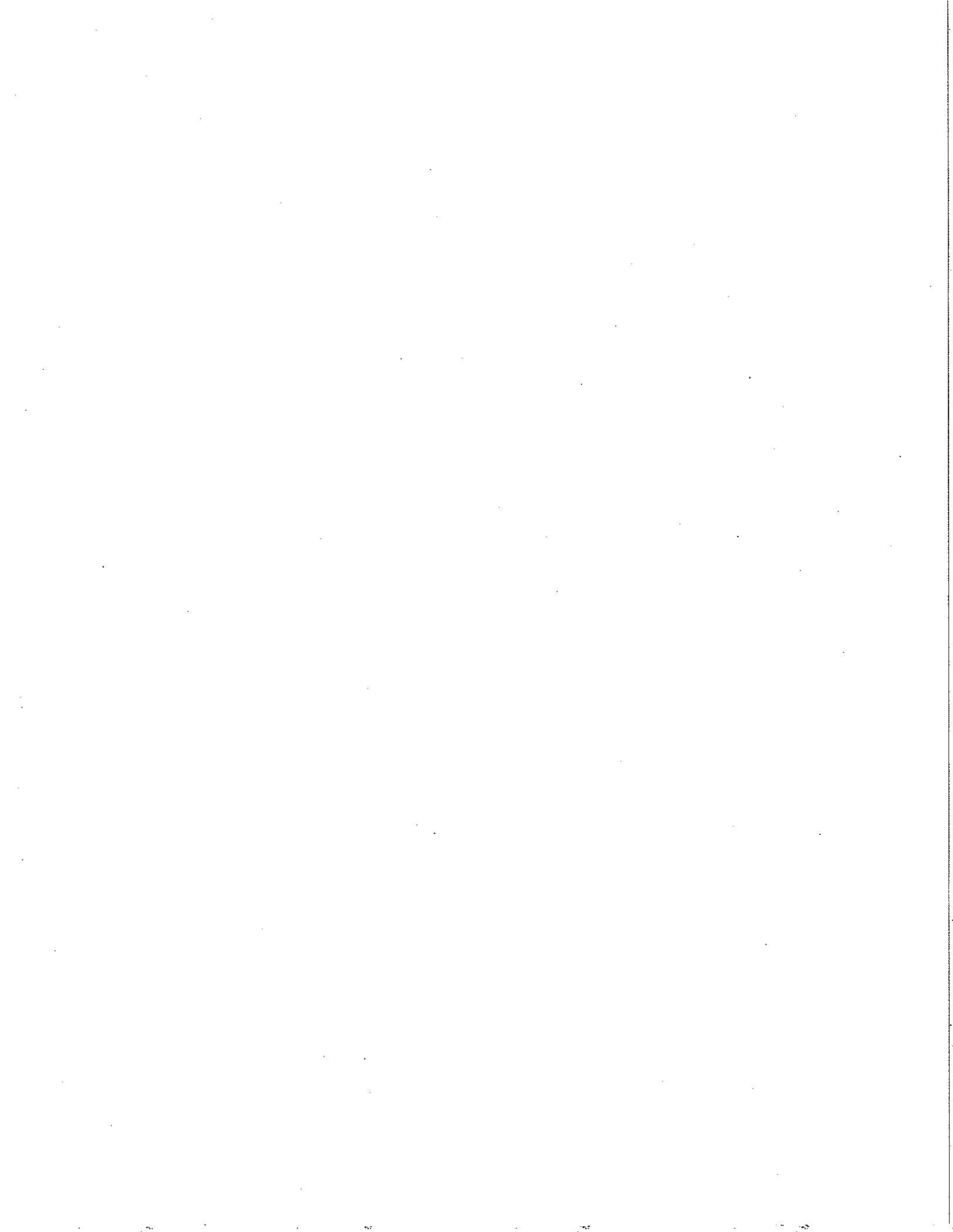
Kelly and/or John Reece

kjsreece@comcast.net

--

Kelly and/or John Reece

kjsreece@comcast.net



Stockton, Marty

From: kjsreece@gmail.com on behalf of kjs reece [kjsreece@comcast.net]
Sent: Friday, December 09, 2011 5:57 PM
To: Don M.
Cc: Planning and Sustainability Commission
Subject: Re: [TPDX Discussion] Portland Plan Testimony - 2007 Community Connect Input
That's great, Don. I agree with you and offer this as my testimony.

Kelly

On Fri, Dec 9, 2011 at 3:23 PM, Don M. <mcat@teleport.com> wrote:

Please find the attached and include it as testimony concerning the Portland Plan.

It related to "decentralization" and "localization". These are ways of organizing neighborhoods and communities in ways that are more independent, self supporting and self governing.

I would like to see some of these ideas reflected in the Portland Plan. They relate to all the strategic goal areas of the plan.

This is information that was provided to the Community Connect Committee (BIP #8) in 2007.

If you would like more information or references let me know.

Thank you,

Portland Plan Testimony, Don MacGillivray, 23-- SE Yamhill, PDX, 97214

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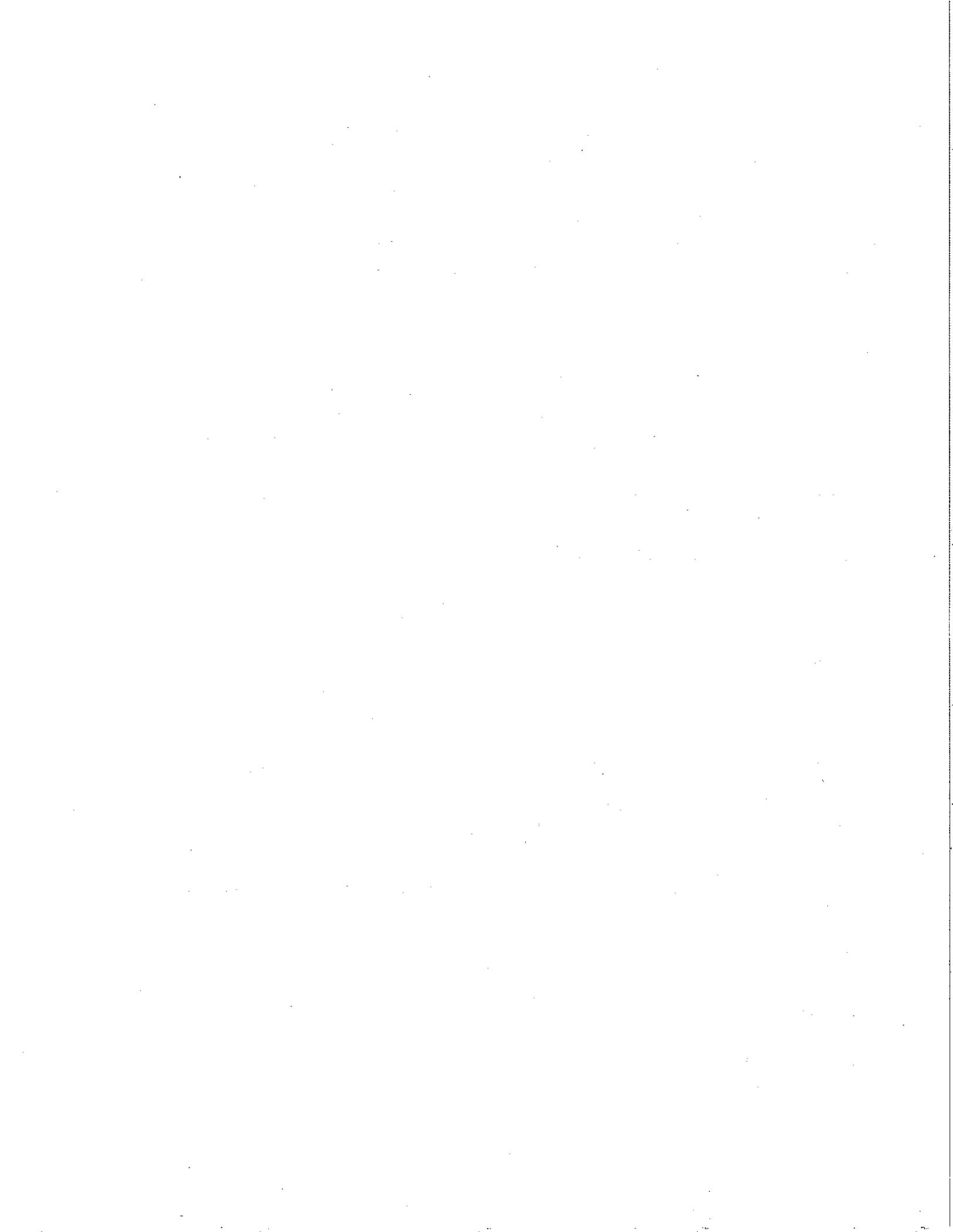
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--
Kelly and/or John Reece

kjsreece@comcast.net

12/16/2011



Part IV – Theoretical Models

Community Connect also reviewed the following seven theoretical models.

Following are the models with main points from each:

- **Decentralization** (John-Mary Kauzya) Decentralization can be used to facilitate the participation of the people in shaping their own destiny, and deciding their development priorities.
 - When democratic decentralization is implemented, there are legal reforms that devolve power to local communities, and improved capacity, transparency, and responsiveness of local governments.
 - "...the process of decentralization facilitates greater participation of communities in project identification, planning and implementation, which in turn increases ownership and the likelihood of sustainability."
- **The Neighborhood Unit Plan** (James Dahir): The neighborhood unit plan, in brief, is the effort to create a residential neighborhood to meet the needs of family life in a unit related to the larger whole but possessing a distinct entity characterized by the four strictly local factors: a centrally-located elementary school, scattered neighborhood parks and playgrounds, local shops, and a residential environment.
 - Dahir says, "unplanned or poorly planned expansion has resulted in physical and social disorganization which today threatens the very existence of the cities themselves," and goes on to make the argument that how a neighborhood is laid out can address social isolation and improve civic values.
- **Neighborhood Government** (Milton Kotler, 1969): Proposes that the neighborhood and self-governance is an antidote to the despair and poverty of the larger world. He proposes a model of "corporate organization of neighborhood territories" in which residents would make just laws for their own community, primarily in the areas of the health, education, welfare, and safety of the neighborhood.
- **Phi Theta Kappa (PTK) Honorary Society**: This national organization offers best practices for establishing organized groups and providing leadership training. The potential exists to apply some of the same structures and leadership development programs to neighborhood associations. PTK also emphasizes the value of service and fellowship.
- **String of Pearls** (Stan Kahn): Author calls for devolving government to the smallest neighborhood level, arguing that this will increase self-sufficiency and meaningful involvement, and reduce social ills and alienation.
- **Neighborhood Growth Unit** (American Institute of Architects): This outlines a set of strategic policies for the nation to develop the capacity to build and rebuild at neighborhood scale (the "Growth Unit") ensuring open occupancy, environmental integrity, and a full range of essential facilities and services shape its growth and improve the quality of its community life. Growth units will be in equilibrium with their natural setting and in sympathetic relationship with their using society.

Many countries are promoting decentralized governance as a measure for democratization, people empowerment and poverty reduction. The assumption here is that the process of decentralization facilitates greater participation of communities in project identification, planning and implementation, which in turn increases ownership and the likelihood of sustainability. Decentralization is viewed as a policy of high priority and used as: 1) an instrument of people empowerment, 2) a platform for sustainable democratization, 3) a structure for the mobilization of resources for economic development, 4) a veritable instrument of reconciliation, 5) social integration and well-being in post-conflict environments, and 6) a vehicle for the promotion of a culture of political, economic, civic, and managerial / administrative good governance. For all these reasons and perhaps even more, many development partners at local, national, regional, and international levels including intergovernmental bodies are engaged in efforts of promoting decentralized governance.

Political decentralization: A Basis for Local Participatory Decision-making

The World Bank Group puts it clearly: "Voting democracy is often considered as satisfying the conditions for citizen participation and voice in the design of decentralized systems, but in practice this may not be sufficient. The legal/regulatory system needs to provide for, at minimum, full, timely and easily accessible public disclosure of resource allocation decisions - in budgets, in procurements, and in expenditure programs."

Characteristics to consider in designing democratic decentralization policies

There are five **key characteristics of democratic decentralization** that can be observed when it is effectively implemented. They are:

- (i) legal reforms to devolve power not only to local governments but also to local communities (giving decision making power and authority to them especially in matters of socio-politico-economic local concern);
- (ii) strengthened local governments' capacity (in terms of finance, personnel, organization structures, management systems, data and information, facilities, networks etc),
- (iii) local government accountability to both citizens and central government, transparency, and responsiveness;
- (iv) enhancing the role of civil society both at local level and national levels (practicing what we prefer to call horizontal decentralization) and
- (v) showing both intent and progress in improving the quality of life of the local people (i.e. enhancing people's access to public goods and services).

Conclusion

While some people look at equilibrium only in terms of the way powers, functions, responsibilities, and resources are distributed, real effective equilibrium is best assured through participation by local people in the planning, implementation, monitoring and evaluation of development programs, especially at the local level. The strength and value of decentralization, whether one is looking at peace and democracy or at development in general, lie in the fact that it can be used to facilitate the participation of the people in shaping their own destiny, and deciding their development priorities. This alone is sufficient ground for supporting decentralized governance.

The Neighborhood Unit Plan; It's Spread and Acceptance, by James Dahir

THE FACTS OF CITY LIFE

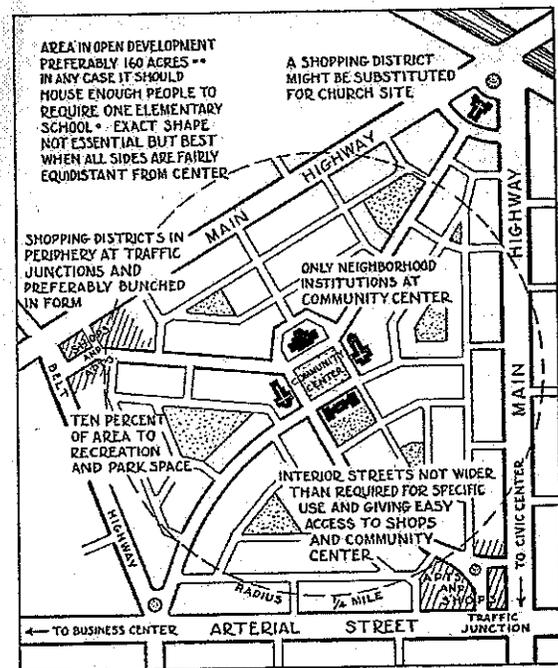
WITHIN the span of a generation amazement and pride over the rapid growth of American cities have given way to startled recognition that unplanned or poorly planned expansion has resulted in physical and social disorganization which today threatens the very existence of the cities themselves.

Architect and urban planner, Walter Gropius, rails against the "chaotic towns which isolate the citizen" and points to the strange and paralyzing fact of loneliness in the crowded city. This separateness of people in cities produces, says W. Russell Tylor, a breakdown of the locality group as the basis for our form of government - though people live very close together they do not act as neighbors. He says: "One of the most unfortunate circumstances of our large towns is that we expect concerted action from people who are strangers to one another. Mobility, lack of home ownership, and social distance, all operate in the disappearance of the neighborhood as an entity possessing social and political values."

THE NEIGHBORHOOD UNIT PLAN

The neighborhood unit plan, in brief, is the effort to create a residential neighborhood to meet the needs of family life in a unit related to the larger whole but possessing a distinct entity characterized by the four strictly local factors:

1. **A centrally located elementary school** : within easy walking distance - no more than one-half mile - from the farthest dwelling.
2. **Scattered neighborhood parks and playgrounds**: about 10% of the whole area.
3. **Local shops** to meet daily needs, grouped together at accessible points on the periphery of the neighborhood.
4. A **residential environment** - that community-created resultant, the product in part of a harmonious architecture, careful planting, centrally located community buildings, and special internal street system with deflection of all through traffic, preferably on thoroughfares which bound and clearly set off the neighborhood



Reproduced from *New York Regional Survey, Volume 7*
THE NEIGHBORHOOD UNIT AS SEEN BY CLARENCE A. PERRY

A HUMAN SCALE IN PLANNING

In an essay called "The Human Scale in City Planning," Jose Luis Sert says, "The humanization of cities, old and new, appears as one of the main tasks of the coming decades." He would limit the size of cities and preserve much of our present countryside. For L. Hilberseimer the flexibility of the neighborhood unit is the extraordinary thing about it. He likens it to a brick, "always so typical, and yet so various in use." It can meet any situation, will stand alone or in combination. No matter how many such units were combined, the same favorable conditions for one unit would remain in all its combinations. It would create an organic structure for the community life of the people.

Selected passages from: Neighborhood Government by Milton Kotler, 1969

By impoverishing millions for war and world adventures, we breed public anger. The tensions of world power and the requirements of domination cause millions to fear; and the very brazenness of this misappropriation of wealth and misuse of rule earns the contempt of millions. It is in the neighborhood, not across the world or even in the nation, that people talk to each other and amplify their feelings. They move toward objects that neighbors understand and share—namely, the community and its self-government.

A definition of the neighborhood is: a political settlement of small territory and familiar association, whose property is its capacity for deliberative democracy. Once, as independent political units, the neighborhoods were governments, and the residents made decisions about zoning, taxes, and other matters. Today, as residents of political units controlled by the central city, the people are involuntarily subject to its political control.

The purpose of the imperial dominion of the city is to control the neighborhoods for the sake of the economic and political interest of the central business district, which had formerly been impeded by their political independence. In the case of Philadelphia, surrounding towns imposed tolls and charges that limited the financial power of the city. The purpose of the modern city functions on the basis of three principles: 1) to monopolize all regional political power, 2) exploit the wealth of the region, & 3) to distribute the burden of paying the costs of the city administration disproportionately on the residents.

There are, however, two possible civil reconstitutions of the city. The cities may become decentralized and territorial liberties may be vested in the neighborhoods, which will federate in a common city government. Another direction possible is the bureaucratization of municipal government, under national control. The best form of neighborhood organization is the corporate organization of a neighborhood territory, chartered by the state and legally constituted for governing public authorities in the neighborhood. There are three sources of money: taxation, foundation grants and private gifts, and sales. The chief object of neighborhood corporation is making just laws for its own community. The major categories of legislation are the health, education, welfare, and safety of the neighborhood. For example, in education, an emphasis may be placed on training citizens for political deliberation in neighborhood corporate life.

 There is more pressure for incorporation and self-governing authority in poor than in well-to-do neighborhoods. This does not mean that the value of the neighborhood corporation is exclusive to the poor, but that prospects for its development are presently more favorable in poor areas. Although the middle class enjoys prosperity through privilege, the poor need neighborhood government to secure the liberty to achieve prosperity.

Ultimately, the area in which it is most practical to transfer authorities to neighborhoods is that which concerns social and community services. Such services are obviously less

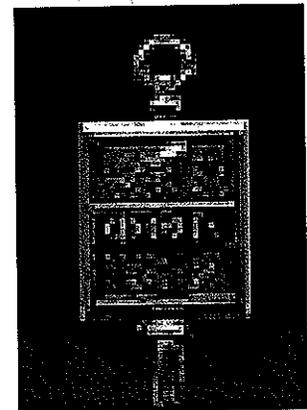
vital to the well-to-do than to the poor, who cannot afford to pay privately for baby-sitters, job training, education, health services, and youth recreation. Accordingly, the poor neighborhoods are more inclined to organize for local control of such services. People must be persuaded to claim political authority for their localities, and the central city must be persuaded to give it away. The way to surmount these difficulties is through political education based on local control.

Political power has two components: prudent decision and forceful action. The neighborhood corporation has the task of arranging authority among the people so that their decisions form practical solutions to common problems, and their actions are effective. In this way, neighborhood corporation may evolve into neighborhood government.

In addition to the social inequities of millions in this nation, there is a worse poverty, shared by the poor and the affluent. It is the impoverishment of political life, which results from the growth of central administration. As administration advances its control, the possibilities for legitimate political activity by the people diminish. The primary aspect of political liberty is local deliberation, and administration always contends against the people for the monopoly of deliberative control.

Phi Theta Kappa Honorary Society: a Model of Leadership Training & Establishing Organized Community Groups for Portland? <http://www.ptk.org>

"The purpose of Phi Theta Kappa is to recognize and encourage scholarship among two-year college students by **developing leadership, promoting service**, encouraging an intellectual climate for the exchange of ideas, and stimulating an interest in academic excellence." The strength of Phi Theta Kappa International Honor Society is determined by the achievements of chapters on the local level. Recognition for these achievements provides reinforcement and encourages a recommitment to chapter goals. By following the steps in the Chapter Development Guide, chapters learn how to be successful.



Part of Phi Theta Kappa's mission is to provide opportunities for individual **growth and development through participation in honors, leadership, service and fellowship programming.**

There is the potential to apply some of the same program and structures to neighborhood associations. There are many opportunities for people from various colleges to meet together for leadership development. This would be even easier for a neighborhood association system due to closer proximity than the PTK model. PTK also employs a very good awards system. Finally, its focus on service, fellowship and leadership is impressive.

Five Star Chapter Development Program Mission Statement

This program serves as a **blueprint for developing a strong chapters** and for earning positive recognition. Participation encourages excellence and **recognizes progress in the attainment** of goals set by the chapter. The Five Star Chapter Development

Program is designed to assist chapters in better organizing their projects and initiatives starting with the basic elements of running a chapter in Level One to becoming competitive in Phi Theta Kappa programming in Level Five. Using this program, chapters can build a foundation to leave a lasting legacy for future members as they strive to maintain the level of excellence set by their predecessors.

Using the Five Star Chapter Development Program as a guide to success, chapters can enhance their working relationship with the college and in the community. **Involvement in the program will educate chapter members in the importance of deadlines and organizational skills.** These skills will be critical as members complete their education and begin serving as community leaders.

Today Phi Theta Kappa is the largest honor society in American higher education with more than 2 million members and 1,200 chapters located in all 50 of the United States, U.S. territories, British Virgin Islands, Canada, Germany, Marshall Islands, Micronesia, and Palau. Phi Theta Kappa has collaborated with many prominent foundations, corporations, and media institutions. PTK is modeled after the prestigious senior college honorary society, Phi Beta Kappa.

From: *String of Pearls* by Stan Kahn, Chapter #8 Neighborhood Power

The foundation of String of Pearls is community and neighborhood.

What's lacking in today's cities, and a prime antecedent cause of crime, alienation and antisocial tendencies, is a sense of community. When we as a society try to help others, it generally comes down from above as assistance from city, state or federal government which often gets mired in bureaucracy. Further, in today's political context it also tends to engender social resistance from more fortunate demographic sectors.

The best way to avoid those problems and begin to make progress in eliminating the need for government assistance is by learning how to function in a cohesive neighborhood. The first step in the transition is the reorganization of the political structure to create easily defined, geographically based, mini governments at the neighborhood level.

Any attempt to empower neighborhoods most often meets with implacable political resistance from municipal leaders. Neighborhood people are said to be incapable of self-government. They argue that local interests are too narrow and lack citywide perspective, that governance is much better left to the technocrats in City Hall.

This carries a kernel of truth in the present context since neighborhood representation ordinarily comes in the form of strictly voluntary associations that have no electoral mandate to speak for the community. Moreover, urban dwellers are unaccustomed and untrained for self-government. Rural Oregon illustrates that small communities are able govern themselves. Wheeler County, the state's smallest, has but 1600 people and its largest town, Fossil, has only 450, but both have their own successful elected governments.

In contrast, Portland with 500,000 people is governed by five commissioners elected at large, and that's the only level upon which Portlanders can vote. All governance is at a distance. Even a so-called 'grassroots' campaign for city commissioner requires an expenditure of hundreds of thousands of dollars. There's little possibility that the average citizen can get to personally know his or her political leaders.

In the city of the future, governance has devolved to the greatest extent possible to the lowest practical level, the neighborhood. Increasing enlightenment presupposes decreasing need for governmental rules, regulations and controls. Social constraints become incrementally obviated as people grow towards spiritually oriented self-control and self-sufficiency.

The assumption here, based on the concept of subsidiarity espoused by E. F. Schumacher in his book "Small is Beautiful", is that everything that can be done on a local level should be done there.

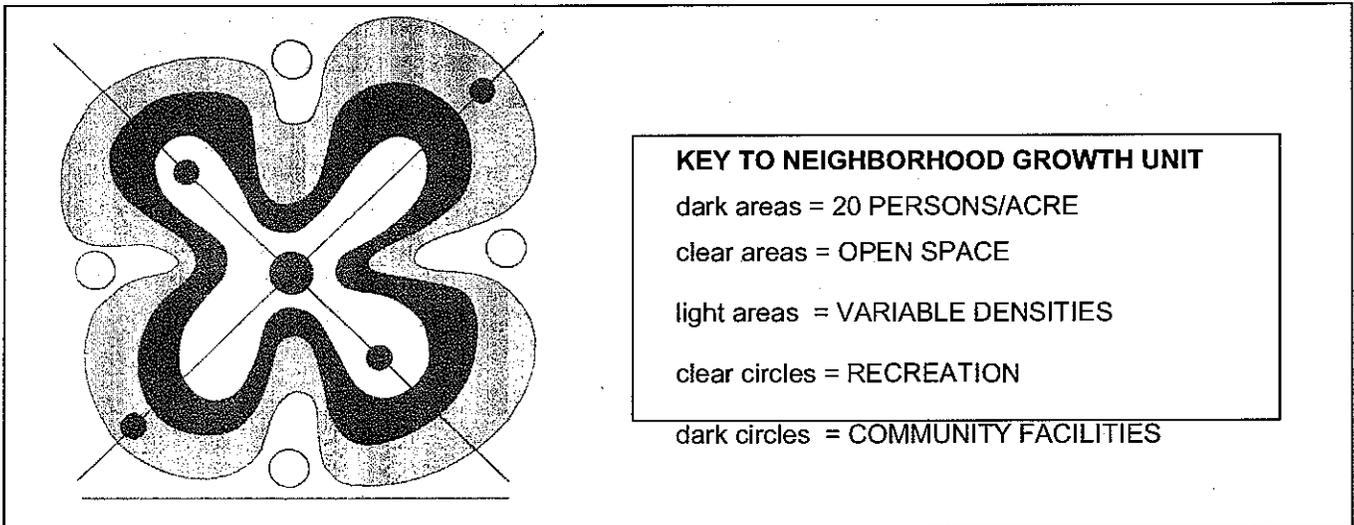
Getting elected on a community level means the ability to knock on every door and personally talk to the majority of residents. In that scenario people are able to feel a direct connection to their elected leaders and if there's a problem they know just where to go and who to talk to. There's little likelihood that the average citizen would feel intimidated or distant from his/her neighborhood leaders.

There is a pervasive and growing alienation and indifference to the political process in America today. The answer may be getting people involved on a level at which they can really have input and clearly make a difference. The motivation to devolve urban governance down to the local community is based on its combined social healthiness and material efficiency; and the personal need for belonging to a community within walking distance.

Neighborhood Growth Unit American Institute of Architects Newsletter, 1972

This report outlines a set of policies that can enable this nation-as a responsible member of a threatened world of nations-to shape its growth and improve the quality of its community life. **The strategic objective of these policies is a national mosaic of community architecture designed to be in equilibrium with its natural setting and in sympathetic relationship with its using society.** In brief, the report urges:

- A. That changes be made in a number of the "ground rules" (e.g., tax policy, governmental organization, etc.) which presently shape the development of American communities;
- B. that the nation develop the capacity to build and rebuild at neighborhood scale (the "Growth Unit") ensuring open occupancy, environmental integrity, and a full range of essential facilities and services;
- C. that federal, state, and local governments-in partnership set the pace and standards for growth policy through a special impact program affecting 60 of the nation's urban regions and a third of the nation's expected growth between 1970-2000.



SUMMARY OF 1972 A.I.A. POLICY TASK FORCE RECOMMENDATIONS

- A. **Scale and Form:** The building and rebuilding of American communities should be planned and carried out at neighborhood scale (ca. 500-3,000 residential units along with a full range of essential facilities and services) and in a form called a "Growth Unit."
- B. **Priorities:** The value most to be respected is free choice. First concern should be given the condition of those trapped in the poverty and deterioration of older neighborhoods, especially of the central cities.
- C. **Changes in the Ground Rules of Community Development:**
 - Free choice should be expanded:
 - (1) by ensuring open occupancy throughout the entire housing market affected by governmental subsidies and insurance.
 - (4) by expanding the possibilities and scope of citizen participation in the design and governance of neighborhoods.
 - Financing patterns should be revised:
 - (1) Cost shifting from the local property tax to state and federal governments should assume a greater share of infrastructure costs, and the costs of social services.
 - (3) The appreciating value of land benefited by public investment should be recaptured and recycled into community facilities and services.

Government structures should be reshaped/adapted:

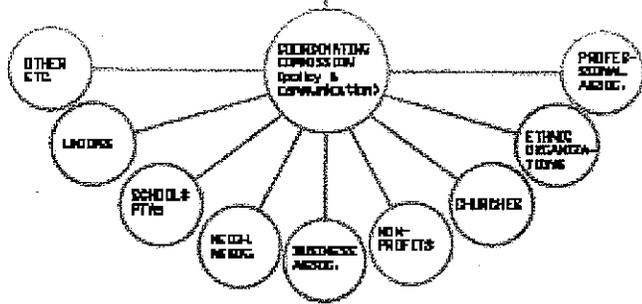
- (1) Private-public ventures should be encouraged.
- (2) Development corporations should be created by federal, state, and local governments.
- (3) Metropolitan planning and development agencies should be encouraged.

Capacity to build at neighborhood scale-both public and private should be strengthened:

- (1) Financial, legal, and other constraints should be reviewed and eased.
- (2) State governments and metropolitan agencies should take a more assertive role in acquiring and preparing land for development-and in building a network of utility corridors to accommodate and give shape to Growth Units,
- (3) Tax and other incentives and disincentives should be revised to encourage high quality urban development.

D. Special Program for Areas Impacted by Rapid Growth and Deterioration:

- (1) Priority should be given to the 65 metropolitan areas over 500,000 population.
- (2) Within these areas, the public should acquire and prepare one million acres for Growth Unit development.
- (3) This development should be explicitly designed to benefit the improvement of the quality of life of those now residing in the older and deteriorating sections.
- (4) At average densities of 25 per acre, this special program should accommodate one-third of the expected growth of the U.S. population between 1970-2000.



A Coalition of Coalitions

An organization that is a coalition of interests will allow small organizations to demonstrate ideas, collect support, build a consensus and/or mobilizing volunteer interest may be problematic.

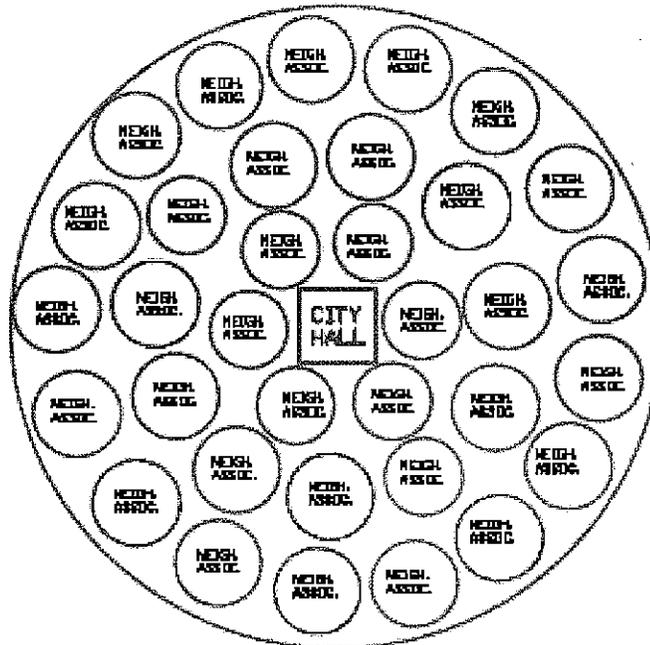
ORGANIZATIONAL DIAGRAMS

These three diagrams illustrate the difficulty of organizing collectively citywide. There are many organizations with only volunteers and with few resources other than the "best" idea.

The top diagram illustrates a potential coalition of coalitions that could exert unusually strong influence on city hall.

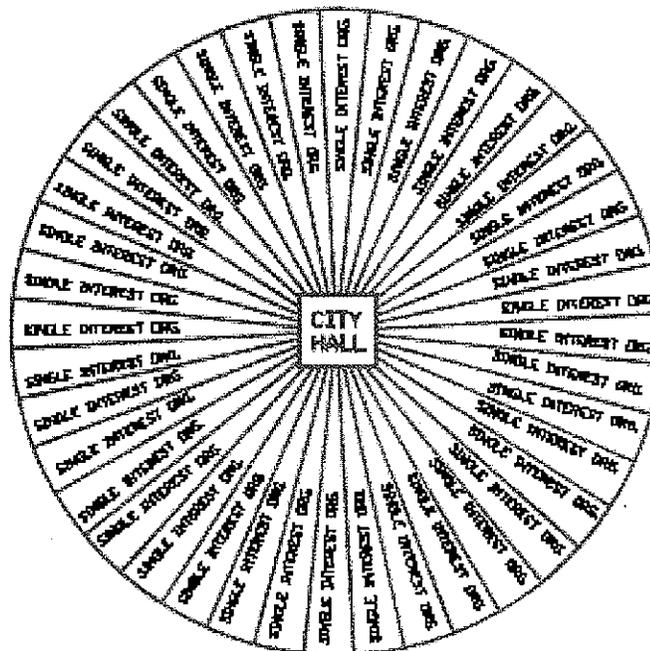
The middle diagram illustrates the many Portland neighborhoods, each unique in size, population, and issues.

The bottom diagram illustrates special interests. Each is a narrow silver line that can exert considerable influence in a narrow area interest.



Neighborhood Associations

Neighborhood power comes from the people living within their geographic area. Partnering with others increases their power. Neighborhoods are involved with most of the issues of the larger government without the ability to address these issues independently and therefore they must advocate for their interests.



Single Interest Organizations

Special interest organizations are powerful in their specific area of expertise. Partnering with others gives them the ability to affect larger issues.

Stockton, Marty

From: kjsreece@gmail.com on behalf of kjs reece [kjsreece@comcast.net]
Sent: Friday, December 09, 2011 5:58 PM
To: Don M.
Cc: Planning and Sustainability Commission
Subject: Re: [TPDX Discussion] Portland Plan Testimony - Assault on Family Values

Once again, Don, I absolutely agree with you and would like to add my voice to the testimony.

Kelly Reece

On Fri, Dec 9, 2011 at 2:50 PM, Don M. <mcat@teleport.com> wrote:

Please use the information below to inform your opinion about the section on Thriving Educated Youth. I would recommend either changing the Objectives, Policies, and Actions based on this information or adding new ones.

The Great Turning, by David Korten, 2005, Pgs. 337, 338

Assault on Family Values

Advertising aimed explicitly at children in the unregulated marketplace is one of the more pernicious, intentional, and well-funded assaults by corporate plutocrats on family values. Corporate advertising executives long ago became aware that it is highly lucrative to begin conditioning very young children to value individualistic materialism over family and community. Their efforts became truly sinister a few years ago when they learned that "brand loyalty" begins to take shape as early as age two and that at age three, even before they are able to read, children are already making requests for specific brand-named products. Experts estimate that this early identification may be worth \$100,000 per child in lifetime sales.

Corporate marketing executives responded to this revelation by targeting advertising to ever younger children and using ever more sophisticated techniques to reach and claim their hearts and minds. Child-oriented marketing exploded in the 1990s, from an estimated \$100 million in TV advertising targeted to children in 1983 to \$15 billion in total advertising and marketing expenditures directed to children in 2004, (Schor, Born to Buy, p. 24)

Kid oriented advertising defines cool as having money and attitude, indulging in material excess and expensive products, outwitting teachers, and tricking parents. Advertisers pride themselves on their ability to make kids feel they are losers if they lack an advertised product and get them to nag their parents to buy it. The British side of the industry call it "pester power." Boston College sociology professor Juliet Schor documents from her research inside leading advertising corporation that this effort is conscious and international, and that it employs highly sophisticated research and techniques of psychological engineering. (ibid. p. 48)

In their efforts to bypass parental filters, corporation have been increasingly successful in bringing into curriculum materials and entertainment programming, and turning school sporting events into corporate billboards. They even hire kids to talk up products with their friends and host slumber parties that become intimate focus groups for testing reactions to new products. (ibid. pgs. 69-97)

The average child is exposed to more than forty thousand television commercials each year . Approximately 80% of the advertisements targeted to children fall into four product categories: toys, cereals, candies, and fast food restaurants. The task force concluded that child-oriented advertising contributes to child obesity, parent-child conflict, materialistic attitudes, and tobacco and alcohol consumption and that exposure to media violence, including marketed video games, movies, and other media featuring violent content, contributes to fear, anxiety, sleep disturbance, and violent behavior. (Am Psychological Assoc., "Report of the APA Task Force on Advertising and Children", Feb. 20, 2004 www.apa.org/releases/childrenads.pdf)

Portland Plan Testimony, Don MacGillivray, 23-- SE Yamhill, PDX, 97214

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Kelly and/or John Reece

kjsreece@comcast.net

From: Don M. [mailto:mcat@teleport.com]
Sent: Saturday, December 10, 2011 2:59 PM
To: Planning and Sustainability Commission
Cc: TPD Discussion
Subject: Portland Plan testimony - community policing

Portland Plan Testimony - public safety / community policing

I have found no mention of community policing. This has been talked about for twenty-five years but is only partially implemented. It should be the cornerstone of policing in Portland and coordinated with many other organizations that provide security as well as related activities.

T.E.Y. #14 relates to public safety through gangs and juvenile delinquency.

H.C.C.#44. seems to be describing community policing without using the term. Why not use it and expand the scope of this Action to include the police department. I am a little surprised that it talks about crime prevention which is managed through the Office of Neighborhood Involvement, but is to be implemented by the Police Bureau. I would think others would be involved with this too.

T.E.Y. Equity 14 Place-based strategies: In neighborhoods where youth are at risk of not graduating due to low achievement levels, gang activity and/or other factors, conduct one or more pilot projects in which neighborhood services are inventoried. Based on the identified deficits, develop a place-based strategy to recommend interventions and continue to identify and enlist partners whose work affects youth outcomes in the short- and long-term. BPS, PP&R, PBOT, PHB, PPB

H.C.C. Equity 44 Community capacity and local initiatives: Support and expand community-based crime prevention efforts and work to improve communication and understanding between police and the community. PPB

Portland Plan Testimony Don MacGillivray, 23-- SE Yamhill, PDX, 97214

From: Don M. [mailto:mcat@teleport.com]
Sent: Sunday, December 11, 2011 1:08 PM
To: Planning and Sustainability Commission
Cc: TPDx Discussion
Subject: Portland Plan Testimony - Washington HS Comm Ctr. & Pool

Portland Plan Testimony - Washington HS Community Center and Swimming Pool

Please create a new Local Action for Belmont-Hawthorne-Division to build the Washington HS Community Center and Aquatics Center within the next five. years.

This project has been proposed since 1981. It has been a priority of the Bureau of Parks and Recreation since the late 1980s. It is listed in the Parks 2020 Plan. There have been three stakeholders committees to work through the details since City Council approval in 2004. Money has been allocated for it in the East Side Urban Renewal District. \$600,000 has been spent doing the detailed planning for the Center. It is in the permit process currently. All that is needed is \$60 million, probably in two successive parts.

More background is below:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX

A REGULAR MEETING OF THE COUNCIL OF THE CITY OF
PORTLAND, OREGON WAS HELD THIS **18TH DAY OF FEBRUARY,**
2004 AT 9:30 A.M.

THOSE PRESENT WERE: Mayor Katz, Presiding; Commissioners
Francesconi, Leonard, Saltzman and Sten, 5.

134 TIME CERTAIN: 9:30 AM – Negotiate with Portland Schools Real Estate Trust based on principles herein for the purchase of approximately 4.5 acres at Washington Monroe site for a future community center and open space (Resolution introduced by Commissioner Francesconi)

Katz: Anybody else who is here who would like to testify? Any questions by the council? All right. Roll call.

Francesconi: First i'd like to thank the mayor for allowing us to switch time certain here until -- and to allow this community testimony. I'd also like to thank commissioner Saltzman. He had the next time certain and he gave us some of his time, so I guess I appreciate that very much, commissioner Saltzman. You know, this community center has already -- is already being built. Community centers are about building community and we do need safe places for kids, we need for our seniors to be there, we need swimming pools, we need play areas, we need to do this together as a community. But we're building it right now, and you folks in the central east side have been building it for a long time. It's being built. And i've gotten my assignment. My assignment isn't to design the community center, it's to make sure it happens. So my commitment, my personal commitment to you is that it is my number 1 responsibility of all my responsibilities to make sure this community center happens, which means that I have to lead the effort to come up with the resources. I want you to know i've already begun that effort in talking with both private sector and nonprofits who may be our partners on this.

It will mean that parks will have to reprioritize some things we do, which means saying no to some other things, and it means that we're going to need more help from the citizens probably. So it is my effort to do that. But I can't tell you how proud I am to be associated with this council that cares about keeping Portland a city of neighborhoods, being associated with parks that for a long time has known that this was essential for the - that it was the east side's turn. And the parks knows as do i, the community centers belong in neighborhoods. That's where community centers belong. And that's where we're going to put them. And the next one is going to be in the central east side. And parks knows that our most important partners are also our schools. So we understand that there was some controversy created in the past when the real estate trust tried to support the important mission of Portland public put some potential land on surplus property. They're not doing that. The schools and the real estate trust wants public land to remain in public space. We need to thank them, and we need to show our appreciation for them. Because they are most our most important strategy for keeping families in the city. I also appreciated the testimony from mike and the central eastside industrial folks. Keeping families in the city is good for business. And that is also what we're committed to. So this is a bottoms-up approach that you kept alive, just like the citizens, another group of great citizens in brooklyn, kept light rail alive. And it's the east side, you folks are a little more progressive, and persistent: And we're going to get you this community center. And it's been a privilege to work with you on this, and we're going to have fun doing it, too. Thank you. Aye.

Leonard: This is one of Portland's oldest on the east side, and therefore original neighborhoods, and it captures in every essence of the word working class neighborhoods. And I just am very pleased that we've come to the point where we have the opportunity to purchase such a wonderful piece of property, keep it in the public domain, and use it for such a high purpose. We need probably to do more of this kind of thing throughout Portland neighborhoods, and focus on making communities and their activities centered into places like this. So it's really very exciting for me to be able to support this, and I want to thank jim for all of his great work on this. He will not be going at it alone. I think we're going to be as a team helping him get to the place where we get this community center built. Aye.

Saltzman: Well, living in the buckman neighborhood can be a real challenge, as i've learned over the years in public office. It's -- it can be a very tough place to be. It's a great neighborhood in terms of its location, great houses, but it's also got many issues, social services, transportation cut-through and things like that. So take -- and the Washington high school site is a perfect site to do something. Something needs to be done, and I think a community center will serve and really enhance and add a new luster to the buckman neighborhood. But also to the inner east side, and the -- this sounds like a very exciting opportunity to help both the school district which can use the money, doesn't need the land, we can get some housing, more housing in the area, and most of all, a place where kids, families, parents, seniors, can go and socialize and recreate. So it's a great idea. Thank you, commissioner Francesconi. Aye.

Katz: Thank you. Anybody else? If not, roll call.

Francesconi: This is a great thing. Infrastructure that builds communities so it's not -- and this is a great day for the southeast neighborhoods. First we had the mt. Tabor issue and we stopped something that could have hurt. But now we are building the kind of infrastructure that has community for the southeast parks for great families and we are doing it because of the efforts of a whole lot of folks. And I would like to thank, starting with julia brim-edwards and the school board this current school board has really and the current, and jim scherzinger, has really working with parks and the community to not dispose of community assets but to work with community partners to build community and I want to thank you them for that. I also want to thank the mayor and the city council for making the resources in this tough budget of another \$1 million but also being committed to this project. I would like to thank ken rust for helping us on the financial side and also p.d.c. And wayne kingsley who just testified, that they are willing to expand the boundaries for the purposes of testify purchasing land and we appreciate that very much. Parks are terrific people. They do what they do to build community. They are willing to take on the possibility. The probability of selling some or assets and taking the heat for that in order to make this thing happen. Because they care that much about this community center and they have for a very long time. And they want to make sure that it's done right and done with community participation. And above all else, I do want to thank you -- it's the inner southeast folks that kept the dream of light rail alive all the way to brooklyn. And it's inner southeast folks that have kept this vision of the community center alive because they want families to be served, they want children in the city, they believe in infrastructure that builds community. And that's the kind of city we want to be. But it took the leadership of the neighborhood folks to make sure that we stayed that. So I guess I did make a commitment early on that we would buy land, because as will rogers session they ain't making any more of it. That was done by future generations for mt. Tabor that we talked about earlier. Now we are doing it for this community center which also will have fields and housing and we are doing the right thing to make this spot. But my further commitment to you is to do whatever I can for as long as I can to make sure we build this thing. That's my commitment to you. And I am not doing it only for the southeast. It's for the whole city because that keeps children and families in our city and sends our message that we are the kind of city that can build up and keep families and embrace the increasing diversity that is not only inner southeast but the whole city. Aye.

Leonard: I'm mindful of the neighborhood commissioner Sten and I grew up had knot street center, now known as dishman. Not known of as the kids who grew up there as a community center as much as a place where you went to hang out and do sporting activities, the energy with which was better spent within those walls than in other things we might have done in the community. Some of the best boxers ever produced came out of knott street community center in the 1960's. My role of which was to provide a steady target. [laughter] so I figured I needed to do something different with my life. Mt. Scott, same thing. World class boxers were produced at mt. Scott community center. So what is it that this new community center will provide for kids that they otherwise never would do? Who knows? But certainly it will be a center that will be a gathering place for not just youth to expend their energies in a positive, healthy way, but also adults. I mean, to

this day, I use mt. Scott community center for our daughters' swimming lessons, fencing lessons, and I am struck as I am waiting for her to conclude her lessons as I walk through, the amount of adults that participate in competitive sports, basketball, the weight room at mt. Scott community center. It isn't just a gathering place for kids. It's a gathering place for the entire community. This is a wonderful thing. I appreciate commissioner Francesconi's work and really pleased to vote aye.

Saltzman: This is the great really needed community center. I am glad we can set the wheels in motion today with the purchase of the full 4.5 acres and I hope we can fulfill that pledge. This truly the buckman neighborhood has put up with a lot over the years and it's also become a truly great neighborhood, the diversity that you alluded to, the mix of businesses and residents. Kite use more homeownership and I think certainly a community center could be key in that so I want to thank you commissioner Francesconi and the mayor for working hard to make sure this vision is now looking more and more like a reality. Good work. Aye.

Sten: Well, I will also glad to join in and help. This is a wonderful first step. The buckman neighborhood, and it really will serve the whole east side and frankly you will see people benefit from all over the city. As commissioner Leonard said, I grew up going to these places. My first job was at the Knott Street Center working as a lifeguard. That's in the days when you could have a high dive. I think it's wonderful and I want to thank commissioner Francesconi. He's been relentless on this. It makes me feel good the money is going to the school district. It's all our tax dollars but it's nice in buying something worth having give it to another fine calls and will help with those other high schools as the chair mentioned. I think that's terrific. As the co-chair of the grant high school city council caucus, I am also glad that you addressed that issue. I am very, it's my pleasure. Aye.

Katz: Mayor votes aye.

XXXXXXXXXXXXXXXXXXXX

Washington High School: The Rest of the Story Don MacGillivray / Oct. 23, 2009 SE Examiner

For thirty years inner east Portland has dreamed of a metamorphosis for Washington High School (WHS). Because of its small site, declining enrollment, social and racial problems, and a serious recession, the school was closed in 1981. After closure, it was used for administrative functions, special programs, and a variety recreational and community uses.

The economic development activities of the Buckman Community Association in the late 1970s generated an interest in local projects and property. In the early 1980s the Buckman neighborhood held a community congress with over 300 in attendance addressing nearby concerns. One of the many recommendations was to improve economic development in the area. This became the beginning of the REACH community development corporation. The acronym REACH stands for: Recreation, Education, Access, Community, and Housing. A goal of REACH became the acquisition of the old high school for a neighborhood community center and moderately priced housing along with other community functions. When the school district was approached with this idea it became clear that this would be a long term dream.

The City of Portland was also aware of the property and saw its potential for as site for a centrally located community center. In the mid 1980s the Parks Futures Plan described it as the best location in southeast Portland for a community center. A few years later the Buckman Neighborhood Plan advocated for greater community use of school buildings and described the need for a community center and improved swimming facilities in the inner SE.

In the late 1990s the cash strapped PPS was convinced they needed to sell some of their extensive list of surplus properties. The newly formed Innovation Partnership studied the issue and suggested that PPS dispose of excess school properties through a real estate trust. After forming this real estate trust the sale of WHS became it's first project and number one priority.

Meanwhile, with the interest in WHS increasing, the BCA held neighborhood meetings of all the stakeholders to discuss the various options. The desire for community involvement and support led to a task force being formed in 2003 to review and recommend to the school board that the 7.2 acres at WHS as surplus property and authorize its sale.

Parks being the strongest candidate to purchase the property formed a city task force to determine how much of the property should be acquired for a community center and a preliminary. In late 2003 the task force concluded that the City acquire 4.5 acres of the site, but not the old WHS building. The task force not only provided the boundaries of the site, but also a 140 page study with a tentative program, a preferred site plan, and the location of the community center building. This study was accepted in early 2004 and five months later the City acquired the WHS property for \$5.4 million. Parks could only raise \$2 million and needed to borrow the remainder from the city reserve fund with the proviso that it be repaid within two years. With the help of the Eastside Urban Renewal area the WHS loan was repaid in full and on time.

There were two remaining parcels to be sold by the school district, one with the old school building on it. This took another public process to help find a developer. Due to the economy and the desire for full fair market value, this became a long time. But with the changing housing market, the developer eventually lost interest.

Meanwhile, Hurricane Katrina in New Orleans sent several hundred people to Portland and WHS became the ideal site to provide emergency shelter for them. These guests to Portland ate in the cafeteria and slept in the gym while more substantial quarters were found for them elsewhere in Portland through early 2005. Soon thereafter it was determined that removing the gym, cafeteria, and newer classrooms on the site would improve that salability of the property and were demolished.

With the opportunity for a Park bond election in the fall of 2010, greater definition was needed for the WHS community center project. With federal funds materializing in early 2009, another committee was formed to select an architectural consultant, develop the building program, and give form to the site and building. This committee's work is nearing completion and result is yet to be determined.

No matter what the advisory committee and the Parks Bureau decide, a community center at this central Portland location will be a great asset for the City. It will be a fitting tribute to the thousands of WHS students that matriculated through this Portland landmark high school. Everyone hopes a significant improvement occurs soon that will bring to fruition many of the dreams of thirty years ago.

From: jeremy@biohabit.org [mailto:jeremy@biohabit.org] **On Behalf Of** Jeremy O'Leary
Sent: Sunday, December 11, 2011 9:15 PM
To: Planning and Sustainability Commission
Subject: [User Approved] Neighborhood Prosperity Initiative and Neighborhood Hub designation

Dear Planning and Sustainability Commission,

Regarding the rather recent announcement of PDC's Neighborhood Prosperity Initiative (NPI). I am written to strongly encourage the designated NPI areas in east Portland as listed in the map below, particularly, Parkrose and Rosewood area be designated as neighborhood hubs.



As there currently is a neighborhood hub at 122nd and Division, have either it's area expanded to include down to 148th, or create a smaller hub for the area around 148th. I would still also advocate for some type of hub designation for the area at 162nd and Division.

I would add while this would in my opinion greatly improve the PDX Plan as it applies to East Portland, there is considerable work yet to be done before East Portland is treated the same as the rest of Portland.

sincerely yours,

Jeremy O'Leary



The League of Women Voters of Portland

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December 12, 2011

Portland Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, OR 97201

Dear Chair Baugh and Commissioners:

The League of Women Voters of Portland supports the Portland Plan and believes it is a well-researched and thoughtful document that reflects the needs and aspirations of the Portland community. We appreciate the Bureau of Planning and Sustainability's extensive efforts to involve Portland residents and other local governments, non-governmental organizations, businesses, neighborhoods, ethnic groups and other constituencies.

The League bases its support on our related positions developed at the national, state and local levels through study and member agreement. In general our positions are in agreement with the overall goals and objectives of the Portland Plan. These positions can be found on our websites.

The goals relating to Equity, Education, Economy and City Health are, indeed, the strategic issues that Portland must address over the next 25 years. The implementation through five, five-year plans will maintain the community's focus on our strengths and challenges. By working together we will build the much-needed resilience that will serve Portland well in the future.

The 183-page plan is too long for detailed comments on the research and the actions presented. Following are a few of our concerns:

- The 153 "Actions" seem to be stated in terms that are difficult for the layperson to understand.
- "The proof is in the pudding," consequently, the Plan is only as good as our ability to implement it.
- While the Plan makes frequent mention of people working together, the list of partners seems limited.
- The resources and human energy needed for implementation will be extensive. In an era of declining resources implementation may be difficult.
- There is no clear relationship between the "Actions" and the ability to evaluate their success.

- Not only will the current City Council need to approve the Plan, but the 2013 City Council and all the City Councils for the next 25 years will be responsible for its implementation.
- The forthcoming Comprehensive Plan and the Central City Plan are equally important documents that will require extensive public attention and involvement.
- Plan partners including local governments, businesses and other organizations should also officially adopt the Plan.

The Portland Plan is exceptional and should be a model for other cities in the United States. We have high hopes for its success and will be following it as moves through adoption and implementation.

Sincerely,



Mary McWilliams
President



Debbie Aiona
Action Chair

From: Don M. [mailto:mcat@teleport.com]
Sent: Monday, December 12, 2011 1:00 AM
To: Planning and Sustainability Commission
Cc: TPD Discussion
Subject: PDX Plan testimony - Appendix B

Portland Plan Testimony - Appendix B, pp. B1 to B22.

This section seems very tentative and not well considered. All the stated Actions are labeled "Proposed" and "Examples". Page B1 says. "...this could play out across the different neighborhoods and districts.. This statement does not fill me with confidence that these are the best Actions for the respective districts. So if these are tentative, do they just become final when adopted by City Council. Why is there not a way for greater comment before adoption? Or why is not this section separated from the final document to be dealt with later?

There is also criticism about the 24 districts. Each is about about 24,000 people in population and contains approximately four neighborhood associations. But the boundaries for the neighborhood associations are not respected. In the case of my neighborhood 60% is in District #7, Belmont-Hawthorne-Division and 40% is in District #1, Central City. The North Tabo neighborhood appears to be in three districts; #5, #8, & #9. There are many situations like this. This highlights a common situation in Portland. Everyone (organizations) that find a need to divide the city into districts always do it to suit themselves and ignore the division lines used by others. Neighborhood Associations then find themselves chopped up into mincemeat.

There is also the issue that there are only on average three Actions per district. That are 99 Local Actions and 95 neighborhood associations. Neighborhood Associations should have the opportunity to express their priorities. And in fact, many of these priorities are documented in the Neighborhood Plans and other City documents that have been previously produced. Given that there will be five, five-year plans why not prioritize things that have been promised and worked on previously, not new projects.

I also don't understand why the Central City, District #1, is included in this Local Action section. There is the Central City Plan on-going that will provide many more Actions than the Portland Plan. And why the ones suggested at this time the most strategic.

My previous testimony about "Community Connect" is related to this. There might be an opportunity to reorganize the neighborhoods in such a way that they are both more useful and more effective for the City and each neighborhood. But with this will come some difficult challenges.

More could be said about this subject but this is enough for now.

Portland Plan Testimony, Don MacGillivray, 23-- SE Yamhill, PDX, 97214

From: Lindsay Brown [mailto:redbrown77@gmail.com]
Sent: Monday, December 12, 2011 11:31 AM
To: Planning and Sustainability Commission
Subject: Portland Plan testimony

To Whom it May Concern:

I am a resident of the Madison South neighborhood. I have a daughter in kindergarten at Jason Lee elementary school. I would like to see sidewalks installed along 92nd Ave. We live East of 92nd and walk from Schuyler Street to Jason Lee along 92nd Ave. There either needs to be sidewalks along the East side of 92nd Ave or a crosswalk so that we can safely cross to the West side of the street. Secondly, I would like to see sidewalks along Halsey Street from the 82nd Max Transit station to the overpass on 92nd. There are many streets in this neighborhood that do not have sidewalks, that is not ideal but o.k.. However, along the main streets where cars are allowed to travel at 35 mph we need safe routes for children. Please make sidewalks a priority when considering Healthy Connected Neighborhoods.

Thank you,
Lindsay Brown
9401 NE Schuyler Street
redbrown77@gmail.com

From: Rachel Hemmingson Mohlere [mailto:rachelmohlere@gmail.com]
Sent: Monday, December 12, 2011 11:44 AM
To: Planning and Sustainability Commission
Cc: 'Alan DeLaTorre'
Subject: COMMENTS FOR PORTLAND PLAN

Thank you for the opportunity to be included in crafting our community's future.

I am a big advocate of attainably priced housing, and housing in which our aging population – in particular can thrive. As a third item, I am a strong advocate for enabling aging individuals to be able to live communally while staying in their neighborhoods. It is this last item on which I most want to add formal comments.

PRESENTING ISSUE:

- 1) Most of our substantial population of elderly adults – ages 70 and up, state a desire to “age in place.”
- 2) Many of these elders live in homes which are ill-suited to the physical conditions most elders develop – poor balance, difficulty with stairs, poor vision and decreasing strength with which to do home maintenance. The elders live in jeopardy and, frequently, the property becomes visibly un-cared for, affecting property values in the neighborhood.
- 3) For other elders “aging in place” means living alone in their homes. Isolation, increased fearfulness/stress from too much TV-watching to thwart loneliness, dehydration and lack of proper nutrition are common outcomes. In women, dehydration often leads to UTIs, and the results can be disastrous.
- 4) A large percentage of Boomers also express the desire to stay home through older years. Yet the obesity stats indicate a large percentage of them will require substantial assistance with activities of daily living (ADLs) due to diabetes and cardiopulmonary issues.
- 5) Both of these populations – together making up our senior citizen group – have strong desires to stay OUT of our current forms of senior housing, in part due to their locations.

SUGGESTED SOLUTIONS:

- 1) To allay the kinds of crisis which often accompany the choice of an elder to wait “too long” in their homes, we need to build neighborhood based, senior community housing.
- 2) The idea is that many seniors/boomers would leave an ill-designed house, if they could stay in their neighborhood, and especially if they could retain a sense of ownership.

3) Small, courtyard-style, multi-family housing needs to be built within our urban neighborhoods. Construction would be LEED residential certified providing for onsite storm-water management, and high energy efficiency. Placement with in blocks of public transit, and stipulations limiting car ownership and/or providing group vehicles – such as a biodiesel van, would address street congestion issues. All units would be built with Universal Design. Price points would have to be assessed for the needs of the buyer population, many of which are on fixed incomes. Run down properties could be acquired on which to build the new construction– sometimes in trade for a new place to live.

4) A buy-in model, perhaps using the CAF program, and or some reverse mortgages as investment tools which leverage homeowners equity can assist in development costs. Units could be rented too, and upper level units built for rental to caretakers and for visiting family.

5) The city needs to enact a building code/zoning variance model for this kind of housing, and should do so immediately in light of our high unemployment and growing needs of this population.

6) Additionally, the larger, family-style homes these seniors will need to sell might also come under a portion of the variance, enabling remodeling and sales as multifamily homes, in some cases.

Again, thank you for this opportunity. I am looking forwards to our progression as a city that leads the way!

Sincerely,

Rachel Mohlere

Consultant, SRES

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Howard Shapiro, Chairman
Members of the Community Involvement Committee
Planning and Sustainability Commission
1900 SW 4th Ave., Portland, OR 97201-5380
Attn: Portland Plan testimony

December 12, 2011

Dear Chairman Shapiro and members of the Committee:

Congratulations for your time and effort in helping bring about the October 2011 draft Portland Plan. Combined with the dedicated staff at the organizations involved with this undertaking, your work today is setting the stage for a better tomorrow. The document reflects an ambitious and thorough effort directed at improving the long-term success of Portland and the region.

While Comcast is in support of nearly all of the objectives and action plans detailed in the Plan, there are a few specific items which we believe require additional consideration and one which we respectfully request to be removed.

In the **Economic Prosperity and Affordability** section of the Plan, *A2 Urban Innovation* (page 41), items 10 and 12 on the 5-year Action Plan should be reconsidered as detailed below.

Number 10 – Broadband access – This item is directed at optimizing broadband access on a citywide basis. Unfortunately, it seems to be premised on the assumption that citywide broadband access does not currently exist, in many forms. In addition to Comcast's ubiquitous citywide 100+ Mbps broadband access, as well as the local phone company's broadband offerings across the city's footprint, there are multiple wireless providers who today blanket the City with full broadband access.

We respectfully suggest that this action plan is unnecessary in that the stated goal of citywide broadband access has been fully achieved. Further, Comcast and other broadband providers work daily to meet the broadband needs of agencies, organizations and business across Portland and stand ready to meet the needs of any "large pipe" campus or project initiatives.

Number 12 – Broadband equity – This item suggests establishing a fund for broadband equity and suggests a new tax/fee to pay for a subsidy. Equity in the Plan is described in the Introduction as access – not affordability. As mentioned above, access to broadband across the city has been achieved – by multiple providers, via multiple technologies. It is unclear how or why broadband has been singled out in this report with respect to subsidies.

Comcast and other local providers now provide numerous pricing options to meet the broadband needs of all Portlanders. In fact, there are currently multiple internet access options available to Portland residents priced below \$10 per month.

Since Comcast already remits millions of dollars to the City on an annual basis, which Comcast customers pay monthly through their subscription, we do not feel it is appropriate to further burden these same customers with an additional 1% fee on their services. Not only is this unfair additional taxation because it is not paid by all Portland residents, but it is completely unnecessary and unsupported by any qualitative or quantitative data that has been publicly reviewed, discussed or scrutinized – all important steps before anything of the sort should be included in a long-term plan.

We respectfully request that item 12 be removed until there can be a complete and thorough review of the data used to generate this action plan, most importantly the reference to a 1% universal service fee.

Lastly, in the **Healthy Connected City** section, *B Vibrant Neighborhood Hubs 5-Year Action Plan* portion (page 67), we believe item #8 deserves further clarity. As it is currently worded, it is unclear exactly what "high capacity broadband access points in neighborhood hubs" actually means. Today there are numerous broadband access points across the city in libraries. Wifi-enabled hotspots are also available in likely hundreds of locations across the city. In addition, broadband is available across the City today in multiple formats, from multiple providers.

We respectfully request that the Committee reconsider this item and request that it be more clearly defined and researched to understand exactly what the current availability is before declaring that more is necessary.

Thank you for the opportunity to submit written comments and for your consideration of these recommendations and requests. We hope to help make the Plan a better document by removing those items which appear to be based on false assumptions or conclusions and hope that doing so will allow the City to more appropriately focus on areas of great need.

Sincerely,



Marc Farrar
Regional Vice President of Government Affairs

From: Don M. [mailto:mcat@teleport.com]
Sent: Thursday, December 15, 2011 8:34 PM
To: Planning and Sustainability Commission
Cc: TPDx Discussion
Subject: PDX Plan testimony - Media: Lack of inclusion in PP

Portland Plan Testimony - Media: Lack of inclusion in the PP

There should be a Guiding Policy and at least one Action concerning the Media.

Local news too often just reports on crime and police activities. "If it bleeds it leads" syndrome.

The potential for positive media on local network stations is great even if they did one story per evening. The public relations about good things that happen in Portland, including the implementation of P.P. Actions, would help attract interest, volunteers, and position feelings about the community.

OR Public Broadcasting has even more potential for this type of activities.

Then there is also cable access (Portland Community Media) that could improve its broadcasting to inform the public about positive developments and educational programming in Portland.

I am sure there are more information and ideas along these lines, but others can fill in the rest of this subject.

Perhaps this might also be part of the P.P. section on implementation.

Portland Plan Testimony Don MacGillivray, 23-- SE Yamhill, Portland, 97214

From: John Reece [mailto:kjsreece@comcast.net]
Sent: Friday, December 16, 2011 11:24 AM
To: Planning and Sustainability Commission
Cc: nancyseton@comcast.net
Subject: SWHRL neighborhood

We (South West Hills Residents League) have this comment to make about the P. Plan.

Our hills and narrow winding streets, many without sidewalks or bike lanes, pose challenges for pedestrians and bikers. We lack full-service commercial hubs, and public transit is either non-existent, or limited to the commercial centers we frequent, such as Hillsdale. The potential bad news is that the maps in the Plan (pages B-4 and B-5 of the draft) place a large portion of SWHRL in the “Inner Neighborhoods,” close in areas with plentiful transit, sidewalks, and commercial “main streets” and business districts. Clearly SWHRL should be classified in with the “Western neighborhoods” which rank lower on the walkability scale than other areas of the city, and have few commercial areas.

Kelly Reece,
SWHRL Board Member
also
Transition PDX
TransitionPDX.West Side

kjsreece@comcast.net
3126 SW Upper Dr.
Portland, 97201

Stockton, Marty

From: Don M. [mcat@teleport.com]
Sent: Sunday, December 18, 2011 12:26 PM
To: Planning and Sustainability Commission
Cc: TPDX Discussion
Subject: Portland Plan testimony - "Pluralist Commonwealth"

Portland Plan Testimony: "Pluralist Commonwealth":

The text below explains what is wrong with the current system and suggests ideas for improvement. While we must respond to the traditional ideas for economic development we must also try to work our way out of our unsustainable future. A decentralized, localized, equitable, is what we need while abandoning many failing systems. With proper values and goals that are implementable the next twenty-five years can be everything we could hope for collectively.

Please work these ideas into the Text, Strategies, Objectives, Policies, and Actions of the Portland Plan to the extent that is reasonable. And given the 25 year time frame of the please allow for these ideas to be working in over its life.

What is truly important is the idea of building interconnected communities / neighborhoods / villages that are sustainable, resilient, and abundant, not just prosperous.

If You Don't Like Capitalism or State Socialism, What Do You Want? by Gar Alperovitz

The very first book I wrote—my Ph.D. thesis, basically—was on the bombing of Hiroshima. An odd place to start. The puzzlement for me was why this country and its leaders, knowing there were alternatives—which is now established as fact—nevertheless went ahead with those bombings.

What was the nature of our culture, the expansionism that created it, and the system that had driven it, which led us to do that? Vietnam and Korea, Iraq and Afghanistan, the World Bank and the IMF—what were they all about? I'm giving you shorthand for a way of thinking about very complex ideas that I'm sure you will understand.

The flaw is an odd kind of imperialism. It is a tragic and ironic form because Americans do have a genuine interest in promoting democracy and liberty as well as a genuine interest in running the global economy in a way that most people thought and still think is the only way possible.

I've worked at high levels of the U.S. government, including the Senate. The people there believe they're doing good work. It's not that these are bad folks, and yet havoc is wreaked, wars go on, the Third World is badly damaged. We're up against not simply a power structure, not simply a system called capitalism, but a way of thinking that is genuine and honorable—and in my view, wrong. So it is better to start here when we think about what has gone wrong rather than to demonize. But it is a big deal, because now we're up against something more powerful—not only a system, whatever that might mean, but a culture and an ideology as well.

This situation has led me to the kinds of questions that I think are being posed by Occupy Wall Street and the young people who have spoken here today. To put it another way, if you don't like corporate capitalism and you don't like state socialism, what the hell do you want, and why should we listen to you if you don't know? Seriously: what do you want? And if you don't know, what are you talking about?

I don't pretend to offer you a final answer, but I do think those questions are on the table. They are on the table for the first time in my adult lifetime, perhaps even for the first time in American history. We can go through the long history of how, when problems arose in the nineteenth century, free land seemed to solve almost anything. And how in the twentieth century, wars in the first and second quarters of the century bailed us out of great stagnation and then the Great Depression, followed by wars in Korea and Vietnam and the growing military budgets of the third quarter of the century. Those wars were not by design, but they stabilized the system. With the spread of nuclear weapons we are now up against the incapacity of that particular mechanism to stabilize this particular system.

I don't think the system will collapse. U.S. government spending was 11 percent of GDP in 1929. It is now roughly 30 percent, providing a substantially greater "floor" beneath the economy. It may stagnate and decay, stagnate and decay, stagnate and decay—all the while gobbling up resources and causing climate destruction. I think this is the odd context we're moving into historically. It is also a context that is steadily forcing people to ask deeper and deeper and deeper questions, triggered, wonderfully, by Occupy Wall Street. It would not have triggered such a reaction if people didn't already sense that something is seriously wrong. Many don't have words for it, and many certainly don't have concrete actions in mind although they may have some inkling of what needs to be done. There are a lot of projects, there are a lot of ideas, but when such a large number of people—including the Tea Party, in its strange way—realize something is wrong with the prevailing system, that is a profound moment of history. It is the most

12/20/2011

profound moment of history I have ever been engaged in. And I have lived through the 1960s and was active in the anti-war movement, the civil rights movement, and so forth.

Those movements, particularly the feminist movement and the civil rights movement, were largely about getting into the system. "Let us in. Don't discriminate, don't discriminate, don't discriminate." There were pieces of those movements with a different vision, but that was the dominant form. The environmental movement was saying, "Regulate the corporations." And indeed, a moment burst open that was favorable to regulation. I think that moment is over, and getting in is no longer the primary issue, except for very large numbers of people, particularly minorities, who are not getting in at all. There are now urgent questions of whether the system works and, I think, whether it can be changed in large.

So I think the underlying problem we're talking about here is: If you don't like capitalism and you don't like socialism, what the hell do you want and how do you get there? That's where I'm coming from—just to lay my cards on the table.

We spend a great deal of time at the Democracy Collaborative coming at it another way, not theorizing about history, although that's where we're coming from—Ted Howard and I—but asking, "Is there anything that the press isn't covering because it lacks the money for on-the-ground reporting?" We try to learn what's out there, and we've been doing it for longer than I care to remember. What we've found out is that in one form or another there are four to five thousand neighborhood nonprofit corporations trying to benefit communities—some good, some bad, some very interesting, some not so interesting.

If you include all forms of worker-owned coops, you'll see that they come in various flavors: some not so good, some wonderful, some changing. Even Employee Stock Ownership Plans (ESOPs) are changing, by the way—many are becoming unionized and participatory. There are in America today something like 11,000 worker-owned firms involving five to six million more people than are involved in the labor movement. Nobody is covering them; they are not being talked about. I opened the morning news and saw that credit unions are all of a sudden becoming very popular as the place to shift your money to. There are 130 million Americans involved in one or another form of coop, including credit unions.

Community land trusts (CLTs), started thirty years ago by Bob Swann, co-founder and first president of the E. F. Schumacher Society, are also popping up in different forms—hundreds of them all over the country. People are looking at various forms of ownership, and the CLT is one of them. There are also nonprofit corporations called social enterprises, whose sole purpose is to pursue some good mission for society. They too are popping up all over. Another form that is beginning to appear is municipal ownership. People tend not to be aware of municipal ownership of hotels and of land for development; there are 500 projects around the country where cities have established ownership of capturing the gas from garbage and turning it into electricity as well as into jobs and revenues. I could go on and give you more and more of these examples, but you can find them on our website: www.community-wealth.org.

By the way, for you socialists out there, you probably already know that 25 percent of America's electricity is created and distributed by either public utilities or coops. Twenty-five percent by public enterprise that is much cheaper than private enterprise because executive salaries are not high and there are no profits; it is as efficient or more efficient, more ecologically sound, and more amenable to community interests. In addition, there are 23 state governments that currently own or are establishing businesses, some in the form of venture capital, with the state retaining partial ownership. America? Socialism?

I'm giving you an overview of the myriad projects like this that are not reported on. Many of them have merit from an ecological point of view; many do not, but overall they democratize the ownership of capital. What did I say? I said these projects democratize the ownership of capital—in a very down-home American way. Coops. Community land trusts. Municipal enterprises—a lot of these in the South, by the way. They begin to tell you something about the possibility, no more than that as yet, of slowly establishing, in a radically decentralized, localist way—and then maybe going further—a different vision of how productive wealth might actually be organized. They may even provide some principles that would allow you to begin talking about a long-term systemic possibility. Maybe.

Systems—such as feudalism historically, capitalism and state socialism currently—are characterized above all by property relationships. And if you don't like any of them, ultimately you have to ask who owns the capital in your system. We now know that 1 percent owns just under 50 percent of the investment capital; 5 percent owns two-thirds. It is a highly concentrated corporate capitalist system, maybe even more extreme in its ownership patterns than medieval society. I do not say that rhetorically. The pattern is medieval in its scale and scope of concentration of ownership. So ultimately, if you are interested in systemic change rather than—and I'm going to use a loaded word—"projectism," you must ask not only who owns capital but what it might look like if the system were democratized, were American in content, and were to give rise to the principles and nurture the principles of democracy, ownership, community, and ecological sustainability.

Think of all of the advanced systems, particularly in those little countries in Europe, like Germany—remember that Germany could be tucked into Montana. We live in a continent. If you want democracy in a continent, you've got a big problem, especially compared to little countries. (I sometimes say to my students, just to drive the nail in, "France and Germany are 'dinky' little countries," meaning that their polity is organizable on a smaller scale than in a continent.)

I was legislative director to Gaylord Nelson, the founder of Earth Day. Our goal then was to regulate. We've largely run out of that possibility, I believe. Now there are deeper pressures at work. Let me say a bit about that to sharpen the edge of this nasty argument I'm making:

You can see in this country that whenever progress was made toward using the regulatory system—"the regulatory state"—to manage environmental issues (sort of), there also were strong labor movements. Historically, the progressive parties required

a strong labor movement, even when it was at odds with the environmental movement, to enthrone a regime that could manage environmental problems through the regulatory system.

One of the negatives we face is that the American labor movement is in radical decay and under attack; it is faltering as the situation becomes worse and worse. Even at its height, it was a weak labor movement. In Sweden 80% of the labor force was unionized; in this country it was 35.4% at its height in 1945. Total labor movement unionization is currently at 11.8 or 11.9 percent, depending on whose numbers you use. It's at 5.7 percent in the private sector, and declining. I emphasize this number for a reason. Some people believe that there will be a resurgence of the old Democratic, liberal party out of which I grew—I'm a Wisconsin progressive—by organizing to make the state powerful enough to manage the corporate problems that can be identified and spoken about. Social democracy abroad, progressive liberalism here.

My contention is that the likelihood of a resurgence is slim. I'll take as much of it as I can get, but that is not the future. If the traditional models for managing inequities as well as social and environmental problems, models that required a strong social democratic formation of the labor movement at its core, are no longer valid, either there is another way forward institutionally—not just on the part of good folks but based on the institutional muscle and organizing power and money of an institution, in this case labor—or there is no way forward. We need to struggle with that dilemma.

My suggestion to you is that precisely because of the failure of this particular way of going about business (from which I come), we're finding these community experiences developing around the country, and everywhere we're finding anger and a change of consciousness and awareness that something is wrong. That's why so many people have responded to Occupy Wall Street. My hat is off to Occupy Wall Street. Overall, there is a huge response brewing that tells you something about America. I believe that, almost because of the failings in the way corporate capitalism has been managed, we're paradoxically beginning to think about and build new institutions, to develop ideas and develop consciousness that are pointing in a different direction—maybe.

I'm a Schumacherian—by the way, do you know that Schumacher was a socialist? Everyone likes the first three parts of *Small Is Beautiful*. Read the fourth part, in which Schumacher stated: "Private ownership of large-scale industry is an absurdity." We should honor this, and we need to face it. Remember, he was chief economist of the National Coal Board of England, a nationalized industry that was more efficient than our coal industry. He struggled with what ought to be done about private ownership. Scott Bader, an early British experiment in a large-scale, cooperatively run industry, was one of his options. He also had complex schemes to transfer ownership to communities. He considered nationalization or maybe nonprofits as possible routes.

We haven't even stepped up to that question. We've been looking at local projects, and they're giving us ideas. You might be able to organize a local economy around small, high-tech businesses, the kind Juliet Schor talked about this morning—different types of coops, land trusts, all sorts of nonprofits and social enterprises. Even if you are able to do that, what do you do about big enterprise?

And then there's another dirty word: what do you do about planning? You want to manage a slow-growth, low-growth economy? Whether you're talking about how work hours may be changed and the policies involved—which Julie discussed this morning—or about changing material inputs, you are ultimately talking about regimes using one or another mechanism—regulation, tax benefits, or other forms that are inherently a planning system. Now you're back to power.

By the way, we plan all the time. That's what's going on with the committees in Congress right now. They're going to come up with a nasty plan, but it will be an integrated plan that's going to cut budgets and cause more recession and so forth. We do planning; the question is, who controls the planners?

So if we're interested in systemic change, not just projectism, we're not only going to have to face this kind of question but build the kinds of institutions from the ground up that begin to establish the power base over time, which might set the terms of reference for the larger patterns we're talking about. My term is a "Pluralist Commonwealth": many different forms—coops, land trusts, worker-owned companies, etc.—of common wealth. I don't think it's a great term, but it's descriptive of the mix and the kind of American diversity that my friends in Racine, Wisconsin, where I come from, would understand. I can talk to my conservative friends from high school about it. They understand that you can do such things in Racine, and you better be able to understand it, or you're not going to get anywhere.

I have found, when I talk about real things on the ground, I can have a rational discussion with almost anyone. And that leads to the larger questions. I have a very conservative friend—my old high school buddy. Extremely brilliant, extremely right-wing, extremely religious. When I was back in Wisconsin I asked him, "What do you think of Russ Feingold?" And he said, "Well, you know, I voted for Russ."

"You voted for Russ Feingold?"
 "He was a man of principle. He said what he meant. And I respect that."

Strange, strange quality. So a good lesson is to ask, what do you want? Ask it seriously, with integrity, and also really know what you're talking about.

Let me press forward a little bit on some elements that take us beyond projectism and offer a sketch of what could become, maybe, a systemic design. The Democracy Collaborative has been deeply involved with a group of important cooperatives in

Cleveland, Ohio. We've helped launch this project with the help of many people in Ohio. I'm going to tell you a little bit about the project, about the process that built it and where it's going, and also about its design.

As many of you know, these are worker coops. Julie mentioned that most people who have been involved in the new-economy movement are highly educated, wealthy, and white; this project, however, is in a part of Cleveland that is almost entirely black and where the median income is \$18,000 per family. In that community, for complicated reasons I won't go into here, a complex of worker-owned companies is developing—sophisticated in design and also a little bit different from regular coops. I want to emphasize that, because those of you who know something about coops, including worker-owned coops, also know that they have a difficult history because problems arise if there is not an adequate capital source or an adequate market. The ejido, a peasant cooperative structure developed in Mexico, was undermined by numerous political and economic forces. I don't want to see American coops go the way of the ejido in Mexico or the many other coops that have died aborning.

Argentine worker-owned companies provide an inspiring case. Very exciting, but if you actually study those that are succeeding, for the most part—not entirely—they are linked to the purchasing power of Buenos Aires's municipal government. That's a stabilizing part of the market.

What's going on in Cleveland draws to some extent on the Mondragón federation of worker cooperatives in the Basque region of Spain. In the Cleveland model there will be a series of worker-owned cooperatives. At present there is a large laundry—the most ecologically advanced laundry in northern Ohio, which uses and heats about a third of the water normally used—and a solar installation and weatherization company. They've just broken ground on a 3.25-acre greenhouse. About two businesses a year are going to be set up, with a revolving fund to help finance them. Significantly, this is a complex that is oriented—by design—to the purchasing power of large, nonprofit institutions in the area: hospitals and universities

In that section of Cleveland the universities' and hospitals' purchases amount to \$3 billion a year, and that's just procurement. Add to it salaries and construction costs. All by nonprofits, mostly subsidized by the taxpayer through Medicare, Medicaid, the hospital system, or government money going to universities. And none of it goes to the people who live in the neighborhood.

What has happened, thanks to a complex organizing process, is that part of the procurement, a very small part, is being directed—not entirely, we use the free market as well—to partially stabilizing the cooperatives and providing them with some protection from the violence of the free market.

The reason is not simply that people like worker coops and not simply that some of these nonprofits have an interest in improving their neighborhood—hospitals do like to have pleasant environs—but that they want to help rebuild the community as a whole, not help out only a few workers. It's a sin in some quarters, when discussing coops, to prioritize community over workers. There are purists who don't want to hear me say that. But I'm not interested in token jobs that fall apart.

The worker-owned companies in Cleveland are designed to link to a nonprofit, community-benefiting corporation. They give 10 percent of the profits to a revolving fund, part of which is used for the community; otherwise, they are independently run, worker-owned companies—except that they can't be sold. The goal is to rebuild community, not simply benefit a small group of workers who may sell the company and run off to the suburbs as soon as they make substantial money. (By the way, there are 300 to 400, maybe 500, genuine worker coops that have not increased in scale and size for many years, but they hold the principle of worker-ownership, rather than community, as sacrosanct.)

The argument I'm making is that there is a larger interest, particularly when community-benefiting health and education institutions are involved and we have the reconstruction of the community as a whole as a goal. There is a larger interest in building a structure that is responsive to that goal. So here's a principle and a little bit of an oddity to chew on. We're trying to stabilize the market substantially because there are so many community interests involved. It will be an easy matter, otherwise, for a large multinational doing solar installations to zoom in on the small company, undercut the prices for a year or two, and clobber it. In Buenos Aires, the city government has exactly the same goal of helping to stabilize, in part, the market for small companies.

I have just given you a design principle for a radically decentralized community-building cooperative system. Were you to apply this principle—substantial stability of community markets in a community-sustaining system—linking worker ownership to a design of this kind, you would have a design that doesn't look like corporate capitalism and doesn't look like state socialism but begins with community as the dominant principle and works backward from there.

I think this is a crucial principle, and let me tell you why: first, if you don't abide by it, you uproot communities. Cleveland was a city of 800,000; it's now 300,000. Where did the people go? They were blown away, scattered, and nobody cares—particularly if they're black and poor. Either you stabilize a community or—boom! That's what happens when capital moves on.

Second, we've been literally throwing away cities and rebuilding them in new locations. The schools, the housing, the roads, the hospitals, the government structure are simply discarded, and the companies move elsewhere. If you have an interest in rebuilding cities, you need to know there are extraordinary capital costs and extraordinary carbon costs.

Third, if you don't substantially stabilize the local basis of the economy, you cannot do serious planning for sustainability—such as high-density housing and mass transportation planning, key ingredients in changing the carbon footprint of a community. And if the population moves on and fragments, you can't combat climate change. There won't be anybody there to do it; you'll have wreckage as corporations and people move on to the next area and the next. Think about that.

If you want to stabilize communities, you'll have to do it through planning, as I just said. That is to say, supposing we had a serious mass-transit, high-speed rail system. Supposing we were able to match what many other countries already have—and what we will one day do when we overcome. Then we would have something to build on as a society, and it would all be paid for by taxpayers and commuters.

Would we want to hand the rebuilding of our transit system over to Bombardier, a Canadian company? Or to the Spanish companies or the German companies? All well qualified for doing it. Or could we not begin rebuilding American transit and manufacturing on our own, at the same time creating worker- and socially-owned jobs to stabilize communities so that they might become able to deal with the underlying problems in those communities that lead, for example, to climate change? Again, I'm simply taking that tiny model in Cleveland and applying it to some of the ingredients of a larger systemic model in order to address those problems and do it in a decentralized way.

Now, I've been around a long time. I do not think we're going to accomplish this tomorrow, but I'm also an historian; I wear two hats: as a political economist and as an historian. You know, systemic change comes and goes. Most societies endure radical changes unexpectedly; social movements arise out of nowhere. I wrote a book published a couple years ago, *America Beyond Capitalism*, and I'm glad I said in it that there's going to be a movement that will explode. It's the first time I've dared to predict something in general terms (and then find with the Occupy movement that something like it has occurred).

Because there's something so wrong that people know something major must be done, we're now casting about, looking for ways and doing wonderful experiments, trying to learn, trying to sense where to go. For the first time in many generations we are open to seriously rethinking our situation.

I'm talking here about systemic change. You want to play this game? Don't mess with it unless you're willing to really dig in and put your time on the line. The chips represent decades of your life. By the way, I'm talking to the person in your seat. This is not an ordinary discussion. Much as these are systemic questions, they are also existential questions about whether you want to do something—or not.

We are learning from the multitude of projects out there that, in my view and at this stage of development, are giving people an inkling of what might be. They're not much more than an inkling, but that's a good start. They give people a chance to theorize and to think about what might happen if we put together, piece by piece, parts of the political, social, and cultural movements that are dedicated to community, democracy, equality. Even liberty is at stake. Liberty is at stake because if current conditions decay much more, we're going to see violence, and then there will be crackdowns. Heavy-duty issues are on the table.

In any case, right now there's a lot to do. It's a moment that is really opening up, as we have seen from Occupy Wall Street, and it's an exciting moment to take new steps and to do so in a way that takes us beyond anything that was done in the 1960s and, I think, in the 1930s and in the Progressive Era before that.

That is to say, we're seeing the slow and steady reconstruction, culturally, of the notion of community in America, community in Cleveland, Ohio, or Racine, Wisconsin. It's the re-knitting of community as a cultural as much as an economic idea, and it's happening in a way that is informed by what we've learned from the ecological and environmental movements but is also tough-minded about systemic questions.

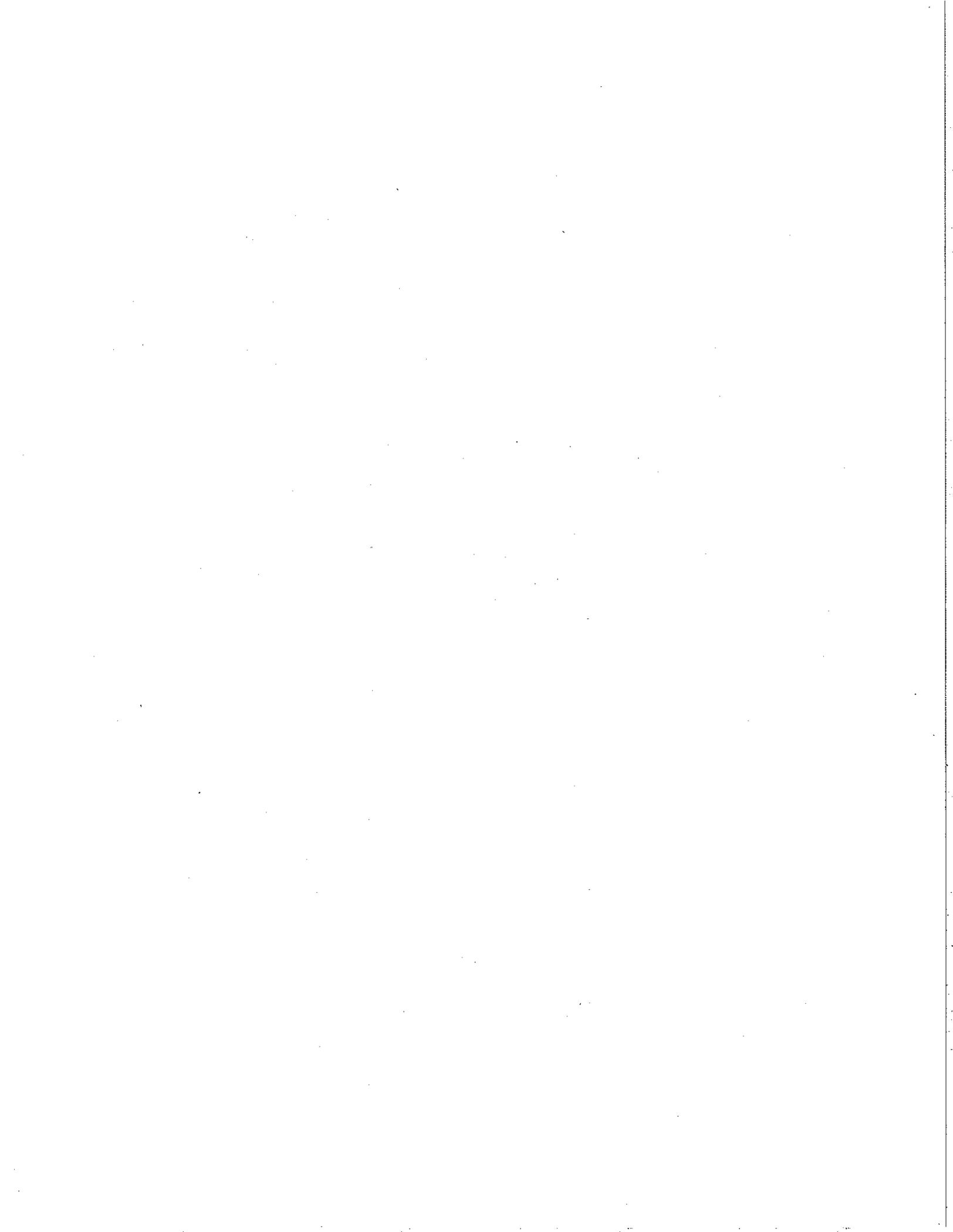
It's a question, if I'm even roughly close to the ball, of systemic change, not projectism. Let me see if I can say that another way: we need projects desperately, and we need to advance and learn from them and develop them. Economic experiments are also reaching a stage we can actually learn from and develop. But we need to go beyond projectism to systemic change, to a vision that is authentic and can answer the question, "If you don't like capitalism and you don't like socialism, what do you want, and how are you going to get there?" Really. And if you don't have an answer, why should we listen to you?

The starting point is where we are. Now we need collectively to grapple with the task in a much more sophisticated way than any of us has ever stepped up to before and then to advance the vision and nurture it in cultural, political, economic ways and beyond. What is especially interesting is that the ingredients, the cultural ingredients, are in place. And the OWS young people are bringing to the mix their awareness that something is truly, profoundly wrong, not only in this country but globally as well.

So all of this is on our plate, and in an exciting way. The problem is that if what I have said is even half-way true, it does present a burdensome existential problem: If it is our lot in history to open the possibility of that future, then we have to take responsibility in the matter. I'm talking to the person in your seat and mine.

The questions, as I say, come down to whether we as a whole will learn enough, do enough, and rise to the occasion to be able to actually transform the most powerful corporate capitalist system in the history of the world. I think maybe we can. Just possibly. In any case, it's certainly worth one hell of a try.

Portland Plan Testimony: "Pluralist Commonwealth", Don MacGillivray, 23-- SE Yamhill, PDX, 97214



Stockton, Marty

From: Don M. [mcat@teleport.com]
Sent: Sunday, December 18, 2011 7:13 PM
To: Planning and Sustainability Commission
Cc: TPDx Discussion
Subject: Portland Plan Testimony - Hub @ SE Belmont-Morrison and SE 20th
Attachments: LFC final design 10-08.pdf; Buckman Dev. Analysis 20th & Belmont 4-08.pdf
 Portland Plan Testimony - Small Commercial Hub for SE Belmont-Morrison at SE 20th

Please create two new Local Actions in the Belmont-Hawthorne-Division District of the Portland Plan.

First Local Action:

Create a small commercial hub at the intersections of SE Belmont-Morrison and SE 20th which is the resident center of the Buckman neighborhood and a connection between Col. Summers Park and Lone Fir Cemetery. (see attached document)

Second Local Action:

Make planned improvements to the 1.1 acre property at the SW corner of Lone Fir Cemetery to provide a plaza to the area and recognize the burials of the early Chinese workers heritage and the patrons of the early Hawthorne Mental Health Facility that were buried in Lone Fir Cemetery. (see attached document)

Below and attached are some background information about these subjects:

Plans for Lone Fir Cemetery (SE 20th & Morrison)

After Metro officially closed their offices at the corner of SE Morrison & 21st in the fall of 2003 a group of people began to gather to decide the future of this piece of property. They included neighbors, Metro, Multnomah County, the City, the Chinese Benevolent Society and other interested persons. After years of deliberation they have come up with some options for citizens to examine and comment upon. Jane Hansen, Lango Hansen Landscape Architect, has been with this project since the beginning. She lives in Buckman and said, "This is an important project, it will be here for a long time."

These three renderings (in attachment) are the results of discussions held during the meetings. They were displayed at the Open House at Lone Fir Cemetery. None of these will be the final plan, but a combination of these elements along with other ideas will form the final design.

The Buckman Community Association has discussed the development designs at Lone Fir Cemetery (LFC) twice and the Buckman Historic District Committee reviewed at their August meeting. While Buckman has a thirty year interest in the development of the Morrison/Belmont/20th intersection as a small commercial node, the BCA has taken the position that the general character of the preliminary designs is acceptable. The BCA will continue to review the developments and are well represented on the METRO LFC work group by Susan Lindsay and Don MacGillivray.

Unfortunately funds are not available for these improvements, but with the significance of this historic cemetery it is believed that resources will be found from a variety of sources. More information will follow later this year.

For more information contact METRO's project manager Janet Bebb, at 503.797.1710

Portland Plan Testimony, Don MacGillivray, 23-- SE Yamhill, PDX, 97214

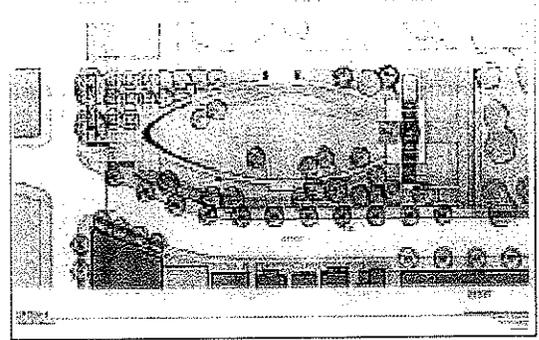
12/20/2011

Lone Fir Work Group Approves Design

10/08

Final plan for Block 14

Lone Fir Pioneer Cemetery, a "city of dead" in which 25,000 people are buried, will have new life under plans now moving toward completion. Focus of the planning is overdue recognition for Chinese immigrants and mental health patients interred anonymously long ago, among an estimated 10,000 unknown dead in the sprawling graveyard.



The ultimate goal is to develop a master plan for the entire cemetery and to overcome years of neglect to showcase the cemetery's historic, cultural and natural highlights. At its August 26 meeting, a "work group" established by the Metro regional government approved a design for a now barren one-acre section, known as Block 14, in the southwest corner of the cemetery. The site was formerly occupied by a county building and parking lot built over the graves of Chinese immigrants buried there more than a century ago. Many of those who lie in deep, unmarked graves were the wives and children of railroad workers interred in shallower graves and eventually exhumed and returned to their home villages in China.

When fully developed, the site will feature memorials to the Chinese and to 132 asylum patients also buried there. The patients were under the care of Dr. James C. Hawthorne and his Oregon Insane Hospital, which opened in 1862 and five years later contracted with the cemetery for the burials. Few records were kept of the burials. The 30-acre cemetery, the resting place for many early Portland pioneers, was established 153 years ago. It is bounded on the east and west by SE 20th Avenue and SE 26th Avenue, and on the north and south by SE Stark Street and SE Morrison Street. It is managed by Metro. The approved design, drawn from three earlier design "options," includes an oval pathway and a memorial trellis shifted east to allow room for the Dr. Hawthorne's patients' memorial.

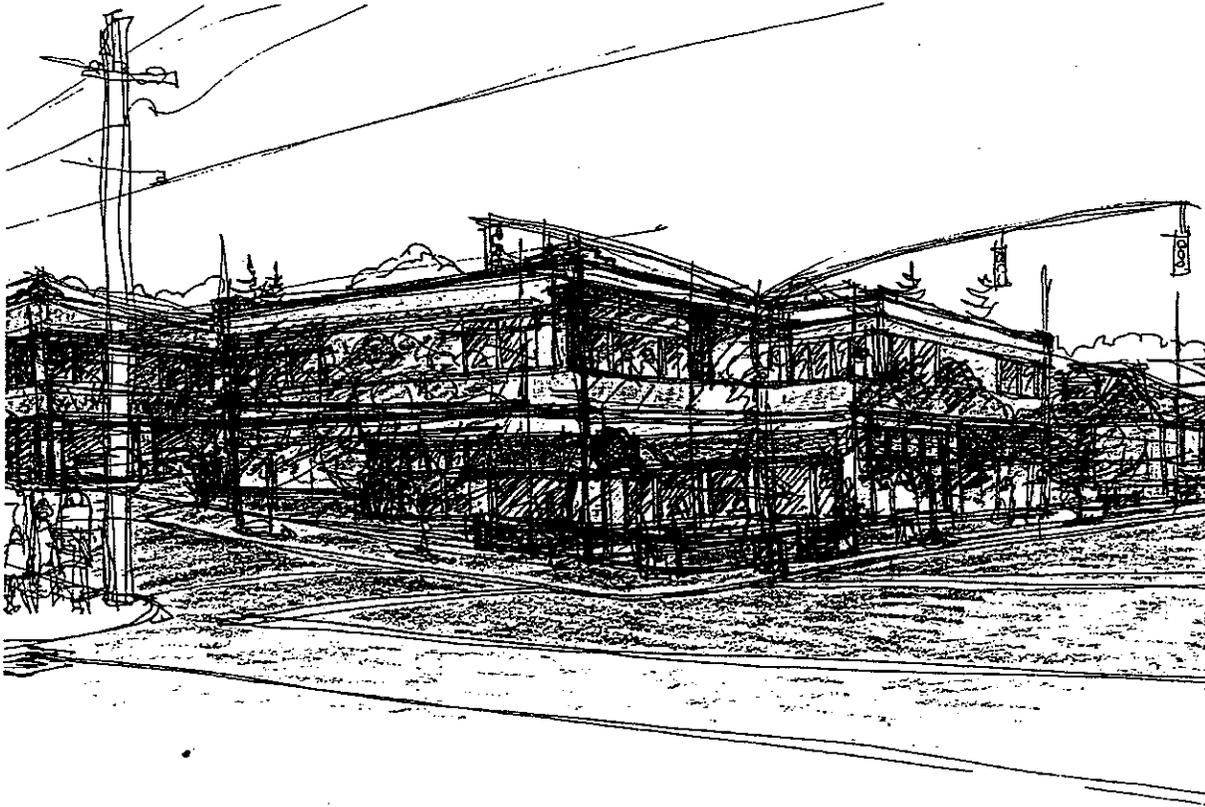
The vehicular access – the one regularly open entrance – would be replaced with a pedestrian/bicyclist path. Inscribed stones and monuments from an earlier design option have been incorporated along the path under flowering trees. Perennial and low flowering blended shrub bands had been added to the north side. A grove of small flowering trees of Chinese origin will be displayed in raised stone planters in the central plaza area. An informational kiosk for the cemetery will be located on the south side of the entry plaza in combination with a bus stop and new entry sign.

The Chinese memorial incorporates a funerary burner, stone sculpture and a pine tree. Additionally, Chinese lattice dividers under the trellis as would serve as a screen between the two memorials, with benches placed on both sides, and banners under the trellis. A Buddhist columbarium near the cemetery's Japanese section is also under consideration. While much of the work will be concentrated in the Block 14 area, the range of planned activities covers the entire cemetery. The narrow sidewalks on 26th Ave. will be widened, new perimeter fencing installed around the cemetery, and new ground cover placed along the Stark St. and Morrison St. sides of the cemetery. Several crumbling mausoleums, some housing early pioneer families, will be restored. A trolley station "remnant" at 23rd Ave. and Morrison St. will be preserved as a "stable ruin," while two antique mileage markers on the premises, said to be the oldest in Portland, are to be "preserved and protected," among many other improvements.

The cemetery will continue to be open from dawn to dusk. The number of entrances will be increased from two – one of which is usually closed – to five. The main entrance will be moved from Morrison St. to the center of the long block on 26th Ave. All the entrances will be fitted with new power operated gates. All five gates will be open to pedestrians and bicyclists, while auto traffic will be limited to a larger entrance on 26th Ave. Metro estimates about \$1 million will be needed for construction. So far the City has committed \$150,000 and Metro \$80,000. The work group includes representatives from Metro, Historical Research Associates, Lango Hansen Landscape Architects, Friends of Lone Fir Cemetery, Chinese representatives and interested community members.



BUCKMAN



Development Analysis

Intersection of SE 20th Ave. & SE Belmont St.
Buckman Neighborhood

December 1995
Portland Community Design

Buckman Neighborhood Development Corporation
Buckman Community Association
Belmont Area Business Association

Summary of Analysis Process

A brief history of the origins, growth, and intentions for this development analysis package.

Buckman Neighborhood Development Corporation

Buckman Neighborhood Development Corporation contacted Portland Community Design to help assemble a package of materials that would be of interest to owners and potential developers of several parcels of property immediately adjacent to the intersection of SE 20th Ave. and SE Belmont St. Previously, in the Buckman Neighborhood Plan adopted by the Portland Bureau of Planning, this intersection was identified as a goal to be developed commercially.

“Objective 7.7

Encourage development of the underutilized commercial property around SE 20th, Belmont, and Morrison with businesses that enhance the pedestrian environment and provide local services and goods.”

“As the population, both within and outside Buckman grows, the neighborhood would like to see the development of a small, central commercial area which could act as catalyst to neighborhood vitality”

(page 14)

Research and Diagrams

BNDC and PCD developed a prioritized list of Top Ten Development Principles to clarify intentions and to guide our efforts in making recommendations. We reviewed the zoning code and code requirements as they relate to the Commercial Storefront zone. We developed an idea of design intentions as they relate to the special features of the area and the intended public amenities. Diagrams were developed showing simple alternative layouts of buildings and open space for each site.

Preliminary Meetings

On October 31st, we met with a group of twelve people representing interested property owners, neighborhood residents, and neighborhood associations. We found there was considerable interest in what might be developed and positive suggestions for our proposal. We also presented the preliminary development analysis package to the Buckman Community Association and received a favorable response.

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Activity and Interest

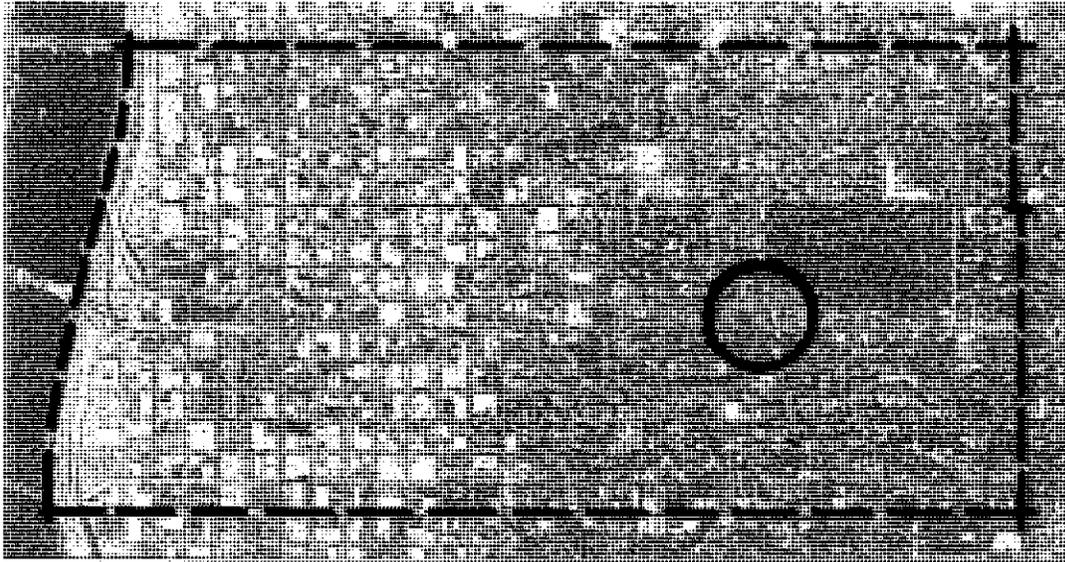
As an outgrowth of our preliminary meetings, we discovered that there is already considerable interest and activity in the area. There is also consistent support for the type of development objectives we have described which emphasize developing pedestrian amenities, and a "Main Street" character.

Intentions / Next Steps

With this packet of information, we intend to contact potential developers and businesses to solicit interest in this development. This booklet condenses background research and previous reports for reference. It also makes some initial suggestions about design possibilities that would be encouraged in this neighborhood. Members in the neighborhood associations will help potential desirable developers in any way possible.

The neighborhood wants to actively support desirable development and to encourage investment in this particular location.

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Buckman Neighborhood

A brief description of the characteristics of the area from Buckman Neighborhood Plan

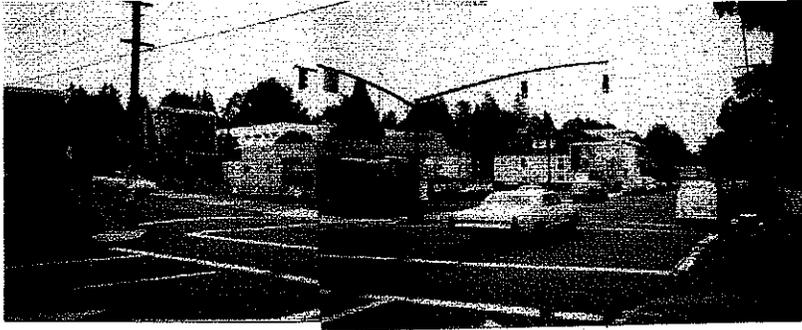
The Buckman Neighborhood shares several characteristics with other inner-southeast neighborhoods. It is adjacent to the central business district and benefits from the vitality, jobs, shopping, and recreation that the downtown provides. The area is rich in history. It was a separate city in the 1870's before being incorporated into Portland,

Buckman is divided into two major districts at SE 12th Avenue. West of 12th is the Central Eastside Industrial District, a large industrial and distribution center which has grown up around river, rail, and, more recently, highway and freeway transportation systems. Between 12th and 28th Avenues is the residential portion of the neighborhood. The three major east/west transportation corridors of East Burnside, SE Morrison/Belmont and SE Hawthorne are the major commercial and service areas for the neighborhood.

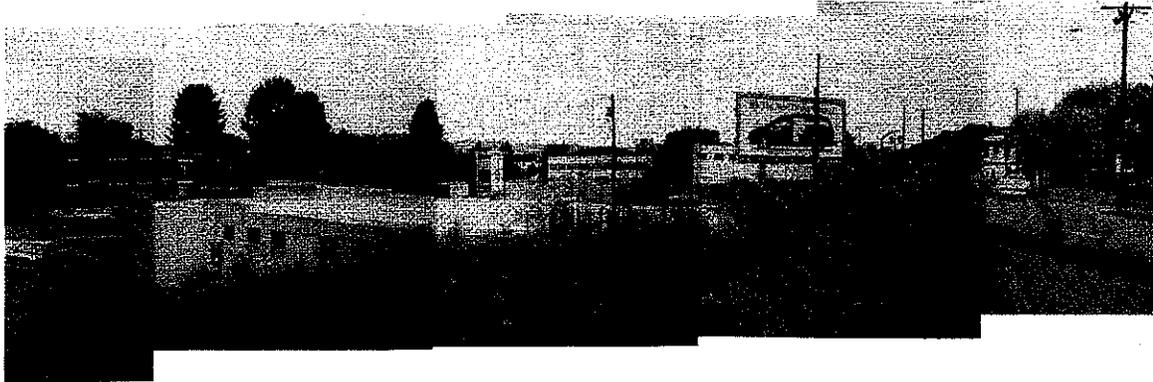
Buckman is the home of a very diverse population. Residents live in a wide array of housing types that span the entire history of Buckman. The diversity of housing types includes small and large single-family homes, some relatively new rowhouses, group housing serving various purposes, and large and small apartment buildings. The residential portion of the neighborhood includes a number of institutions, including Buckman Grade School and Central Catholic High School.

Lone Fir Cemetery provides a large parklike area whose history, beauty and restfulness provide a quiet core for the neighborhood. Colonel Summers Park is the neighborhood park and is located near the center of the community.

BUCKMAN



Looking east along SE Belmont at the intersection of SE Belmont St. and SE 20th Ave.

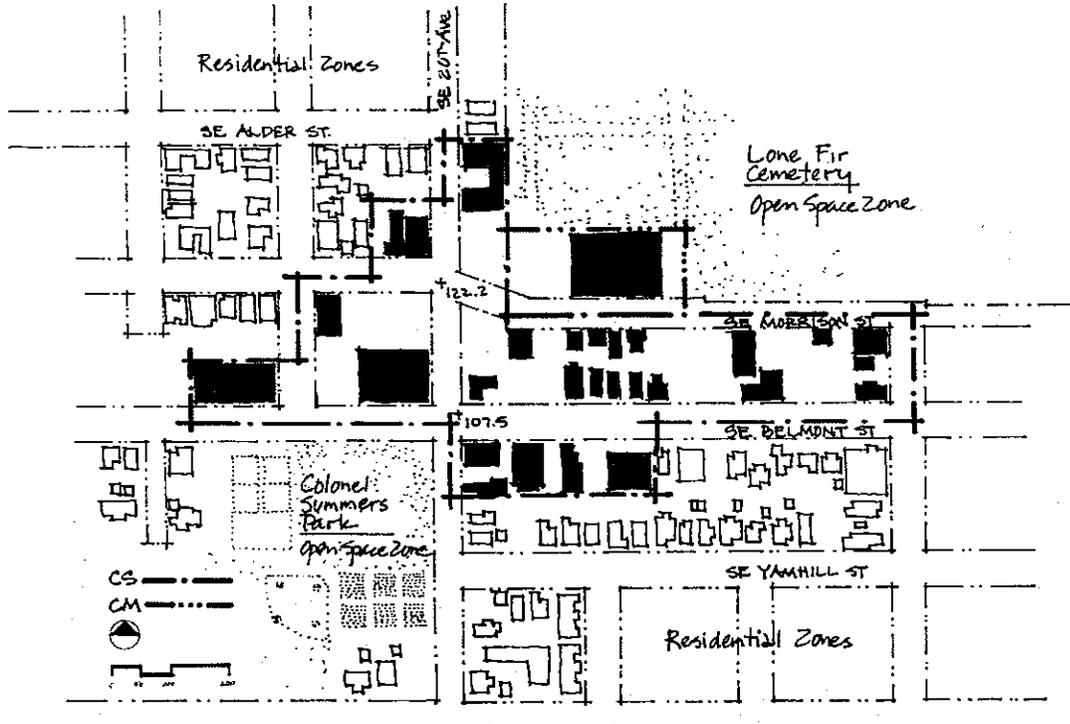


Looking west long SE Morrison towards the intersection at SE 20th Ave. The trees of Colonel Summers Park show in the distance on the left.



Looking north through Multnomah Co. parking area into Lone Fir Cemetery.

BUCKMAN



Existing Conditions

Key elements describing the intersection of SE 20th Ave. and SE Belmont St.

The illustration above describes the existing conditions surrounding the intersection of SE 20th Ave. and SE Belmont St. The zoning is identified as Storefront Commercial (CS) and Mixed Commercial (CM). Major public transportation routes are on SE Belmont and SE Morrison and additional automobile traffic on SE 20th. The intersection is at the heart of the residential density in the neighborhood.

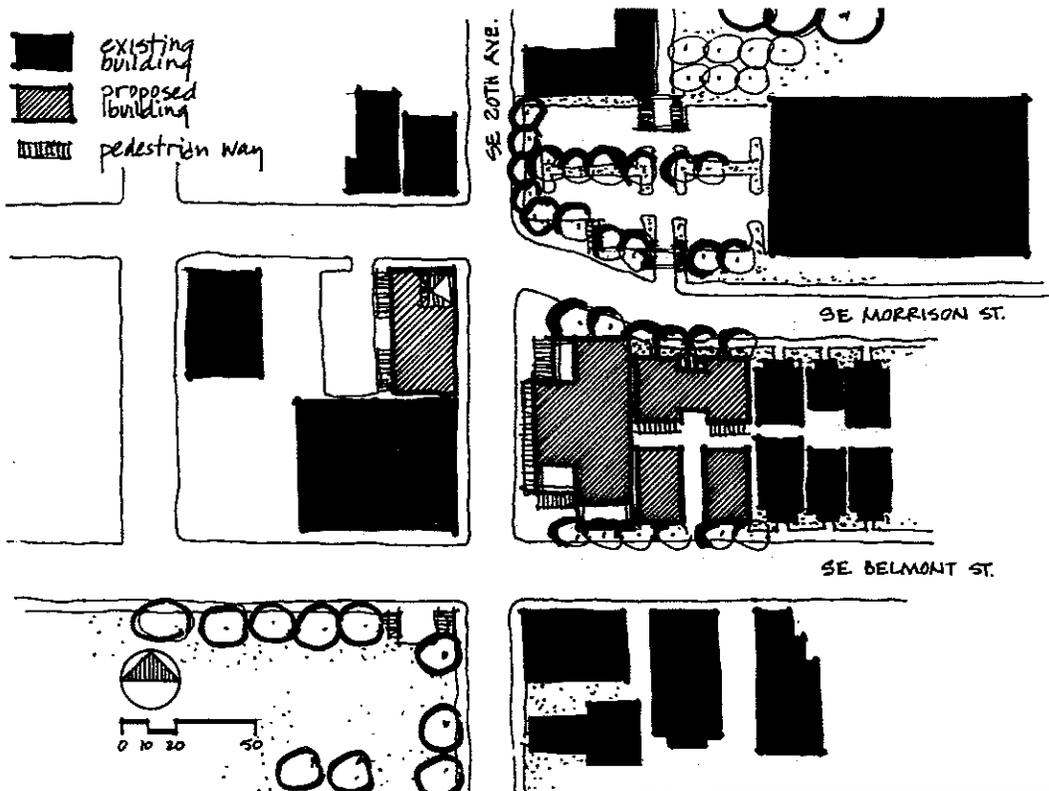
The Storefront Commercial zoning supports pedestrian oriented commercial development of a "Main Street" nature. The fifteen foot elevation change between Morrison and Belmont provides opportunities for views and access at two distinct ground levels in building schemes. The nearby well established open spaces provide a natural background and appealing setting for development. This intersection provides a unique combination of greenspace and main street potentials in close proximity.

Top Ten Principles for Development

These principles were identified as top priority for development in the neighborhood.

- 1** Maintain and improve the quality and urban character of Buckman's physical environment and attract compatible development
- 2** Work with developers early in the development process to ensure the likelihood of a successful project for both the developer and the neighborhood
- 3** Encourage and support businesses that enhance the neighborhood and provide needed goods and services to local residents.
- 4** Encourage development of the underutilized commercial property around SE 20th, Belmont, and Morrison with businesses that enhance the pedestrian environment and provide local services and goods.
- 5** Work with realtors and developers to attract development compatible with the neighborhood plan.
- 6** "Heal" the site with development which is well designed and built; and which enhances neighborhood livability and provides good employment opportunities. View all development from a long-term view—50 or even 100 years.
- 7** Review all new development to ensure it is designed and operated to minimize potential adverse impacts upon surrounding residences. Factors to be considered are traffic generation, deliveries, parking, noise, lighting, crime prevention, hours of operation and activity, visual effects, and buffering.
- 8** Promote and improve educational, recreational, and cultural resources and activities in the Buckman neighborhood.
- 9** Keep Buckman safe and neighborly through active involvement in crime prevention and by building a sense of community.
- 10** Consider traffic operation changes on SE Belmont to ensure that it functions as a pedestrian-friendly, neighborhood shopping street.

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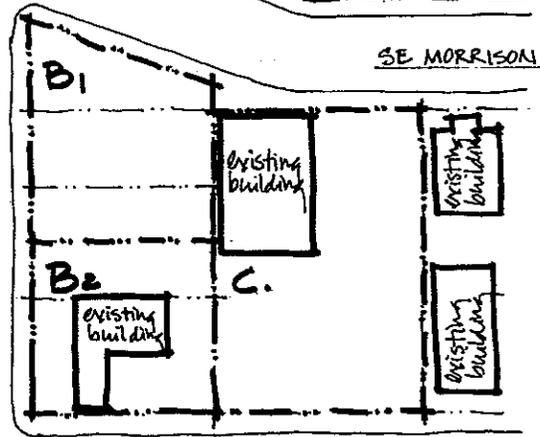
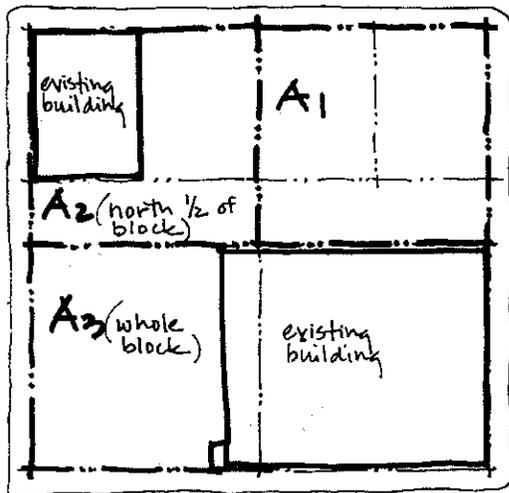
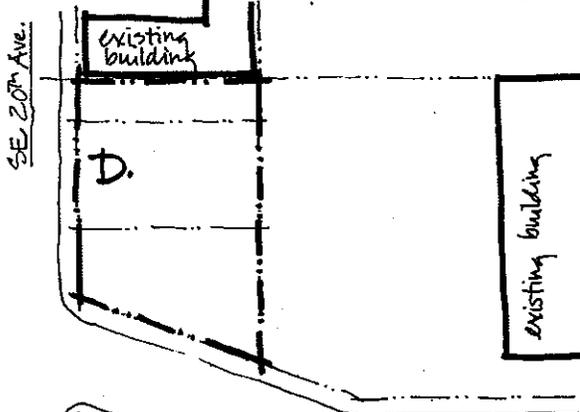
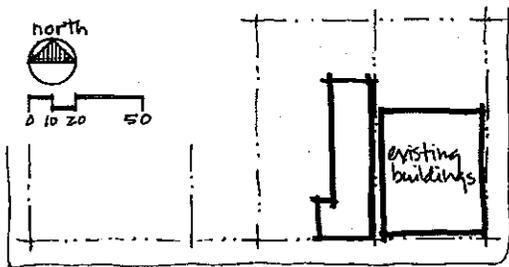


Goals for Neighborhood Development

These are key characteristics that would make this development a "catalyst for neighborhood vitality".

- **Pedestrian Amenities**
Pedestrian access is a vital aspect of future development in the Buckman Neighborhood. The surrounding residential area provides easy walking distances. Developing the street and storefronts to accommodate people on foot will increase the pedestrian clientele.
- **Community Commercial Center**
This location is in the geographical center of the residential part of Buckman Neighborhood. Creating community based commercial development is "a natural" for this intersection.
- **Successful Businesses**
Identifying local needs and providing support for those developments will enable business ventures to be successful. (Needed businesses are listed on page 17.)
- **Street Character**
The character of the street frontage will begin to provide an identity for Buckman Neighborhood. This central location is key to initiating a positive image for the community.

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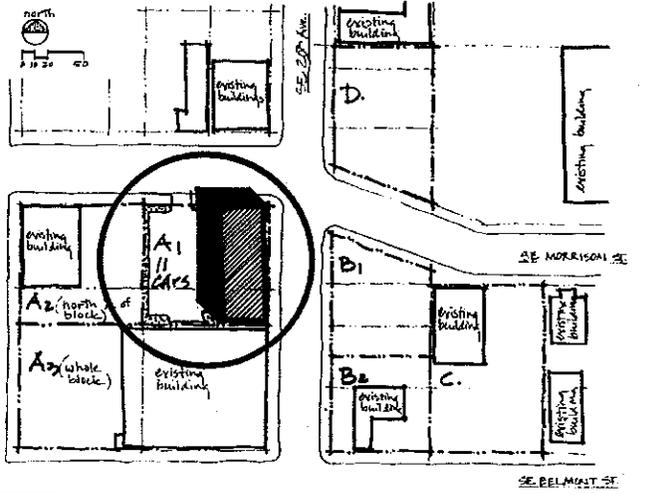
Potential Development Sites

These sites have the greatest potential for impacting the character of development at this location.

The development sites identified above correspond to current ownerships. Several of the owners who met at our preliminary presentation in October expressed interest in developing their property further. Each site is described in more detail following this list:

Site A1	SW corner of Morrison & 20th	3 lots	9,990 SF
Site A2	north 1/2 of block	5 lots	19,990 SF
Site A3	whole block	6 lots	29,990 SF
Site B1	SE corner of Morrison & 20th	3 lots	7,220 SF
Site B2	corner of Belmont & 20th	2 lots	6,040 SF
Site C	between Belmont & Morrison	1 lot	12,340 SF
Site D	NE corner of Morrison & 20th	3 lots	8,990 SF

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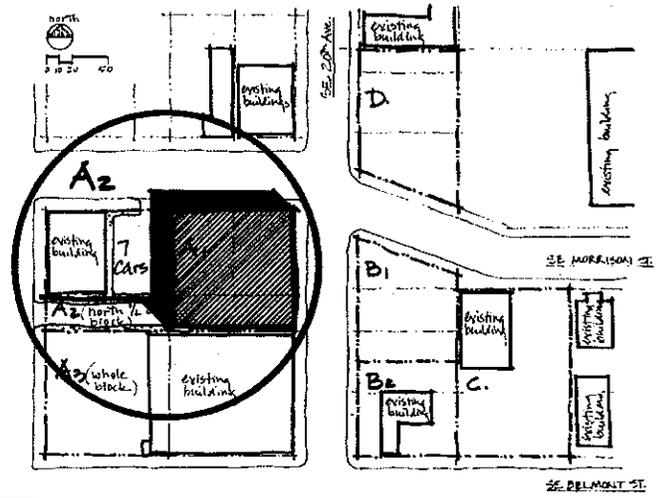
Site A1

This site has the advantage of high visibility at the corner of the lot. Currently traffic on Morrison St. is one-way towards the west—directly facing that corner at the stop light.

This development diagram shows a building at the corner taking advantage of high visibility. Parking is tucked into the mid-block providing pedestrian oriented streets.

Level/Use	GSE	NSF
level 1-retail	4,800	3,840
level 2-office	4,800	3,840
Total	9,600	7,680
Parking:	off-street	11 cars
	on-street	3 cars
	Total	14 cars

(no parking required)



Site A2

Other advantages of this site are the existing office building to the west and the opportunity of a below grade level due to eight feet of fill on the currently vacant site.

This development diagram shows a larger building at the corner with a lower level of parking accessed from 19th. Parking for the existing office building is kept at mid-block accessed from Morrison.

Level/Use	GSE	NSF
level 1-clinic	9,900	7,920
level 2-office	9,900	7,920
Total	19,800	15,840
(parking level	9,900	27 cars)
existing bldg.	± 7,000 offices	
Parking:	off-street	34 cars
	on-street	8 cars
	Total	42 cars

(no parking required)

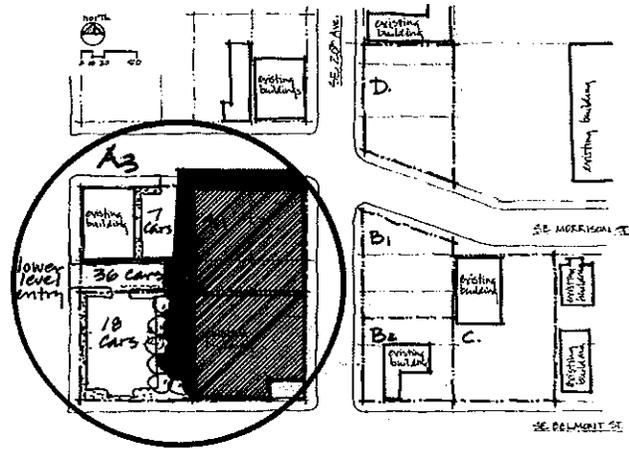
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Site A3

If the entire block were consolidated for development a larger enterprise might be accommodated - such as a clinic and medical offices.

The development diagram shows a three story building with entry and pedestrian arcade on Belmont. Parking is below grade in the north half and on grade buffered by garden space. For the existing building, parking remains mid-block.

Level/Use	GSF	NSF
level 1-clinic	8,000	6,400
level 2-clinic/offices	20,000	16,000
level 3-offices	20,000	16,000
Total	48,000	38,400
(parking level 11,900	36 cars)	
existing bldg.	± 7,000 offices	
Parking:	off-street	61 cars
	on-street	14 cars
	Total	76 cars

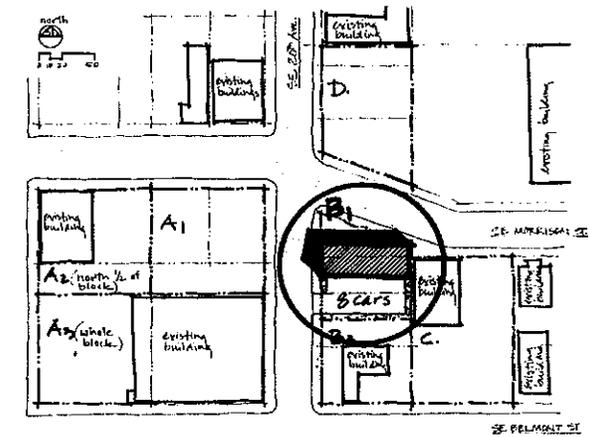


Site B1

This site has good visibility from the intersection and the best exposure to the two adjacent greenspaces.

The development diagram shows a building facing Morrison. The triangular corner is reserved for adjacent outdoor use and pedestrian amenities. Again, parking is tucked into the mid-block providing pedestrian oriented streets.

Level/Use	GSF	NSF
level 1-office	2,400	1,920
level 2-retail	3,200	2,560
Total	5,600	4,480
Parking:	off-street	8 cars
	on-street	3 cars
	Total	11 cars
	(no parking required)	

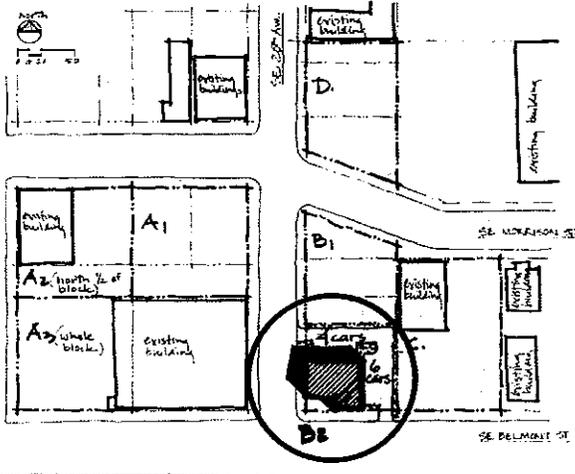


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Site B2

This site has the highest visibility at the corner of Belmont and 20th. Opposite Colonel Summers Park, its corner location is important to the area.

This development diagram shows a building at the corner - highly visible from both main streets. Open space opposite the park is for outdoor uses and pedestrian amenities. Parking is tucked behind providing pedestrian oriented streets.

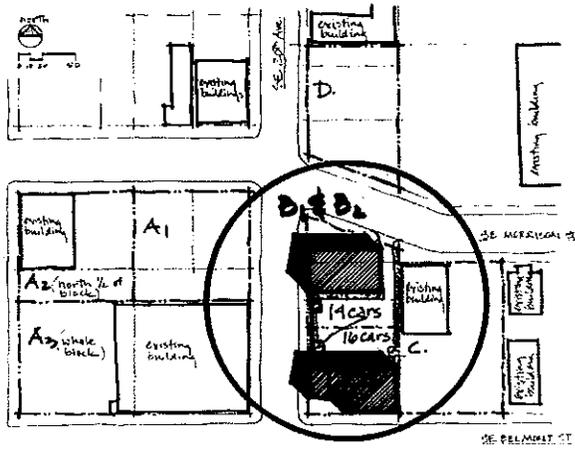


Level/Use	GSF	NSF
level 1-retail	1,600	1,300
level 2-office	1,600	1,300
Total	3,200	2,600
Parking:	off-street	10 cars
	on-street	3 cars
	Total	13 cars
	(no parking required)	

Site B1 & B2

This combined use allows a more intensive development to take place.

Here buildings at each corner take advantage both of high visibility and the fifteen foot difference in elevation. Parking at grade is tucked into the mid-block with one level of structured deck above it accessed from Morrison.



Level/Use	GSF	NSF
North Building		
level 1-office	2,400	1,920
level 2-retail	2,400	1,920
level 3-office	2,400	1,920
South Building		
level 1-retail	2,800	2,240
level 2-office	2,800	2,240
Total	12,800	10,240
Parking:	off-street (above)	14 cars
	(below)	16 cars
	on-street	6 cars
Total		36 cars
	(no parking required)	

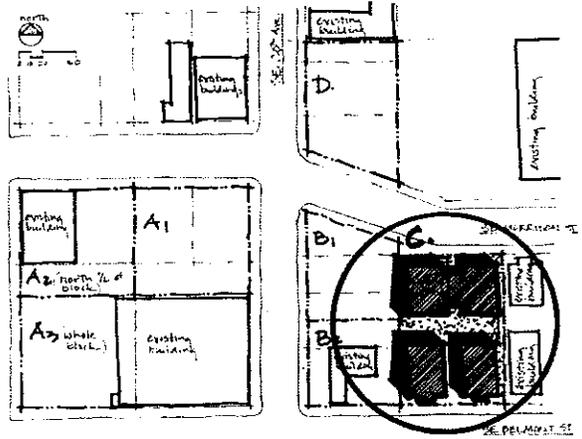
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Site C

This site provides at-grade pedestrian access from both main streets due to the fifteen foot change in elevation.

This schematic design shows a predominantly residential scheme with a mix of townhouses and smaller units. The two buildings facing Belmont have retail space facing the street.

Level/Use	GSF	NSF
level 1-retail	2,700	2,300
level 1-resid. (7 units)	6,300	5,000
level 2-resid. (9 units)	13,000	10,400
Total	22,000	17,700
Parking: on-street		12 cars
Total		12 cars

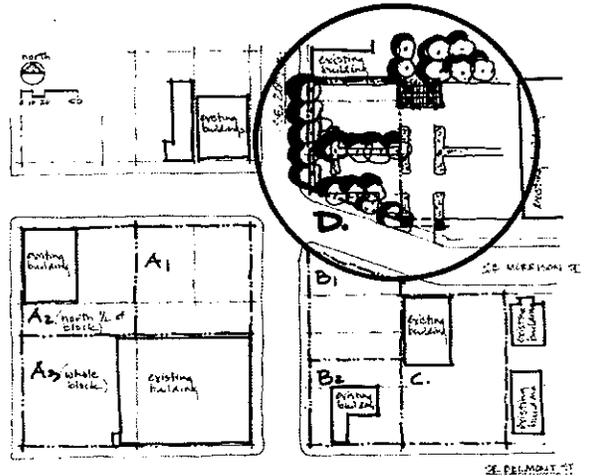


Site D

This site provides parking for a Multnomah County office building currently under consideration for reconstruction. It also has an easement for access to the Lone Fir Cemetery.

This development diagram shows enhanced landscaping and pedestrian shelter at the bus stop and a reconfigured parking scheme providing more direct access to the cemetery. It proposes an identified gateway and a more direct and easily accessible pedestrian entry.

Parking: same total but reconfigured



Area Market Information

A summary of information relevant to possible business ventures in this area.

To the best of our knowledge, there has not been a specific market analysis done concerning the area around SE 20th Ave. and SE Belmont St. in the Buckman neighborhood. However, some significant facts can be gleaned from documents which have employed 1990 Census, Multnomah County, and City of Portland data. This analysis targets some of the most significant information and refers the interested reader to other potentially useful sources.

Significant Factors

The most significant factors affecting the success of new commercial development in the area of 20th and Belmont-Morrison are assumed to be:

Residential Support

- The neighborhood is very supportive of commercial development at the site.
- Housing values in the adjacent area have increased approximately one hundred percent in the last five years — a trend which shows signs of continuing.
- Buckman has a particularly high number of single-person households.
- The maintenance of the Urban Growth Boundary indicates likely sustained economic growth in Portland.

Real Estate/Agency Support

- Both Portland Planning Bureau and Metro planning policies strongly encourage infill & mixed-use development.
- Extensive un-developed and under-developed property is available at the site
- The current zoning is appropriate for new commercial development (CS).

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Location Support

- There are two fully occupied office buildings nearby, including the main county administration building slated for expansion.
- The intersection is at the geographic center of the Buckman residential neighborhood.
- The area is poorly served by nearby services (see list of needed commercial businesses prepared by BNDC on page 17).
- The site area is bracketed by two, large, existing greenspaces: Lone Fir Cemetery & Colonel Summers park.

Development Activity Support

- The area just to the east on Belmont is undergoing substantial redevelopment, including one very large "bellwether" project in the Belmont Dairy.
- Portland Development Commission Economic Development funds may become available for facade upgrades on existing buildings, as they already are on Belmont to the east.
- The "Belmont Livability and Zoning Study", "Belmont Business District Plan", and "Belmont Action Plan" all saw very significant concerted business action to increase business cooperation with the adjoining residential landowners.

References & Additional Sources

- 1) "Quality Jobs Initiative – Buckman Neighborhood Highlights," Portland Development Commission, 10/19/95.
- 2) "Belmont Business District Plan," REACH Community Development Corporation, Draft, Fall, 1995.
- 3) "Belmont Action Plan," Appendices, REACH Community Development Corporation, 7/93.
- 4) "Belmont Livability and Zoning Study", Portland Bureau of Planning/Southeast Uplift, 3/11/95.

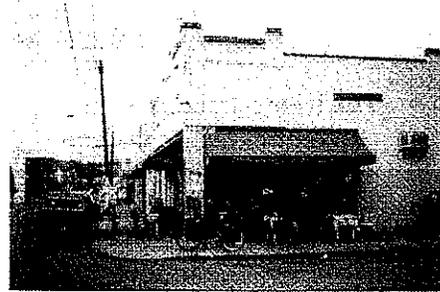
Desirable Neighborhood Development

The following illustrate highly successful examples of desirable developments.

Cafe Lena

This eccentric cafe on Hawthorne was started in 1990 and has grown to become a popular neighborhood spot featuring good food, music and poetry readings on designated evenings.

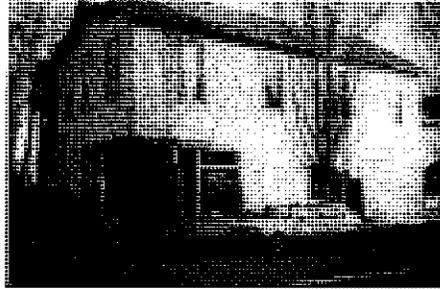
Reference: **Steve & Leanne Sander**
2239 SE Hawthorne
238-7087



Anne Hughes Kitchen Table Cafe

After developing an extremely popular coffee bar at Powell's bookstore, Anne Hughes' next business venture is the Kitchen Table Cafe which serves early morning breakfasts, lunches, and dinners at real kitchen tables.

Reference: **Anne Hughes**
400 SE 12th
230-6977



Zell's Cafe

This popular restaurant is located in the center of Buckman Neighborhood at Morrison and SE 13th. Famous for breakfast, patrons arrive from all over the city to eat here.

Reference: **Tom Zell**
1300 SE Morrison
239-0196



BP Service Station

The location of this service station allows for a 24 hr quick service deli and sundries. In order to enhance safety, the neighborhood requested additional windows facing the side street.

Reference: **Mike Eggemeyer**
2020 E. Burnside
234-1574 (before 3:00 pm)



Oak Street Rowhouses

These attractive townhouses are designed to provide much needed housing and increase the neighborhood density without decreasing the livability of the street. The front and backyard landscaping is especially attractive and compatible with the neighborhood.

Reference: Andrews Architects
205 SE Grand Suite 207
239-4387



Taylor Street Rowhouses

These rowhouses were able to achieve a zone change which allowed a higher density for this rowhouse development. The front porches and street facades reflect nearby houses and fit nicely into the neighborhood.

Reference: Ted & Garth Everhart
Paragon Properties
320-0240



Caswell Coffee Co.

Initially serving coffee and pastries, Caswell's will expand into late night meals with liquor service. A Good Neighbor Agreement has been achieved along with the liquor license.

Reference: Michael Tehan
201 SE 12th
232-6512



Belmont Livability and Zoning Study (BLAZ)

This group worked with Belmont Business Association to re-zone properties to allow commercial and business uses.

Reference: Chris Brandt
12th Fret
2402 SE Belmont
231-1912

REACH Community Development

Since 1981 this group has a stellar record of development in the area including low-cost housing, rehabilitation, neighborhood clean-up, and aid to residents for repairs and painting.

Reference: Dee Walsh, Director
2405 SE 11th
231-0682

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Businesses Needed in the Neighborhood

This list was generated by several interested neighborhood groups.

Coffee Shop/Cafe/Restaurant

Others at: Zell's at SE Morrison & 13th
Anne's Kitchen Table Cafe at SE Oak & 12th
Bankok Kitchen restaurant at SE Belmont & 26th

Business Support - Copies, Printing, Office Supplies

Others at: Office Depot at SE Martin Luther King & Pine
Print Shop at SE Martin Luther King & Oak
Arvey's at SE Martin Luther King & Yamhill

Barber/Beauty Shop

Others at: Barber shop at SE Burnside & 28th
Beauty shop at SE Hawthorne & 17th

Hardware Store

Others at: Coast to Coast at SE Hawthorne & 17th

Food Store/Market

Others at: Kienows at SE Morrison & 14th
Safeway at SE Hawthorne & 28th
Fred Meyer at SE Hawthorne & 39th

Entertainment/Video/Theater/Pool

Others at: Video rental at SE Burnside & 20th
Avalon Theater at SE Belmont & 35th
CineMagic Theater at SE Hawthorne & 20th
Grand Central Bowl - bowling and pool at SE Morrison & 8th

Other Needed Businesses Include:

Professional Offices - Attorneys, Medical/Dental, Designers, Travel etc.
Clinics and Medical Facilities
Florist/Nursery
Variety/Gifts & Cards/Candy
Laundromat
Bike Shop
Second Hand Store/Antiques

Zoning Summary

A summary of information relevant to commercial development from Portland Planning Bureau.

Characteristics of the Zones – Storefront Commercial (CS)

The Storefront Commercial (CS) zone is intended to preserve and enhance older commercial areas that have a storefront character. The zone intends that new development in these areas will be compatible with this desired character. The zone allows a full range of retail, service and business uses with a local and regional market area. Industrial uses are allowed but are limited in size to avoid adverse effects different in kind or amount than commercial uses and to ensure that they do not dominate the character of the commercial area. The desired character includes areas which are predominantly built-up, with buildings close to and oriented towards the sidewalk especially at corners. Development is intended to be pedestrian-oriented and buildings with a storefront character are encouraged.

Base Zone Requirements

33.130.205	Floor Area Ratio	FAR 3:1 (max.)
33.130.210	Max. Height	45 feet
33.130.215	Setbacks	Min.: 0 feet front, side & back; Max.: 10 feet front.
33.130.220	Min. Bldg Coverage	50% of the site area
33.130.225	Min. Landscaped	None
33.130.230	Ground Flr Windows	Exterior walls on ground floor within 15 feet of street lot line require min. of 50% length and 25% of ground level wall area
33.130.235	Screening	Garbage, recycling and mechanical equipment must be screened.
33.130.240	Pedestrian Stds.	Pedestrian standards apply. Min. 5 feet wide sidewalk.
33.130.245	Extr Display/Stor/Activ.	Exterior display of plants and produce only. No exterior storage allowed. Some exterior work activities allowed including restaurants, entertainment, and outdoor markets.
33.130.250	Res & Mixed Use Dev.	No min required. Floor area for residential allowed in addition to FAR limits.

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33.130.255	Trucks & Equipmt.	Only light trucks allowed in parking that meets development standards.
33.130.260	Drive Thru Facilities	Prohibited.
33.130.265	Detached Acces. Struct.	Height, setback & building coverage standards apply to covered structures.
33.130.270	Fences	Kept low (max. 3 1/2 feet) near streets.
33.130.290	Parking	None required. No parking allowed between buildings and streets. 33.266 Parking Chapter: parking and loading standards apply.
33.130.300	Street Trees	Required by City Forester. Chapter 20.40 Street Trees & Other Public Tree Regulations.

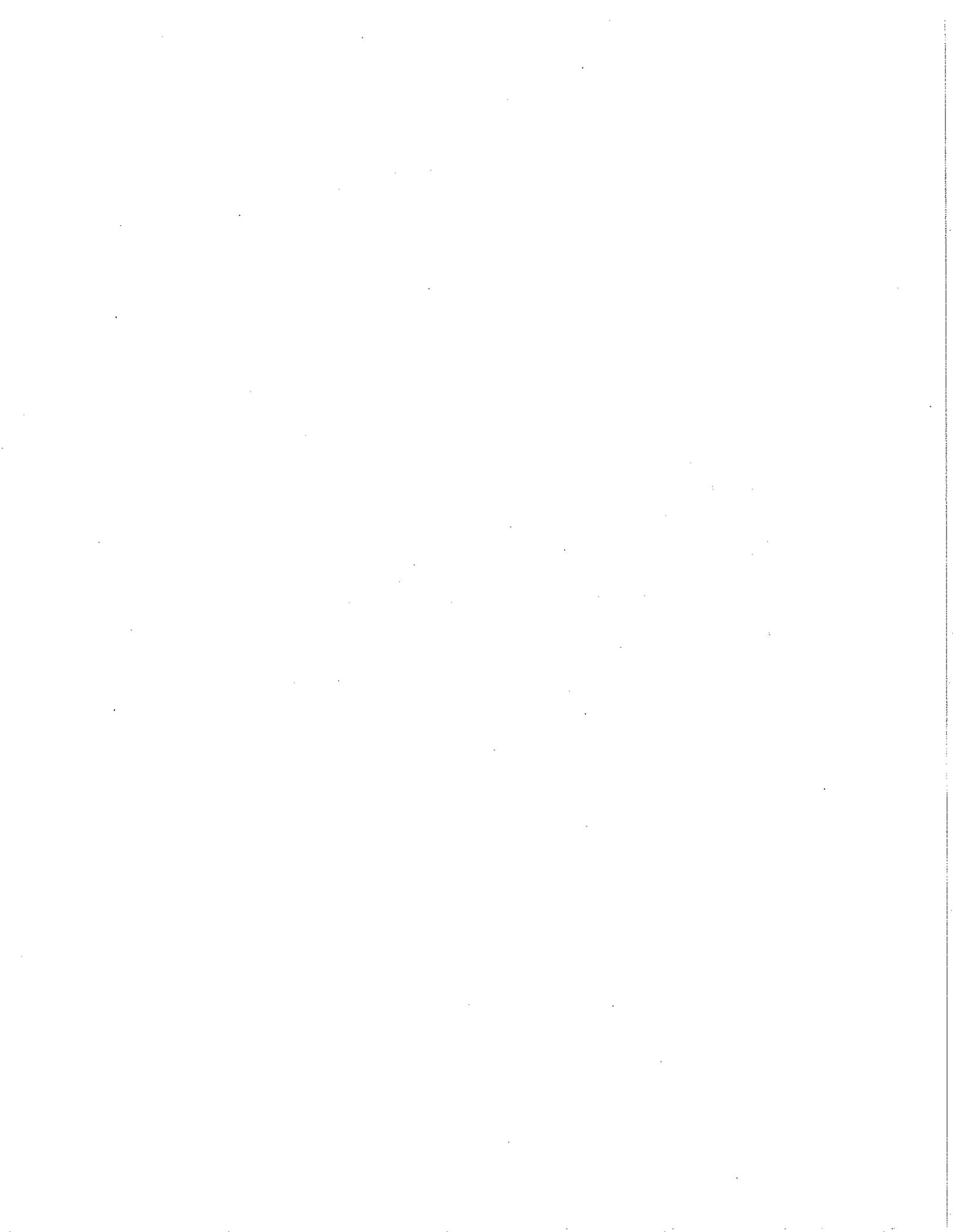
Chapter 33.266 Parking

33.266.130	Development Stds	Paving, striping and protective curbs around landscaping required. Setbacks and perimeter landscaping required.
	Interior Landscaping Accessible Spaces	Required @ more than 10 spaces. Min. 1 for 1-25 total spaces. UBC Chapter 31 Accessibility
	Bicycle Parking	Min. 2 spaces or 1 per 20 auto spaces whichever is greater.
33.266.310	Loading Standards	None required for buildings under 20,000 SF.

BUCKMAN



Future view towards the east along SE Belmont St.



Stockton, Marty

From: Don M. [mcat@teleport.com]
Sent: Sunday, December 18, 2011 7:22 PM
To: Planning and Sustainability Commission
Cc: TPDX Discussion
Subject: Portland Plan testimony - BIG ISSUES

Portland Plan Testimony - Big Issues

There are lots of big issues and it is difficult to select the most important. The Portland Plan addresses many of them, but just not very well.

I would suggest that **living wage jobs, affordable housing, and universal, affordable health care** might be the three most important.

The Portland Plan addresses these, but the likelihood of success is problematic.

Living wage jobs are tied to classic economic development, job growth, and making our city more attractive to business. I find this unsatisfactory because there is no guarantee it will be successful and the results will change Portland in ways that will detract from livability. The results are dependent on private sector business and in a capitalist economy the people in control prioritize their own self interests over those of the community at large. The only way for government to influence this is through public funding and government regulation which business resists unless these are favorable to them rather than the public interest.

Most jobs are likely to be low wage, Businesses will locate if they decide they will be profitable. Education while very important does not provide everything needed for the lower income people to change their lives and improve their lot. In many ways what is necessary is too difficult, there are not enough opportunities, and society itself works to defeat the efforts of these people because of lack of money, lack of time, family responsibilities, inflation, poor decisions, desire for consumer products they cannot afford, among many others.

Affordable housing is directly connected to living wage jobs. Anyone paying less than 30% of their income for housing can be considered living in affordable housing. About half the people that rent are paying close to 40% of their income for housing. I don't believe anything in the Portland Plan will substantially change this. I would suggest several things: 1) the private home builders must be able to build affordable housing for everyone with no public subsidy, 2) rental rates must be reduced in line with wages, 3) America has the best housing in the world, generally speaking - it is a matter of poor distribution, not a lack of housing (Portland has 600,000 bedrooms and 580,000 residents), 4) zoning codes, building codes, and taxes could change to make housing more affordable, 5) people can live in tents, cars, boats, garages, large dog houses, parking garages, and a variety of other shelters if they were safe and made comfortable. The Portland Plan ignores many possibilities.

Universal health care is also extremely important. Yes, all people have access to hospital emergency rooms, but this does not take into account health prevention or the high costs. It is the people without living wage jobs that have least access to health care. For those without health care catastrophic medical events can ruin them and their families future.

The Portland Plan addresses obesity as a health issue through healthy food and more exercise. While commendable it falls far short of the need. The connection with a healthy natural environment is also commendable, but it is an "apples and oranges" comparison. It is not clear that either of these meet the strategic nature of the plan given Portland's health care situation and the Plan's emphasis on equity.

There are other big challenges too such as transportation, the criminal justice system, energy, infrastructure, financial systems, education, technology, communications/media, religion/faith, politics, etc. All have these problems and with change can be part of the solution. The Portland Plan is a political document that can't address the root causes of society's problems. Much more could be said but I will stop here.

Portland Plan Testimony, Don MacGillivray, 23-- SE Yamhill, PDX, 97214

12/20/2011

Dear Planning & Sustainability Commission members,

Please consider this email to be written testimony about the key role of bicycle transportation in the economic prosperity/affordability strategy in the Portland Plan. Prioritizing the smooth flow of bicycle traffic throughout the region will continue to provide exponential returns in all elements of this strategy, as I will describe below.

I live in Southeast Portland, where I am a writer and co-own a small business, PDX by Bike, that helps visitors to Portland discover our city by bicycle and enables them to support bike-friendly local businesses. In the last year I wrote a ten-part series of columns about bicycling and the economy, which can be read here: <http://www.grist.org/article/series/bikenomics>. In researching these columns, I was stunned by the growing economic importance of bicycling nationwide not just for people who ride bicycles but for community-wide prosperity. Transportation affects every aspect of our economy, on a household level and societally.

Below is a summary of how bicycle transportation fits in to the Portland Plan's 2035 objectives for prosperity and affordability. I have provided citations to studies, often shortening the links. I am happy to provide any further citations, information, and commentary that the committee would find useful.

1. **Export growth:** In a down economy, Portland's bike export industry is booming. Thanks to our reputation for bike friendliness and the availability of talented workers who understand all aspects of the bicycling industry, companies including Chris King, Rapha, PDW, Nutcase, Ellsworth/Zen, and many others have moved to Portland in the last decade, hired, and grown here. They all provide family wage jobs while producing bikes, apparel, gear, and components that are in increasing demand worldwide.

2. **Urban innovation:** See above. Moreover, Portland is a hub for the custom craft bicycle framebuilding industry, which is growing as fast as the demand for bicycling nationwide (which is to say very fast!). Entrepreneurs in fashion, writing, coffee, technology and even freight delivery have found success in starting new businesses -- or branching out in existing endeavors -- to tap into local and international demand for all things Portland and bike. The bicycle braintrust here in Portland is not available anywhere else in the world, and this continues to attract media attention and professional in-migration. These folks are chomping at the bit to provide jobs, and every bit of support they can get, from economic boosts to further improvements in the bikeway network, helps them grow their businesses and give back more to the community.

3. **Freight mobility:** Bicycle transportation and freight are natural allies. Though we use entirely different roadway systems most of the time, both interests are served by reducing the traffic congestion, road wear, and crash hazards posed by single-occupancy automobiles being the region's primary mode of transportation. All of these barriers to freight mobility are mitigated by increased bicycle transportation. Moreover, within the city, cargo bicycles can be cheaper and more efficient to operate than trucks;

UPS operates a cargo bicycle fleet during the holidays, and the City of Portland has found it economical to have its office supplies delivered by B-Line, a local bicycle freight company. I predict that, with encouragement, we'll see growth in bicycle freight embraced more widely, including by trucking companies, creating jobs as well as improving bottom lines and community prosperity, safety, and health.

4. Growing employment districts: In 2008, Portland-based firm Alta Planning + Design found that the bicycle industry alone contributed \$90 million annually to the local economy, providing as many as 1,150 jobs (<http://pdx.be/altastudy>). Portland's bike industry has grown substantially since then, despite the economic downturn. Since the Alta Planning study in 2008, at least 100 directly bicycle-oriented businesses have opened in or moved to Portland. Despite lagging job growth overall, businesses tied to the bicycle economy have been growing and adding employees. It is worth noting that these figures do not include businesses that operate by bicycle or that profit from catering to customers, clients, and employees that bike.

5. Neighborhood business vitality: When people ride a bicycle rather than drive a car for most of their trips, they tend to shop and work within biking or walking distance of home. Recent studies (<http://pdx.be/bikeparking>) have shown that people who shop in neighborhood retail clusters by bicycle spend more money each week than people who arrive by car. Other research has shown that building bicycle infrastructure create nearly twice as many jobs per dollar spent than building car infrastructure (<http://pdx.be/bikejobs>). Bicycle parking in particular has a direct economic impact on local retail businesses (<http://pdx.be/bikeparking2>). A forthcoming study from PSU, to be released at the end of 2012, is looking at the broader scope of the economic benefits of bicycle infrastructure to Portland's local businesses (<http://otrec.us/project/411>). Finally, when employees are able to bicycle to work, economic benefits include often substantial employer savings on parking costs as well as a measurable reduction in sick days and improvements in mental health (<http://pdx.be/bikeemployment>).

6. Access to housing/cost of living: City-wide access to safe, convenient bicycle transportation is key to driving down the often ignored "transportation cost" of housing. In Portland, bicycle infrastructure has been built according to a "low hanging fruit" philosophy. This means that improvements aimed at improving the safety and comfort of bicycle transportation have been made incrementally, and those increments have corresponded with the commute needs of Portlanders who are relatively well-off and politically engaged. This strategy has been effective in creating a world class bicycle network in parts of the city; unfortunately it has also contributed to the association of bicycling as an elite amenity. Meanwhile, bicycling remains an essential transportation utility that is still used and needed across all sectors of society, but which has been provided for with less attention to equity than is needed. One way to create more equitable economic opportunities is to prioritize active transportation facilities by type of street rather than by specific neighborhood or corridor. Also, bicycle-transit connectivity (including investments in the transit system) must continue to be improved citywide.

7. Access to housing/cost burden: Affordable housing, to be truly affordable, needs

to come with secure, indoor bicycle parking facilities as well as on-street short-term bicycle parking and access to bike-friendly routes that lead to neighborhood business districts, parks, and schools.

8. Education and job training. Access to education, job training, and jobs is contingent on reliable, affordable transportation. Cars break down, requiring expensive repairs. Portland's transit service is being reduced while the price to the user is going up. Bicycling is often the most reliable, cheapest, means to travel, so long as no major infrastructure barriers are imposed, such as impassable freeways, major roads without bike facilities, lack of bike parking at the destination, or instructors or employers who are hostile to bicycling. Portland's Community Cycling Center's "Create a Commuter" program is an excellent example of one way to provide affordable mobility to those who most need it. Access to the growing bicycle jobs sector is important as well. Portland is already home to a new campus of Ashland-based United Bicycle Institute. Improving access to UBI and other opportunities to learn bicycle maintenance and manufacturing skills -- for instance at community colleges and in high schools -- will act as an equitable multiplier for the growing bicycle economy.

9. Household economic security. The direct cost of owning and driving a car is, on average, over \$8,000 per year (pdx.be/drivingcosts). The poorest fifth of U.S. families spend twice the average, amounting to 40% of their take-home pay. These costs often are directly in conflict with other expenses such as food, housing, and medication. Meanwhile, the cost of bicycling remains extremely low or free. A reasonable commuting bicycle, a lock, lights, and a helmet can be purchased for a one time investment of under \$500; maintenance costs need not exceed \$150 per year. Community bike projects like the Bike Farm and the Community Cycling Center offer opportunities to receive free bikes and maintenance, and repairs can be done cheaply by owners. Bicycling for transportation further contributes to household economic security by significantly reducing the risk of common, and economically devastating, diseases, including cancer, heart disease, stroke, diabetes, and mental illness (<http://pdx.be/bikehealth>). Car crashes are great creators of poverty; and as a major cause of disability, loss of income, and inability to care for others, they disproportionately affect the poor. Likewise, lung and heart diseases that result from over exposure to auto fumes, for instance from growing up next to a freeway, are a public health issue that produces and reinforces economic inequalities (<http://pdx.be/freewayhealth>).

There is a gender equity issue here too (<http://pdx.be/002d>) Women are responsible for the majority of household trips each day, including 77% of passenger-carrying trips. When children can ride independently to school and elders can get around without a car, caretakers (who are statistically twice as likely to be women) are freed up to participate in income earning work. For true household economic security, grocery stores, schools, and workplaces must be clustered in neighborhoods and must be safely and comfortably accessible by bicycle and on foot by someone who is carrying a child and/or heavy groceries. This affects every aspect of the Portland Plan. I would particularly like to draw the commission's attention to school placement as a vital issue

in transportation equity.

Finally, the health benefits of riding a bicycle far outweigh the health risks (<http://pdx.be/benefitsrisks>). And as more people ride bicycles in a given area, traffic safety improves for everyone, no matter what mode they are using (<http://pdx.be/safetyinnumbers>). Yet the poorest Portlanders often have the least access to safe, convenient bicycle routes and bicycle advocacy, services, and education.

One question that isn't covered on this list is the public costs of our transportation system. Portland's entire bicycle network up until 2008, when it was generally recognized as the best in the nation and among the best in the world, incurred the same public cost as a single mile of urban freeway (<http://pdx.be/bikewaybargain>). Automobility drains money from the local economy as well as public coffers, and our freeways produce massive external costs and are often a barrier to active transportation. The devastating financial results of continuing to invest in road systems for single occupant automobiles is well-described here (<http://pdx.be/ponzi>). Bicycling, on the other hand, both saves and makes money -- for local businesses, for the city, and for individual households. The only challenge is to make it available to everyone.

In summary, bicycling is already vital to Portland's current economy and will even more so to our future prosperity and resilience. If we are to have a viable, equitable, well-maintained transportation system in 2035, it is essential to pursue an overall strategy that encourages bicycling at every level -- from street markings to zoning to parking policies to school placement to business tax structures and more.

Thank you for reading this. I look forward to the results of all your efforts.

Best,

Elly Blue

3827 SE Lincoln St

503 810 9443

elly@takingthelane.com

December 14, 2011

Portland Planning and Sustainability Commission
1900 SW 4th Avenue
Portland, Oregon 97201
ATTN: draft Portland Plan

RECEIVED
DEC 19 2011
City of Portland
Bureau of Planning and Sustainability

On behalf of Gunderson LLC, we provide the following comments.

Gunderson is an Oregon based company that manufactures products on Portland's waterfront to export to world-wide markets. Our diverse workforce earns family wage jobs through the trades and expertise that they have developed.

We face many obstacles to efficiently operate in Portland. As one example; we run several shifts through the day and night. The first Tri-Met bus is at 5:45 am which is late for the first shift and the last bus is leaves early for the last shift. A simple strategy to interview industrial employers in the Working Harbor would reveal allow a demand based transit service to enable our workers to travel by bus.

The Portland Plan embodies Gunderson's values: Equity, Work Force Development and Empowerment, Economic Vitality and Sustainability, and Health.

The Portland Plan is the precursor to the update of Portland's Comprehensive Plan where we anticipate more attention will be paid to Portland's failing infrastructure

Gunderson recommends that the strategies are prioritized to allow them to be accomplished. In addition, the City needs to include private partners. We observe that private partners are virtually absent from the plan.

The 5-year Action Plan emerges from a narrow factual and policy base with large omissions such as infrastructure, historic preservation, energy, and growth management. The review of Portland's Comprehensive Plan will reveal new policies and objectives not included in the Portland Plan that need to be incorporated.

Job growth and new businesses development must be our primary focus.

We also need to focus on the pervasive changes in demographics. For example, Eastern Europeans who appear to be included in the "white" category have significant linguistic and cultural challenges not shared by other "white" category individuals. Our family wage workforce is extremely diverse with often twenty different languages and dialects spoken throughout the work place. We provide training to help our employees navigate this culture.

The environmental section fail to address the Willamette River's classification as a superfund site and does not adequately describe the working waterfront. Portland is an urban area. The working waterfront is the foundation of Portland's economic structure. The habitat of the working harbor or the Central Business District is vastly different then the Cascade or Coast Range. We cannot make any progress to an economically and environmentally sustainable city without a more informed and discerning understanding of human ecology.

The following comments are specific to the Economic Prosperity and Affordability section. We have only included areas with additional suggested language or reconstruction. In nearly every case private and non-profit partners need to be identified.

Economic Prosperity and Affordability

#5: Workforce alignment: Companies typically are more accessible and equitable than others. The term “develop” needs to be replaced by “implement”.

#6: Next generation built environment: The Oregon Sustainability Center purpose needs explanation. Language needs to be added to “inspire the private market to create new technology through partnership with educational institutions and public capital investment as an investor and a consumer.”

#13: Workforce agreements: Companies typically are more accessible and equitable than others. The term “develop” needs to be replaced by “implement”.

#14: Building energy efficiency: Add government as an investor and consumer and include private and non-profit partners with a focus on the practical barriers of upgrading existing equipment and facilities.

#15: Freight rail: This must include the direct involvement of the railroads and major users.

#18: Sustainable freight: The removal of single occupancy vehicles creates new capacity on the existing system. As cities urbanize, the transportation system become more devoted to freight, transit, and alternative modes of transportation. This must be stated clearly. Investments need to be made to maintain and improve the freight system.

#21: Industrial site readiness: Not clear on the benefit of this action; why would the city not work with an operating company.

#22: Growth capacity: Extremely important.

#24: Central city office development: This action requires significant revision to address the complete loss of large corporations from Portland; the growth of small and agile companies; and the aggressive expansion of industrial offices.

#25: Portland main streets: Our work force live in Portland’s neighborhoods that suffer dysfunction of their commercial cores. The devastating impact of the City’s efforts in the 80’s to break up “commercial strips” placing dysfunctional R1 zoning between “commercial nodes” has created a graveyard of non-conforming businesses and main streets. The commercial zoning need to be returned.

#31: Brownfields: Private partners and the Oregon Department of Environmental Quality (DEQ) need to be added and program developed to address the financing of the cleanup. Streamline programs can be developed around specific problems such as gas stations or dry cleaners.

#45: Post-secondary: Support apprentice training and programs to address English as a second language and cultural challenges.

#49: Disadvantaged workers: This action must be separated into two actions; one dealing with mental illness and chemical dependency and one dealing with remedial education and ESL. The inclusion of both groups in the same category is not accurate nor ethical or equitable. Workers challenged by language and cultural barriers cannot be treated the same way as people who have personal psychological and physiological challenges. Each group demands significantly different interventions. Language and/or culturally challenged workers would benefit by a non-profit/public entity that provided translation services to private companies.

December 14, 2011

Omissions: Actions need to be created for the following purposes.

1. Identification of the economic interaction among business in the Portland region.
2. Efforts to reduce the cost of employees' commute.
3. Identification of Portland's economic competitive position in the emerging economy that re-establishes the United States of America as a foundation economy.
4. Portland responses both governmental and economical to the changing demographics. How are the emerging ethnically diverse leadership going to elect an ethnically diverse City Council representatives to guide the City into the future?

Healthy Connected City

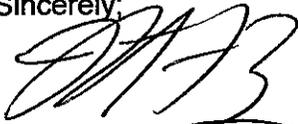
This section cannot be responded to as it has no foundation. We have not had an open, honest, and comprehensive discussion of these issues. The City appointed a representative group to resolve these issues and create common agendas. The group was dissolved before its first meeting. The science of Human Ecology is completely absent. The recognition of historic antecedents prior to European settlement is absent. The relationship and definition of specific habitats including human and their interdependence and incompatibility is absent. This is the core issue. Portland's progress to restore the environmental will not proceed until it is allowed to be vetted in an open and honest manner.

Industrial and river area

Please add the additional paragraph.

"Portland exists because it is at the confluence of at-grade interstate access to the north and south and east and west providing a convergence of air, water, rail and highways systems. The working waterfront benefits and supports Portland's economy both in production and providing a location to import and export commodities such as grain, cement, gravel, and oil. These industries are the core of Portland's economy and must not be marginalized. Environmental integration must be accomplished in a manner that recognizes that the working harbour as a physical tool that facilitates human production and trade."

Sincerely,



Peter Finley Fry for Gunderson LLC

Cc Mayor Sam Adams
David Harvey, vice-president, Gunderson LLC



CENTRAL EASTSIDE INDUSTRIAL COUNCIL

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Email: ceic@ceic.cc – Web: www.ceic.cc

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December 14, 2011

Portland Planning and Sustainability Commission
900 SW 4th Avenue
Portland, Oregon 97201
ATTN: draft Portland Plan

The CEIC Land Use and Urban Development committee offers the following comments.

Economic Prosperity and Affordability #24 Central City office development

This section should provide a robust foundation for the Central City plan and needs to recognize the diversity and synergy of the Central City's districts and the regional cultural and economic foundation. Office development is important, however light industrial office/production space is also important and is growing rapidly in the Central City. Light industrial growth benefits from and benefits from strong residential and commercial growth. Both job and business creation is important. The City needs to help grow business opportunity.

Historic Preservation

The City's historic antecedents and districts/structures need to be recognized. Our nationally and locally recognized historic districts are the core of the central city and our neighborhoods. The balance of development demand and preservation of historic resources is an important issue before the City

Community Center

The proposed Southeast Community Center is a core project for the entire inner north and south east neighborhoods.

Neighborhoods, Business Associations and Commissions

These volunteers are a rich resource for the City and have initiated and implemented Portland's programs. The plan should recognize their importance.

Sincerely

Peter Finley Fry, co-chair
CEIC Land Use and Urban Development Committee

Cc: Mayor Sam Adams
CEIC

Stockton, Marty

From: Jay Brown [jay1brown@comcast.net]
Sent: Tuesday, December 20, 2011 6:07 PM
To: Stockton, Marty
Subject: Re: noise pollution

Follow Up Flag: Follow up
Flag Status: Red

2626 SE Tibbetts St.
Portland, OR 97202

Thanks,

Jay

On Dec 20, 2011, at 3:17 PM, Stockton, Marty wrote:

> Dear Dr. Brown,
>
> We have your testimony within the email below. In order for us to
> include this in the public record and share with the Planning and
> Sustainability Commission, we are required to have your mailing
> address. This is a procedural requirement to recognize your testimony
> as having legal standing. Please email me back with your mailing
> address by December 28th, the deadline for public comment.
>
> Thank you for your time and input!
>
> Marty
>
> Marty Stockton | Community Outreach and Information
>
> City of Portland Bureau of Planning and Sustainability 1900 SW 4th
> Avenue | Suite 7100 | Portland, OR 97201
>
> p: 503.823.2041
> f: 503.823.5884
> e: marty.stockton@portlandoregon.gov
> w: www.portlandonline.com/bps/
> P Please consider the environment before printing this e-mail
>
> -----Original Message-----
> From: Planning and Sustainability Commission
> Sent: Monday, December 19, 2011 8:45 AM
> To: Stockton, Marty
> Subject: FW: noise pollution
>
>
>
> Julie Ocken
> City of Portland
> Bureau of Planning and Sustainability
> 1900 SW 4th Ave, Suite 7100
> Portland, OR 97201
> 503-823-6041
> julie.ocken@portlandoregon.gov
>
>
> -----Original Message-----
> From: Jay Brown [mailto:jay1brown@comcast.net]
> Sent: Sunday, December 18, 2011 3:41 PM
> To: Planning and Sustainability Commission

> Subject: noise pollution
>
> Hello -
>
> My wife and I have lived in the Clinton neighborhood (Hosford
> Abernethy Neighborhood Association) for several years. We are
> planning on moving from the area literally because of the nonstop and
> high volume noise from the trains and air traffic. So I am writing
> for the sake of the neighborhood and Portland, rather than for
> ourselves, as I don't expect resolution to come soon enough for us
> personally. Which is unfortunate, because we'd prefer to not have to
> go to all the trouble and expense of moving.
>
> As a physician, I am aware of the adverse health effects of noise
> pollution. We've already invested thousands of dollars in home
> noise-reducing efforts (wall insulation, Indow Windows, etc.), but
> it's been far too inadequate. In addition to health concerns, we are
> also concerned about noise-induced depreciation of home values.
>
> The train horn blasts are all too frequent and unnecessarily loud (the
> federal decibel mandate is - in a word - ridiculous; there is a volume
> beyond which getting louder does not save more lives). We live east
> of 26th and, as trains pass, we have to stop conversation because we
> won't be heard over the horn blasts. We live several blocks away from
> the train. If someone from the city just stood and monitored the
> noise within 10 blocks of the trains (they are welcome to stand in
> front of our house), it's hard to imagine they wouldn't recognize it
> as a problem.
>
> A newer and even more disturbing development has been the air traffic.
> The frequency of planes (jets, cargo planes, etc.) and helicopters
> (news helicopters, law-enforcement) has grown considerably. These
> planes and helicopters are not only non-stop, they are often flying
> far below regulations (even considering newer federal regulations).
> PDX and FAA shows little interest. We have tried calling PDX and
> writing to our legislatures and we are told to call and report a
> low-flying plane. If any regulator or offender actually cared, they
> could take just a few hours, stand in the neighborhood, and monitor
> the air traffic themselves. PDX initially tried to sell the increased
> traffic as a temporary phenomenon created by a project being worked on
> at PDX. Of course, that
> project is complete and the plane traffic just keeps getting worse.
> When we call now, PDX tries to imply that there really hasn't been a
> change. When we call, we are being "handled". There is little
> incentive to fix this concern.
>
> The TV news helicopters fly back and forth to report on a traffic jam
> or an "Occupy Portland" protest that is usually already visualized on
> a fixed camera. These helicopters are, for the most part, a waste,
> offering little more to the equation than noise and air pollution.
>
> It's like our home is constantly being criss-crossed by east-west
> flying helicopters and north-south flying planes. It often sounds
> like a war zone. Can someone just stand in the neighborhood for a
> couple hours and actually monitor all this?
>
> We need monitoring and regulating of the air traffic, someone to work
> on reducing the federal horn blast decibel mandate, and quiet zones.
> Much of SE is starting to feel like Portland's unchecked dumping
> ground for any noise-polluting commerce.
>
> And I haven't even mentioned the immense, climate-changing air
> pollution caused by the (heavily subsidized) air traffic.
>
> Jay Brown MD
>
>

Stockton, Marty

From: Christopher Eykamp [chris@eykamp.com]
Sent: Wednesday, December 21, 2011 1:38 AM
To: Stockton, Marty
Subject: Re: Portland Plan Testimony

Hi Marty,

2101 SE Tibbetts
Portland, OR 97202

Thanks,

Chris

On 12/21/2011 12:15 AM, Stockton, Marty wrote:

> Dear Chris,

>

> We have your testimony within the email below. In order for us to include this in the public record and share with the Planning and Sustainability Commission, we are required to have your mailing address. This is a procedural requirement to recognize your testimony as having legal standing. Please email me back with your mailing address by December 28th, the deadline for public comment.

>

> Thank you for your time and input!

>

> Marty

>

> Marty Stockton | Community Outreach and Information

>

> City of Portland Bureau of Planning and Sustainability 1900 SW 4th

> Avenue | Suite 7100 | Portland, OR 97201

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> p: 503.823.2041

> f: 503.823.5884

> e: marty.stockton@portlandoregon.gov

> w: www.portlandonline.com/bps/

> P Please consider the environment before printing this e-mail

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>

>

> -----Original Message-----

> From: Planning and Sustainability Commission

> Sent: Monday, December 19, 2011 8:45 AM

> To: Stockton, Marty

> Subject: FW: Portland Plan Testimony

>

>

>

>

> Julie Ocken

> City of Portland

> Bureau of Planning and Sustainability

> 1900 SW 4th Ave, Suite 7100

> Portland, OR 97201

> 503-823-6041

> julie.ocken@portlandoregon.gov

>

> -----Original Message-----

> From: Christopher Eykamp [mailto:chris@eykamp.com]

> Sent: Saturday, December 17, 2011 12:58 AM

> To: Planning and Sustainability Commission

> Subject: Portland Plan Testimony

>

> There are a lot of exciting ideas in the draft Portland Plan. However, there is one area that I think gets short shrift, and that is noise pollution. The Plan envisions that we will continue to make our city more dense, with commercial and residential uses in closer proximity than ever before.

>

> I generally support densification, when done well, as it makes visions such as the 20 minute neighborhood viable. However, one of the downsides of this approach is that it brings noisy commercial uses into conflict into residential areas, and chronic exposure to noise is now recognized as having myriad negative health effects.

>

> Mixing residential and commercial will bring more heavy vehicle traffic into residential areas for purposes of loading, unloading, and garbage/recycling collection. Much of this work is typically done at night or in the early morning hours. Other noise associated with commercial use include activities such as leaf blowing, and rooftop HVAC units.

>

> The Portland Plan should contain stronger language surrounding mitigations for noise. Potential solutions would be mandating the use of cleaner and quieter vehicles; eliminating vehicle idling and refrigeration unit use when loading/unloading; limiting the hours of garbage collection to those between 8AM and 8PM in residential areas; limiting the use of leaf blowers; better design of external commercial cooling units, etc. These goals can be achieved via better zoning rules and regulations in areas the city is already active, such as awarding garbage collection contracts.

>

> If strong noise standards are not implemented from the outset, it will inevitably lead to conflict between residents and their commercial neighbors. These problems could be lessened by recognizing that noise is a persistent urban pollutant, detrimental to health and well-being, and treating it as such. Doing so in the Portland Plan will make it easier to achieve our collective vision of a vibrant and livable city.

>

> Thank you,

>

> Chris Eykamp



The League of Women Voters of Portland

310 SW 4th Avenue, Suite 520, Portland, OR 97204

(503) 228-1675 • info@lwvpdx.org • www.lwvpdx.org

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December 20, 2011

Portland Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, OR 97201

Dear Chair Baugh and Commissioners:

The League submitted general observations on the Portland Plan recently, but would like to follow up with a few comments on low-income housing. The Framework for Equity, Healthy Connected City Strategy and Economic Prosperity and Affordability Strategy all include Guiding Principles, Objectives and Actions related to housing. We support development of low-income housing and housing for seniors and mobility-impaired residents in transit and service rich areas, but encourage adding language consistent with the Balanced Communities policy in the Comprehensive Plan.

The Balanced Communities policy and objectives in the city's Comprehensive Plan call for a mix of incomes throughout the city. Objective A specifically states that Portland should "achieve a distribution of household incomes similar to the distribution of household incomes found citywide, in the Central City, Gateway Regional Center, in town centers, and in large redevelopment projects."

The draft Portland Plan emphasizes siting affordable housing near neighborhood hubs, transit and services, but does not explicitly state that the city should be aiming for a range of household incomes throughout Portland. The *Household Demand and Supply Projections Background Report* predicts a significant increase in the percentage of low-income households in the North and East Portland subareas. A December 15, 2011, Portland Tribune story, *Our Economic Segregation*, http://www.portlandtribune.com/news/print_story.php?story_id=132390194552171500 reports that although our neighborhoods are not as economically diverse as in the past, Portland is still faring better than the nationwide average. The city must maintain its commitment to the Balanced Communities policy in order to increase economic diversity in all of our neighborhoods.

The Portland Plan should say unequivocally that the city will strive to develop housing affordable to all income levels throughout the city. Consider revising

Action EPA 34 to say the following:

Action EPA 34 Housing supply: Increase affordable housing supply and economic diversity by completing the preservation of properties that receive federal and state housing subsidies and building new affordable housing in opportunity areas, such as locations with frequent transit, high-performing schools, and neighborhoods that are not reflective of the distribution of citywide income levels.

Ensuring that low-income housing is sited near transit and services is important, but families should be able to find housing they can afford near their place of employment or educational institution. If the only place a family can afford to live is a long bus ride away from work or school, this places additional burdens on it such as increased child care costs and insufficient time to take care of the family's needs.

Finally, we understand the Housing Bureau has requested that the Portland Plan have a stronger connection to the recently adopted Housing Bureau Strategic Plan. The League supports that request.

Thank you for the effort the Bureau of Planning and Sustainability has devoted to drafting the Portland Plan and involving the public. The Plan itself is inspiring and we found the Background Reports to be especially helpful in understanding the underpinnings of the various Plan elements. We look forward to watching it come to life in the upcoming decades.

Sincerely,



Mary McWilliams
President



Debbie Aiona
Action Chair



The League of Women Voters of Portland

310 SW 4th Avenue, Suite 520, Portland, OR 97204

(503) 228-1675 • info@lwvpdx.org • www.lwvpdx.org

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Naturalization
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Barbara Stalions
Budget

December 20, 2011

Portland Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, OR 97201

Dear Chair Baugh and Commissioners:

The League submitted general observations on the Portland Plan recently, but would like to follow up with a few comments on low-income housing. The Framework for Equity, Healthy Connected City Strategy and Economic Prosperity and Affordability Strategy all include Guiding Principles, Objectives and Actions related to housing. We support development of low-income housing and housing for seniors and mobility-impaired residents in transit and service rich areas, but encourage adding language consistent with the Balanced Communities policy in the Comprehensive Plan.

The Balanced Communities policy and objectives in the city's Comprehensive Plan call for a mix of incomes throughout the city. Objective A specifically states that Portland should "achieve a distribution of household incomes similar to the distribution of household incomes found citywide, in the Central City, Gateway Regional Center, in town centers, and in large redevelopment projects."

The draft Portland Plan emphasizes siting affordable housing near neighborhood hubs, transit and services, but does not explicitly state that the city should be aiming for a range of household incomes throughout Portland. The *Household Demand and Supply Projections Background Report* predicts a significant increase in the percentage of low-income households in the North and East Portland subareas. A December 15, 2011, Portland Tribune story, *Our Economic Segregation*, http://www.portlandtribune.com/news/print_story.php?story_id=132390194552171500 reports that although our neighborhoods are not as economically diverse as in the past, Portland is still faring better than the nationwide average. The city must maintain its commitment to the Balanced Communities policy in order to increase economic diversity in all of our neighborhoods.

The Portland Plan should say unequivocally that the city will strive to develop housing affordable to all income levels throughout the city. Consider revising

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Sincerely,



Mary McWilliams
President



Debbie Aiona
Action Chair



City of Portland

Design Commission

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Portland, Oregon 97201
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TDD: (503) 823-6868
FAX: (503) 823-5630
www.portlandonline.com/bds

December 15, 2011

Andre' Baugh, Chair
Portland Planning Commission
1900 SW 4th Avenue
Portland, Oregon 97204

Dear Commissioner Baugh:

The Portland Design Commission greatly appreciates the multiple opportunities we have had to review the City's progress toward crafting a new Portland Plan. We feel that the several thought-provoking and engaging conversations we have had with the Plan's lead staffers have both shaped the document and shaped our own evolving thinking on the fabric of our city.

Today's draft document is an impressive document in both its breadth and its holistic approach to how we view the health of our City. It also underlines the real need for public agencies, citizens, and stakeholder groups to work collaboratively and creatively to strive toward a better Portland in an era of shrinking fiscal resources. We think the balance of realism and optimism in the document is well struck.

We were heartened to see the document address many of the social issues that underpin the challenges our city faces. By doing so, we bring the human reality of what it is to live in a city day to day and what it means to live in a place designed for human betterment to the forefront.

As with all long range plans, it is sometimes difficult, and sometimes undesirable, to be specific in how one might achieve far-sighted goals. This plan certainly addresses specific measures to be undertaken, such as setting aside land for an urban park in Hollywood and addressing the inequity in tree canopy across the city. However, as Design Commissioners, we were concerned that the document often stopped short of discussing ways in which the built environment might respond to the pressing social issues outlined in the report.

On a case by case basis, we grapple with a number of design issues on which our guidelines are silent but ultimately have to do with social equity. These questions come up most often in dealing with both affordable and market rate work force housing, the application of design guidelines in areas of the city that have been at economic disadvantage in recent decades, and in the interaction between new, more dense development and the existing neighborhood fabric.

In recent deliberations over apartment projects, our commission has discussed issues that don't necessarily fall within the rubric of design guidelines, but do seem to touch areas that the Portland Plan addresses. For instance: what can be done to make our housing stock more humane for its inhabitants and friendlier to its surroundings? We have recently exhorted development teams to consider issues such as access to light; adequate ventilation, including cooling; and more generous ceiling heights in apartment units, especially in a city where the acceptable size of living units is getting smaller. Furthermore, we struggle to balance applying guidelines requiring quality and permanence in materials with the demands of budgets that would allow a building to be developed in a design district and still offer reasonable rents. Could the Portland Plan include specific references to making the next generation of multi-

family development better for our citizenry? Can we examine ways to encourage development teams achieve quality, permanent development within this plan?

We also routinely mull the question of social equity and economic viability and their nexus when it comes to design review. For instance, in the eyes of some, “quality and permanence” in materials could mean something very different in the Central City than in Gateway. Development teams in design districts outside the Central City report to us that their markets can’t support the higher-end building materials so often required downtown. Others feel that to not hold development teams in emerging neighborhoods to an equal standard to the Central City has the potential to erode the effectiveness of design districts.

Ultimately, our sense is that there must be some way to strike a middle ground, and acknowledge that, for the health and vibrancy of our city, some areas might need to be a bit “messier.” We wonder if the Portland Plan couldn’t in some way address the need to streamline some processes to make affordable housing and small commercial development easier in emerging neighborhoods. Could it allow a more open dialogue about what an acceptable community-by-community standard for development might be in order to achieve the goals of affordable housing and commercial space, sound design and vibrant urban neighborhoods?

The recent boom in condominium development and the recession fuelled drive to build more apartments has highlighted a zoning issue that has laid dormant in several Portland neighborhoods for years: the split zoned block. The Design Commission often sees homeowners who discover for the first time that the property on the other side of their fence has high-density zoning when a new apartment complex is proposed. Their shock over the idea of four and five story buildings looming over what they had considered private air space is palpable. They are further dismayed when they realize that their property doesn’t share a similar zone and therefore cannot benefit from redevelopment. Development teams, even when building completely within right and without requests for modifications, often struggle to provide meaningful buffers between these projects and their neighbors. Could the Portland plan work to address areas where split zoned blocks exist, and work toward creating a more comfortable fit between new, denser development and the existing fabric of neighborhoods?

In our capacities as individuals involved in the built environment in Portland, we have brought some areas of concern to the attention of the Portland Plan team at our hearings. For instance, we applaud the City’s move to waive system development charges for Accessory Dwelling Units; we believe that a multitude of good examples of this type of development have appeared across Portland as a result. We are finding that SDC charges as assessed today place an undue burden on affordable housing developments with small units. Could the Portland Plan include a goal to extend the waiver to developers of small apartments, or at least make SDC charges more sensitive to apartment size?

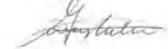
The Portland Plan takes admirable steps to address issues of equity for children, including Item 48 in the Five Year Action Plan: “undertake a project that removes barriers or pilots approaches to providing affordable, accessible, and quality childcare in selected underserved neighborhoods. We have observed that Portland’s close-in neighborhoods are seeing a baby boom, and that Portland Public Schools has moved to close some schools and is seeing overcrowding in others. Meanwhile, there are movements in neighborhoods experiencing crowding to open smaller charter schools and other innovative learning institutions in churches and other buildings that enjoyed assembly zoning in the past. We are hearing, however, that the barriers and fees for achieving occupancy for these schools and daycare facilities can be onerous. Can the City, under the auspices of this Plan, explore ways to ease the burden on these fledgling institutions without compromising safety? Can we work to explore ways in which our concept of a “school building” becomes more flexible and more adaptable to tomorrow’s urban fabric? And, if underutilized assembly properties are not being considered for schools, how can we encourage their reuse for other community goods?

Built spaces and the pedestrian experience are one of our primary focuses, however the interconnectivity of these spaces have received significant commission attention lately. We appreciate the policies to connect neighborhoods through Neighborhood Greenways and Civic Corridors. If safe alternate routes for cyclists and pedestrian between places are provided, it will strengthen the overall fabric of the community. The realization that these connections may be in a form other than a standard road or 8 ft paved path, such as a soft surface trail, is key to providing these connections quickly and within a reasonable budget.

Our commission also had questions about potential content omissions in the draft plan. It seems as though there should be more detailed maps of existing conditions and 5-year action plans for each of headings in the Plan. The diagrams in the “Healthy Connected City” are very general. At one point there was discussion of interactive mapping and diagrams of the six planning districts available online—is that move still being considered? If so, when will the mapping be available and to what extent it will be reviewed publicly?

We deeply appreciate the hard work and dedication of city staff, neighborhood volunteers, and our fellow city commissions in crafting this document. Thank you very much for the opportunity to weigh in on this important document over the last few years, and we look forward to seeing the Plan take its final shape over the coming months.

Very Sincerely,



Guenevere Millius
Portland Design Commission

cc: Portland Design Commission
Tim Heron
Kara Fioravanti

December 22, 2011

Planning and Sustainability Commission,

Please accept the attached Portland Plan meeting notes as testimony from the Immigrant and Refugee Community Organization (IRCO). Bureau of Planning and Sustainability staff held two Portland Plan discussions with IRCO staff. The first involved IRCO's youth-services and SUN School staff and focused on the phase three draft of the Thriving Educated Youth strategy. The second involved IRCO staff with an interest in economic development and focused on the Economic Prosperity and Affordability strategy as well as overall questions and comments about the draft Portland Plan.

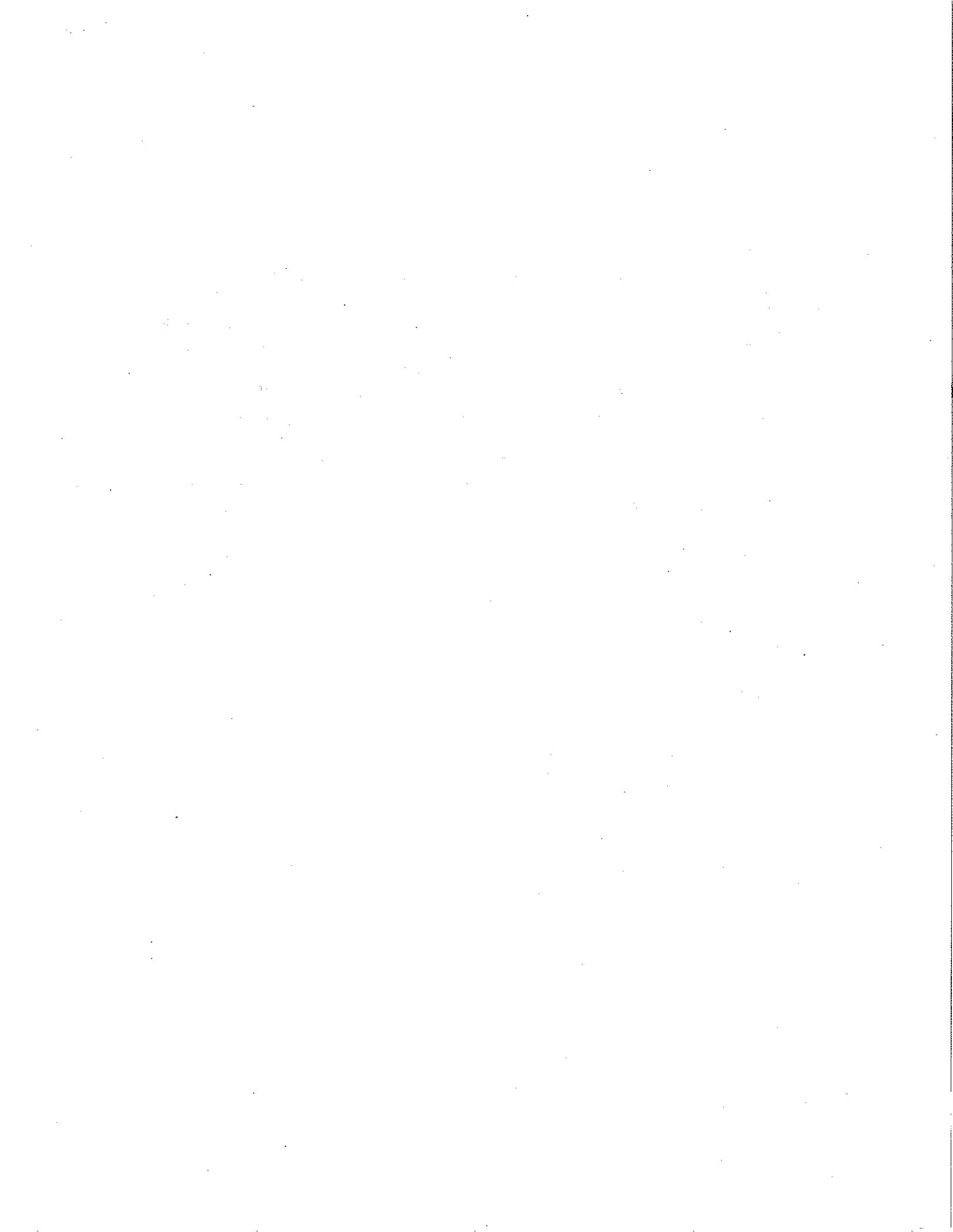
IRCO comments and observations regarding the Portland Plan public involvement process and outreach and engagement of the newcomers to Portland can also be found in the Portland Plan Public Participation Phase 3 Progress Report.

Please contact Pei-ru Wang, Community Health Manager at IRCO, with questions.

Pei-ru Wang
IRCO/Asian Family Center
8040 NE Sandy Blvd
Portland, OR 97213-7100

Thank you,

Matt Wickstrom, SE District Liaison
Bureau of Planning and Sustainability



IRCO
Thriving Educated Youth comments
July 2011

On July 8, 2011, Bureau of Planning and Sustainability staff met with Immigrant and Refugee Community Organization (IRCO) staff to discuss and answer questions about the Thriving Educated Youth strategy in the phase 3 version of the Portland Plan. Questions, comments and ideas are listed below.

Educating Schools Uniting Neighborhoods (SUN) coordinators about rental assistance programs so that they can inform youth, could help remove some barriers for families who may not know about programs or are intimidated to seek out assistance.

As part of the Cradle to Career initiative, disaggregating data is an important. With current practices, African newcomers are often included with African Americans even though circumstances may be very different. Pacific Islander and Micronesian data may also be inappropriately linked with Asians.

The Thriving, Educated Youth strategy sounds great but there are many references to increasing services, how will this be paid for? With budget scenarios in the recent years, SUN staff have often heard that their job may end due to lack of funding. With such limited funding it would be unwise for Portland Plan partners to assume additional work by IRCO due to staff and coordinators already feeling stretched for time.

How have schools been involved in this strategy, not just the school district superintendants? A key component of success will be if the strategy bridges the disconnect between SUN schools, Portland Plan partners, and agencies which serve people of color? It's important for all identified agencies to develop and capitalize on relationships.

Another important component of providing more stable housing would be to focus on links between rental assistance programs and pre-5 child care facilities. How we know if an unidentified child is prepared for Kindergarten? Cuts in Head Start have resulted in many single moms having to choose between working and day care. Programs need to allow single moms to continue working.

A lot of newcomer parents don't speak English and their kids only or primarily only speak English. This can create struggles in the home and require more knowledgeable family counseling professionals; however many newcomer families contact IRCO for family counseling but that is a service that no agency in Portland provides.

A good career track for youth of newcomer families is Case Worker because they understand and are knowledgeable about the particular culture (i.e. Pacific Islander or

Vietnamese). Often having bilingual case workers or translators is not enough if they don't understand the culture.

The City work force should look like the community-at-large.

Schools need to be more welcoming to newcomer families.

The concept of wrap-around services is great but the service providers need a better link/audience with school administrators. The City should facilitate a genuine discussion between school administrators and service providers.

Everyone involved needs assurance that this is a long-term strategy which is not vulnerable to "regime" changes at the City, County or school district levels. Long-term programs have a greater likelihood of success. More consistent funding helps ensure long term-success as well as lasting relationships.

Is funding available for faith-based organizations? Outreach to faith-based organizations would be helpful because many community members identify most strongly with their church. For example many Vietnamese and Ethiopian churches may already have early literacy classes and could benefit from coordination or grants.

What about funding at-risk, gender-specific or recently homeless youth (i.e. a young female who became pregnant or other situations where a youth was disowned by their family)?

What about programs for hiring newcomer contractors and using them more for City projects? Also providing a forum for minority and newcomer contractors to leave the necessary information to submit bids in addition to general awareness of the application process would be helpful.

IRCO
Economic Prosperity and Affordability
November 2011

On November 15, 2011, Bureau of Planning and Sustainability staff met with Immigrant and Refugee Community Organization (IRCO) staff to discuss and answer questions about the Economic Prosperity and Affordability strategy in the draft Portland Plan. Questions, comments and ideas for improvements along with staff responses are listed below.

Does the Portland Plan contain actions to invite big companies to invest in Portland?
How can big companies be encouraged to locate here?

Response: Portland has a diverse economy. Generally, the office sector is located in the central city, the industrial sector in the harbor and along the Columbia Corridor. Portland is also home to over 19 large institutions such as hospitals and colleges. Portland's neighborhood commercial corridors provide retail and services for local markets. The fastest growth is expected in the institutions and office sector (professional services). Neighborhood retail actually has lost jobs.

Can Portland become more of a tourist center or international city like Honolulu?

Response: It is correct that tourism brings income. The target industry focus in Portland for limited business assistance resources has been on the existing specializations of the region and Portland isn't really a center for tourism. Tourism growth could be tied to the focus on equity since part of a successful tourism strategy could be achieved by becoming more culturally aware. Travel Portland is also interested in this opportunity.

What about focusing on arts, culture and innovation to create an international cultural center somewhere in Portland? What about a signature Portland park that attracts tourism (such as Central Park in New York City)?

Response: Through Portland Plan survey, open houses and fairs, arts and culture-related topics got lower priority than other topics such as jobs, education and neighborhood livability. However, the Portland Plan does include an action about exploring ways to support arts and cultural facilities and incubators in underserved areas. It is correct that Portland does not have a signature public park since Forest Park is more of a nature park. The focus in Portland has been more on public plazas.

What about involuntary displacement? This is a topic that is of great interest to many of IRCO's constituents and something that would encourage greater support for and identification with the Portland Plan. Including a more detailed and central explanation

of how the Portland Plan will address gentrification and involuntary displacement could be beneficial. Have other cities had success combating involuntary displacement?

Response: The Portland Plan contains many items that relate to involuntary displacement such as actions intended to raise income levels, promote access to affordable housing near transit, focusing on moderate income housing as well as the equity initiative. Cities that have had success combating involuntary displacement have primarily done so through sensitive economic development (i.e. the Dudley Street Initiative in Boston). Certain tools have been successful such as community land banks. We have heard from other comments about the draft plan that there is a desire for a more detailed explanation about gentrification and involuntary displacement.

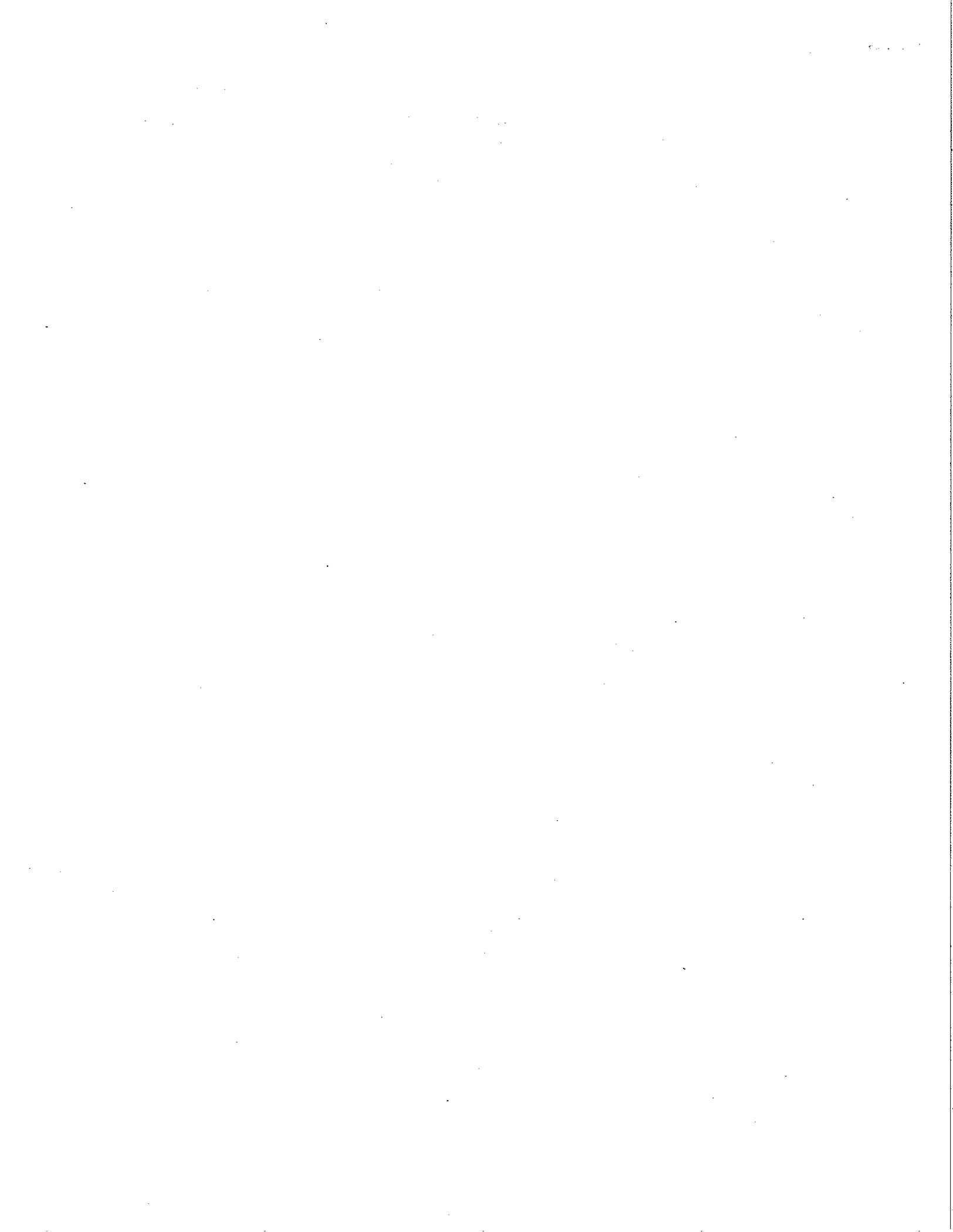
Many newcomers to Portland from foreign countries already possess a distrust of government and many are too overwhelmed with daily life to pay attention to a 25-year strategic plan. How can Portland's newcomers be convinced that strategies will work or that actions will be accomplished? Who is responsible for overseeing the completion of actions? It may be important to specifically point out actions from previous plans to show what has been accomplished in the past.

Response: Portland has a long history of planning and reviews of previous plans such as the Central City Plan, show that Portland also has a history of accomplishing identified goals and actions. However, many of these plans relate to capital improvements (physical projects) and it is somewhat simpler to track the success of completing capital improvements whereas the Portland Plan expands emphasis on social priorities. Accountability for social-type programs could be improved. Most of the actions in the Portland Plan area already underway or planned and these actions fit in with the new directions and strategies detailed in the plan. There are many ways that actions will be implemented and to monitor progress. See the Measures of Success section starting on page 83 as well as the Implementation section starting on page 117. An example of implementation of past plans is shown on page 43, action #16 which talks about making strategic investments of projects in the Freight Master Plan. Between 2002 and 2008, Portland implemented over \$600 million in freight improvements.

Why are partners listed as "potential partners"? What about identifying ethnic-specific community-based organizations as potential partners? For instance IRCO has a program that helps Somali families develop childcare businesses and could be an appropriate potential partner for Action 48 in the Economic Prosperity and Affordability section.

Response: In the draft Portland Plan, partners are listed as "potential partners" because when the plan was published BPS had not yet confirmed all the actions with all the partners. We have received many inquiries about adding potential

partners. This is likely a topic that the Planning and Sustainability Commission will consider as part of their deliberations on the plan.





City of Portland Historic Landmarks Commission

1900 SW Fourth Ave., Suite 5000 / 16
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December 21, 2011

Chair Baugh and Commissioners
Portland Planning and Sustainability Commission
1900 SW 4th Ave, #7100
Portland, OR 97201

Re: The Portland Plan

Dear Chair Baugh and Commissioners:

Thank you for giving the Portland Historic Landmarks Commission (HLC) the opportunity to review and comment on the draft Portland Plan. We have found several areas where the Plan can be enhanced with the inclusion of guiding policies and action items related to the protection of historic resources and the reuse of existing buildings. The attached matrix details our requested revisions.

We commend the Commission, as well as Planning and Sustainability staff, for tackling challenging issues of providing equity through a series of integrated objectives; however, we believe that protecting historical and cultural resources plays an integral role in furthering those objectives and should be featured prominently in the Plan. As an issue of social equity, all of Portland's older neighborhoods and commercial corridors deserve protection from demolition of irreplaceable historic resources and the construction of incompatible infill, which is highly disruptive to their character and identity. Underserved areas with disadvantaged populations have often been overlooked when it comes to historical and cultural resource protection and the incentivizing of building rehabilitation. In order to fully realize the Plan's goals toward social equity, historic preservation and adaptive reuse must be included as critical ingredients, especially in the plan sections that relate to vibrant neighborhood hubs, connections for people and places, educational facilities that meet 21st century needs, and a coordinated inter-agency approach. Engaging the community to address equity and the elevation of racial justice requires a concurrent commitment to the inventory and preservation of the built environment that has been constructed to house and serve our diverse population and that embodies their rich and varied histories.

In particular, when the ingredients of vibrant neighborhood hubs are discussed, preservation of Portland's existing built environment should be at the top of the list. Vintage neighborhoods and districts, with their tree-lined streets, interconnected blocks, and varied texture of high-quality building materials, provide a sense of place and unique identity that is critical to each neighborhood's social and economic vitality. Additionally, these older neighborhoods typically have smaller building footprints, human-scaled streets, and centralized commercial areas that provide some of the most walkable and transit-accessible places within the City – the ultimate in a neighborhood hub. In summary, we can say that the diverse identities of

Portland's neighborhoods and districts are an undeniable and irreplaceable part of the City's appeal and livability, and it is this existing built environment that is a central component of their vibrancy.

We would also like to elevate the intrinsic connection between building reuse/rehabilitation and ecological sustainability by recognizing within the Plan that protecting existing historic and cultural fabric is as essential to maintaining vibrant, livable neighborhoods as protecting natural habitat areas. A stated 2035 Objective within the Plan is to reduce transportation-related carbon emissions in an effort to address climate change. Although transportation choices contribute 34% to greenhouse gas emissions in Oregon, residential and commercial construction and operations contribute a very close 31%.¹ Reducing carbon emissions is enhanced by embracing the goal of using what you have. Adaptive reuse of our existing buildings reduces the amount of demolition and construction waste deposited in landfills, lessens unnecessary demand for energy and other natural resources, and conserves embodied energy. Many historic and older buildings are remarkably energy efficient because of their site sensitivity, quality of construction, and use of passive heating and cooling. According to the U.S. Energy Information Administration, commercial buildings constructed prior to 1920 have an average energy consumption of 80,127 BTUs per square foot. For the more efficient buildings built since 2000, that number is 79,703 BTUs.

In sum, identifying and preserving historically and culturally significant resources is a key component in furthering equitable practices, supporting environmental responsibility, and maintaining the diverse and vibrant identities of Portland's neighborhoods, communities, and hubs. A healthy livable city protects its built heritage just as vigorously as it protects the natural environment. The Portland Plan must recognize and make a commitment to the equitable inventory and preservation of our diverse and rich built environment to ensure the continued promotion of thoughtful policy development related to these irreplaceable resources in the forthcoming Comprehensive Plan and other focused planning and policy documents.

Again, thank you for giving HLC an opportunity to comment on this herculean effort. Please do not hesitate to call on the Commission if we can be of further assistance or if you wish to discuss our recommendations further.

Sincerely,

A handwritten signature in black ink on a light blue background. The signature is cursive and appears to read "Carrie Richter".

Carrie Richter
Historic Landmarks Commission Chair

Cc: Commission
Tim Heron

¹ Oregon Department of Forestry, Background Report: Status of Oregon Greenhouse Gas Emissions and Analysis (2009).



City of Portland
Historic Landmarks Commission

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Portland Plan – Requested Revisions

Vibrant Neighborhood Hubs, pp 66-69	
<p>Introduction Text</p> <p>Add to the first paragraph on p. 66 →</p>	<p>Vibrant neighborhood hubs are also characterized by the quality, texture, and history of the built environment. Older and historic buildings, public infrastructure and parks, and archeological resources are defining features of a community's identity and sense of place.</p>
<p>Introduction Text</p> <p>Add to bulleted list on p. 66 →</p>	<ul style="list-style-type: none"> ▪ Identifiable sense of place
<p>Guiding Policy</p> <p>Revise first policy on p. 66 by adding italicized text →</p>	<p>Support strong, vibrant neighborhoods hubs through land use, <i>rehabilitation of existing buildings, historic resource identification and protection</i>, infrastructure and technology investment, and community economic development with a focus on underserved areas with disadvantaged populations.</p>
<p>Guiding Policy</p> <p>Revise fourth policy on p. 68 by adding italicized text →</p>	<p>Promote energy and resource conservation at a district scale in neighborhood hubs through compact development, <i>rehabilitation of existing buildings</i>, and eco-district approaches.</p>
<p>Guiding Policy</p> <p style="text-align: center;">add →</p>	<p>Support neighborhood- and public-agency-initiated historic preservation efforts including the updating and adopting of historic inventories, the designation of historic or conservation districts, and the establishment of density restrictions to encourage adaptive reuse and compatible infill.</p>
<p><i>5-Year Action Plan Items</i></p> <p style="text-align: center;">add →</p>	<p>Resource Conservation: Include in the Comprehensive Plan, codification of the Secretary of Interior Standards for the Treatment of Historic Property to provide a stop-gap of design standards for historic and conservation districts that either do not have district-specific historic guidelines or guidelines that are woefully out-of-date, allowing for uniform decision-making across districts.</p> <p>Potential Partners: BPS, BDS</p>

Coordinated Inter-Agency Approach pp. 78-79

<p>Introduction Text</p> <p>Revise the first paragraph on p. 78 by adding italicized text →</p>	<p>Implementing the Healthy, Connected City's network of neighborhood hubs and city greenways must begin with a coordinated interagency and community-based approach that prioritizes and aligns land use, urban design and investments in community development, <i>historic preservation and adaptive reuse</i>, green infrastructure, parks and trails; natural areas; bicycle, pedestrian and transit facilities; and sustainable storm water systems.</p>
<p>Introduction Text</p> <p>Revise bulleted list on p. 78 by adding italicized text →</p>	<ul style="list-style-type: none"> ▪ Identifying, monitoring and mitigating potential unintended social consequences of investment, such as displacement of communities due to declines in housing affordability <i>or loss of historic resources due to development pressures</i>. ▪ Continued and expanded support of programs and community initiatives that support a vibrant network, <i>environmental and historic resource stewardship</i>, and that encourage people to walk, bike and take transit, recreate, and make other healthy choices.
<p>Guiding Policy</p> <p>add →</p>	<p>Prioritize the investment of public dollars in projects that enhance stewardship of City-owned resources and that encourage maintenance and rehabilitation of existing building over demolition to clear land for new construction.</p>
<p>Guiding Policy</p> <p>add →</p>	<p>Coordinate planning, implementation of development regulations, and design standards that are internally consistent and that support protecting historic and cultural resources.</p>
<p><i>5-Year Action Plan Items</i></p> <p>add →</p>	<p>Planning and Investments: When adopting or amending comprehensive plan and zoning regulations, eliminate zoning authorizations that do not reinforce, complement, or support the historical significance of historic and conservation districts. Identify and implement an agency- and bureau-wide strategy for eliminating the expenditure of public funds in the demolition or neglect of historic buildings. Encourage other public entities to do the same.</p> <p>Potential Partners: BPS, BDS, PDC</p>
<p><i>5-Year Action Plan Items</i></p> <p>Revise Item #40 →</p>	<p>Planning and investment: Coordinate with neighborhoods and identify a strategy for a phased inventory of historic resources to be adopted by the City. Priority shall be given to areas of the Central City and neighborhood hubs and corridors that have or are most likely to experience more immediate redevelopment pressure.</p> <p>Potential Partners: BPS, BDS, PDC</p>

Connections for People, Places, Water, and Wildlife, pp. 74-75

Guiding Policy add →	Emphasize the role of older and historic buildings along our civic corridors, which enhance the pedestrian realm and create a unique sense of place and neighborhood identity that connects Portlanders with their city. Promote identification of historic resources along civic corridors and promote sensitive building rehabilitation to enhance pedestrian connections, corridor identity, and sustainability through historic resource conservation.
------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Facilities and Programs that Meet 21st Century Opportunities and Challenges, pp. 30-31

Introduction Text Add this text to the end of paragraph two on p. 30 →	However, many historic school buildings are beloved, integral parts of the character and identity of Portland's neighborhoods. Their demolition or incompatible alteration would have a detrimental effect on this community character, along with the loss of significant existing building materials and embodied energy that offer opportunities for sustainable rehabilitation.
Guiding Policy add →	Support innovative adaptive reuse of historic school buildings to maintain them as focal points in our neighborhoods, as well as models of sustainability and resource stewardship for generations of students to come.
Guiding Policy add →	Encourage public involvement and formal adoption of institutional master plans to ensure campus expansions do not negatively impact surrounding neighborhoods.

Miscellaneous Revisions

Page 4 Add statistic →	Portland has 14 historic districts and six conservation districts with a total of 5,436 contributing resources. The diverse character of the city's built environment enhances the quality of life for which Portland is well-known.
Page 60 Add statistic →	Approximately 63% of Portland's building stock is at least 50 years old and potentially historic; however, only 4.5% is subject to historic design review and an even smaller percentage is protected from demolition.
Page 76 Add section →	Historic and older buildings are a key component of community identity and vibrancy due to their built-to-last construction, rich palette of materials, and pedestrian-friendly nature.



NORTHEAST COALITION
OF NEIGHBORHOODS

December 21, 2011

Planning and Sustainability Commission
The Portland Plan
1900 SW 4th Avenue, Suite 7100
Portland, OR 97201
psc@portlandoregon.gov

Dear Commissioners:

The Northeast Coalition of Neighborhoods is pleased to be able to offer testimony on the Portland Plan. We would like to begin by applauding your work on this ambitious document. We are also grateful for your extension of the comment period which enabled us to submit these comments. Thirty days is not sufficient time for a volunteer organization such as ours to study and comment on this ambitious document. We hope and strongly recommend that the next draft allows for more time to comment.

The following comments are the result of several levels of analysis and contributions from our organization and the neighborhoods which we serve. We invited ideas and comments from all 12 of our inner North and Northeast neighborhood associations as well as many individual community members and other organizations with whom we regularly work. All three of our coalition-wide community committees considered and weighed in on this important document. Our three committees, the *Land Use and Transportation Committee*, the *Community Economic Development Council* and the *Safety and Livability Team* each bring together a cross-section of individuals representing different neighborhood associations as well as community members at large. The below comments reflect the variety of perspectives through which NECN viewed the Portland Plan draft. Our recommendations were finally vetted by the NECN Board, representing many esteemed neighborhood leaders. We thank you for your consideration.

Decentralization of Decision Making and Implementation:

The city and community should investigate possible processes or decentralizing the decision-making and implementation of the Portland Plan's goals. We recommend analyzing the impact of programs administered by community organizations versus the impact of programs administered directly by city agencies. We believe that directing dollars to community organizations to make neighborhood plans and to implement programs to achieve Portland Plan goals could lead to a greater return from city expenditures.

www.necoalition.org

Alameda | Boise | Concordia | Eliot | Grant Park | Humboldt | Irvington | King | Sabin | Sullivan's Gulch | Vernon | Woodlawn
At King Neighborhood Facility, 4815 NE 7th Avenue, Portland, OR 97211. 503-823-4575 main, 503-823-3150 fax, info@necoalition.org

Equity

The Northeast Coalition of Neighborhoods is in support of the *Human Rights Commission* letter with recommendations for the Framework for Equity. This letter states that the Framework for Equity is less detailed than the other sections of the plan and needs to be critically strengthened. It does not identify potential partners, it is not included in the Portland Today/2035 Objectives; and does not include information about the necessary historical contexts, as well as other gaps outlined in the HRC letter. The overall recommendation is for the Planning and Sustainability Commission to revisit how equity is addressed throughout the Plan, which we support.

Additionally, we encourage more education and outreach to improve relations between police and community members, with an emphasis on Portland's Communities of Color. Specific emphasis should be placed on equitable response by Portland Police to community members, regardless of the individual's community, race, ethnicity or income level. After successful implementation of the above, there must be community education efforts to make these efforts known and alleviate the problem of Portland's Communities of Color not feeling safe calling emergency services.

Furthermore, we ask that there be equitable enforcement of City code in all regions of the City, avoiding disproportionate impacts to any area, unless there is specific legislative exception.

Economic Prosperity and Affordability:

There is altogether too much emphasis on traded sector job growth. The growing urgency of peak oil and climate change require a resilient economy that is much less dependent on trade and more focused on local production for local consumption. We believe the plan should focus more on encouraging innovation that will meet local needs as well as exportation for broader markets. Support emerging businesses and encourage innovation that creates goods and services that can compete with and substitute goods that are currently imported.

Neighborhood Business Vitality:

The City's policy of charging service fees for cost recovery for business development and expansion is a disincentive to entrepreneurs. Commissioner Saltzman is to be commended for his recent effort to reduce zone change fees for some small businesses. We should look to identify sectors and areas where we want to encourage development, and waive all service fees for those developments. When private actions support the general welfare, service fees should come from the General Fund. Along this line, we would like to see a comprehensive look at all the City's service charges to see where reduction or elimination of fees would encourage desirable outcomes.

Also, we feel that there is too much reliance on PDC as primary potential partner in this area. The City needs to identify funding sources outside of urban renewal and encourage the involvement of community-based partners.

Access to Housing:

Encourage a range of housing options in all neighborhoods including smaller units with universal design that will allow our neighborhood elders to age in place. Encourage the development of Accessory Dwelling Units (ADU's) to fill this need. ADU's can also increase density in complete neighborhoods, and provide for greater affordability. Continue indefinitely the waiver of system development charges for ADU's. Consider other incentives, including elimination of the requirement that the ADU must be owned by the primary dwelling.

Healthy Connected City:

The 2035 objective for Healthier People, over the next 25 years the percentage of adults at a healthy weight will not get worse, seems embarrassingly modest. Setting a more aggressive goal would encourage a stronger commitment to active transportation, complete streets, recreational opportunities, and access to healthy food. Let's aim higher.

Air quality is an important equity issue that is not addressed in the plan. Acknowledge that air quality is worse in lower income areas of the City, including the I-5 and Columbia corridors, with concomitant higher asthma rates. At the very least, commit to ensuring that this does not worsen with proposed new highway projects.

The local innovation referenced above should not only be encouraged citywide, but all neighborhoods should have innovation centers that can support local job and economic growth. Businesses and community organizations that encourage innovation should be part of what makes a Healthy Connected Neighborhood. In the absence of proactive steps to place innovation centers in all Portland neighborhoods, there is significant risk that parts of Portland will not fully benefit from innovation and economic growth.

Public Safety

Public safety and crime prevention are critically important to our neighborhoods. Even though Portland's crime rate is low compared to other similarly-sized cities, we still have much to work on. Gang violence has had an increasingly large impact on our communities and alleviation must be a priority. Many of our neighbors have also been impacted by property crimes. Education has been proven an effective tool in preventing property crimes and so should be emphasized. In looking towards the cost required to provide basic public safety nets such as emergency services, we encourage consideration of a process for more efficiently balancing medical services vs. fire services. Sending large rigs out to respond to calls from sick individuals may neither be necessary nor cost effective.

Geographic Subareas:

The geographic subareas are too large and too varied to provide any useful information. They don't adequately consider large differences within their boundaries. For example, the MLK-Alberta area is rated a 10 under "economic prosperity and affordability." This is clearly not true for many of the areas within the MLK-Alberta Subarea. We are concerned that these overly generalized measures will be used when considering funding priorities. At the very least the existence of subarea ratings, actions, and measures of success is

argumentative and an affront to the very specific and detailed understanding that Portland residents have of their neighborhoods. It mischaracterizes the reality in many areas of the City without providing any important benefit. We strongly recommend that all references to subareas be removed from the Plan.

Measurements of Success and Benchmarks of Success

The Portland Plan lays out numerous objectives that would benefit communities and individuals. However, the measures of success do not include detailed enough baseline data or concrete the concrete benchmarks needed to ensure successful completion of the Portland Plan's objectives. In most cases the measures are not broken down across income, racial and ethnic groups.

Thank you again for your work on this strategic vision for our City and for your consideration of our recommendations.

Sincerely,



Chris Lopez, President
Northeast Coalition of Neighborhoods

Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, OR 97201-5380

Attn: Portland Plan testimony

To the Planning and Sustainability Commission:

As a Portland resident I have been pleased to track the progress of the Portland Plan. It is an ambitious project but one that offers promise to improve the livability and prosperity of our community. While I appreciate that the plan was developed in response to Portland's most pressing challenges, I would like to advocate for the specific acknowledgement and inclusion of "conservation education" in the final Portland Plan document.

As a region, we possess the collective capacity to address the challenge of what Richard Louv has called "nature deficit disorder" through our dynamic system of conservation education activities. There is no shortage of research describing the benefits gained through time spent in the natural world:

- Experiences that put us in contact with the natural world carry the potential to increase academic achievement, lower stress levels, improve child development, and contribute to better physical and emotional health in all residents.¹
- Using the environment as an integrating context for learning has been shown to provide benefits to students including:
 - Improved performance on standardized measures of academic achievement in reading, writing, math, science, and social studies.
 - Reduced discipline and classroom management problems.
 - Greater enthusiasm for language arts, math, science, and social studies.
 - Better ability to apply science to real-world situations.
 - Greater proficiency in solving problems and thinking strategically.
 - Better application of systems thinking and increased ability to think creatively.
 - More advanced skills in applying civic processes to real-life situations.²
- Participation with "wild nature" in childhood such as walking, playing, or hiking in natural areas, camping, or hunting or fishing has a significant, positive association with both adult environmental attitudes and behaviors. (Wells and Lekies, 2006)
- A recent study provides evidence that education can be a viable approach for achieving measurable improvements in environmental quality.³

All of these examples support the role of conservation education as a key to the prosperity of our region. The Draft Portland Plan currently links youth, economic prosperity and a healthy connected city – the same relationships are fundamental to conservation education as practiced in our area. Across Portland, hundreds of teachers, districts, non-profits and agencies engage youth in meaningful, hands-on, applied conservation education learning experiences preparing students to become lifelong stewards of their

¹ Maller, C., Townsend, M., St.Leger, L., Henderson-Wilson, C., Pryor, A., Prosser, L., and Moore, M. (2008). "The health benefits of contact with nature in a park context: A review of relevant literature." Deakin University and Park Victoria. (from http://theintertwine.org/documents/ConservationEducationTaskForce_FinalReport.pdf pg.4)

² 1998 & 2002. Lieberman, G.A. & Hoody, L.L. Closing the Achievement Gap: Using the Environment as an Integrating Context for Learning. State Education and Environment Roundtable. www.seer.org.

³ Duffin, M., Murphy, M., & Johnson, B. (2008). *Quantifying a relationship between place-based learning and environmental quality: Final report*. Woodstock, VT: NPS Conservation Study Institute in cooperation with the Environmental Protection Agency and Shelburne Farms.

environment and community who are willing and able to exercise the rights and responsibilities of citizenship, who choose to interact frequently with the outdoors, who understand their multi-faceted relationship to the natural world, and who are therefore well- prepared to address the challenges the future holds. These partnerships demonstrate shared ownership for youth success by applying private and public funds and countless volunteer hours to support the meaningful engagement of many school children, families and others in active stewardship, restoration and environmental monitoring that create and sustain our green infrastructure as well as develop community resilience and assets.

Conservation education is a critical component to educating Portland's youth, sharing in ownership of student success, building supportive neighborhoods and communities, supporting students inside and outside of the classroom, providing programs that build 21st century skills, and ultimately ensuring that all youth have the necessary support and opportunities to thrive — both as individuals and as contributors to a healthy community and prosperous, sustainable economy. The policies called for in this Plan goal are modeled within the conservation education community; programs address resource questions creatively, encourage student achievement (with opportunities for leadership such as Outdoor School teaching roles which require students to maintain good academic standing) and solve issues of access with schoolyard habitat and gardens. There are hundreds of programs that weave a net for youth, connecting many with mentors, learning environments and experiences that fill the out-of-school hours with learning that complements the community's physical realities and natural assets.

Building and maintaining partnerships is an essential component in conservation education and has the ability to leverage private sector support for schools while supporting curriculum that fosters creativity and critical thinking to prepare students for a workforce that is globally competitive, entrepreneurial and responsive to economic change.

Creating an environmentally sound future is a task for all Portlanders, particularly our youth, as they will be the decision-makers charged with addressing increasingly difficult decisions. Every sector of society; from business to private foundation, from government agency to non-profit, from family to community has a stake in creating our shared future. It would be an unfortunate oversight for the Portland Plan not to acknowledge the role of conservation education as a vital key to student success and the impact that these youth will have as adults in ensuring a healthy and prosperous Portland for all.

In particular, the Plan's objectives for 2035 are advanced by the strong collective work of the Intertwine Conservation Education Leadership Council. Objectives 6 and 8 for thriving, educated youth both enter into the Council's desire to see parks, natural areas and trails serve as the connection point for everyone to nature here in Portland. It is vitally important that the contributions of so many dedicated volunteers, teachers and youth leaders get expanded city-wide to net the physical activity and learning context that Portland envisions for our future. Additionally, in the 5-year action plans, 6, 9, 11, 12, 14, 19, 21, 23, 27, 28 and 42 speak to the aims of the conservation education community to provide programs to support voluntary stewardship, environmental literacy and universal achievement of the skills that are needed for a healthy connection to nature.

Please consider the specific recommendations outlined below for inclusion in the Portland Plan:

Page #	Insertion point	New content	Comment/and any deletions?
21	Create neighborhoods...	Create complete neighborhoods and communities that support youth and their access to physical and social resources.	Those elements of the physical and social infrastructure that youth and students can use for learning, leadership development, etc. need to be protected, maintained.
22	[first complete paragraph] classroom is needed to ensure...	...classroom is needed to ensure that <u>all youth</u> (regardless of identity) can	Opportunity to reinforce universal applicability and equity concerns.
22	7 Limited youth voice: Youth...	...civic engagement in issues regarding local stewardship, public education, public health...	The Portland Plan itself has been (and can continue to be) a tool for engagement, these public questions; environmental, etc. all need youth participation.
23	6 ...and have multiple...	...and have multiple opportunities for indoor and outdoor daily physical activity.	
23	8 ...All learning environments are...	...All indoor and outdoor learning environments...	The contiguous neighborhood adjacent to the school can contain parks, natural areas and trails that serve to connect to nature.
24	[sidebar] Guiding Policies Strengthen collaboration...	Strengthen collaboration among government, public schools and nonformal educators, higher education and local businesses...	The nonformal education sector plays a demonstrated role in activating learners especially in STEM careers (reference: LIFE Center, www.life-slc.org).
25	6 ...investing in supportive community-serving...	...investing in supportive community-serving infrastructure including access to nature (e.g., parks, natural areas and trails)	Green infrastructure returns multiples of its cost of development.
26	[sidebar, final bullet] ...participate in...	...participate in decisions and stewarding investments that affect their lives.	
27	11 ...youth programming and...	... youth programming and built and natural resources available along the continuum...	Given transportation costs and limitations, access by neighborhood to outdoor spaces is as

Page #	Insertion point	New content	Comment/and any deletions?
			important as programming.
29	19 ...availability of...	... availability of family outdoor recreation, skills classes...	Outdoor recreation is an effective youth development/family support strategy.
29	21 ...programs that increase...	...programs that increase children's indoor and outdoor physical...	Important to be explicit with expectations.
31	27 ... multiple community-serving functions, while...	... multiple community-serving functions, such as green infrastructure investments, while...	The policies and zoning could net new amenities for neighborhoods hosting educational institutions.
78	[last bullet in D.] ...that support a vibrant network, environmental stewardship...	...that support lifelong learning, environmental stewardship...	a vibrant network duplication in the bulleted list
81	42 ...community-based initiatives...	...community-based initiatives that further Healthy, Connected City and passive learning opportunities (educational signage, etc.)...	

Thank you for considering this request.

Sincerely,

Traci Price

www.traciprice.net

tp@traciprice.net

503-896-8755

From: Schwab Mary Ann [mailto:e33maschwab@gmail.com]
Sent: Friday, December 23, 2011 11:47 AM
To: Wickstrom, Matt
Cc: Adams, Mayor; Pharo Steve; Tarkalson Peggy; Deumling Reuben; Loney, Paul; Dufay, Anne; nancy tannler; Witcosky, Keith J.
Subject: Is the Portland Plan and Comp Plan land use really about creating jobs?

Good Morning Matt,

Please enter this concern into the Portland Plan for review...

Reading the CES URAC November 14th minutes, now I understand the reasons why Portland Development Commission will no longer invest TIF in new restaurants/taverns/pubs. Granted Belmont is not within the CES URAC, nonetheless Justin and Katie, hard work and dreams were shattered in these tough economic times. The Hall of Records opened with high hopes August 2010. However, the business did not pencil out so they could quit their day-time jobs. Tonight we are bidding Justin and Katie farewell tonight.

The good news however, is Suzettes, Food Cart was sold, and Suzettes, prior owner will relocated in the Hall of Fame, soon. As for Suzettes obtaining a OLCC liquor license -- not an issue -- thanks to 1999 Distributor and Restaurant Association Lobbyists who when discovered the 1988 Convenience Store task force report -- were successful in tweaking the ORS -- as long as the OLCC liquor license applicant does not have a FELON ON RECORD and is willing to sign off on a Good Neighbor Agreement (GNA), the OLCC is mandated to approval applications. Yes, regardless of how many OLCC outlets are in any given area -- including Belmont Street between SE 33rd and SE 34th. As for those GNA, without enforcement -- the GNA is worthless -- in that immediate neighbors tracking Time, Place and Manner has little if any effect -- especially when neighbor(s) simply move.

Which begs the questions, how many OLCC outlets are too many for one neighborhood to accommodate and still get a good nights sleep.

<http://www.portlandmercury.com/portland/suzette-delight-fold/Content?oid=2141200>

Yes, I am sorry see Justin and Katie go.

Blessings,

Mary Ann Schwab
605 SE 38th Avenue
Portland, OR 97214

Begin forwarded message:

From: "Katie" <kbretsch@gmail.com>
Date: December 23, 2011 10:20:47 AM PST
To: SunnysideNeighborhood@yahoogroups.com
Subject: [Sunnyside Neighborhood] Stop in to say "Thank you" -- Last Evening at Hall of Records
Reply-To: SunnysideNeighborhood@yahoogroups.com

Tonight is the last night for Hall of Records. Please stop in and say "Thank you" and "Happy trails" to Justin and Katie.

They worked hard to give the neighborhood a good place and did the same hard work on Street Fair. Sorry to see them go.

[Reply to sender](#) | [Reply to group](#) | [Reply via web post](#) | [Start a New Topic](#)

[Messages in this topic](#) (1)

RECENT ACTIVITY:

• [New Members](#) 1

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Please visit the neighborhood website at <http://sunnysideneighborhood.com>.

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From: Schwab Mary Ann [mailto:e33maschwab@gmail.com]
Sent: Tuesday, December 27, 2011 11:57 AM
To: Deumling Reuben
Cc: Wickstrom, Matt
Subject: Fwd: 09/23/2010 Dresden Apartments Case File Number: LU 10-122685 CU Hearings Officer: Gregory J. Frank

Good Morning Reuben:

This morning I attempted to get the electronic link to the 09/23/2010 Dresden Apartments Case File Number: LU 10-122685 CU Hearings Officer: Gregory J. Frank so it could be inserted in with SNA concerns regarding the high numbers of cell antenna installed on apartment complexes; i.e., Dresden Apartments in Kerns Neighborhood. At the time, Michael Whitmore and I testified before Hearings Officer, Gregory J. Frank -- who admitted he was no expert.... Might I suggest we write up SNA concerns, inserting this LU 10-122685 CU electronic link we referenced (herewith) when it become available next week. As for when and how many cell antennas were installed on the Sunnyside Apartments roof, at SED 34th and Avenue, I don't have a clue how to track the city's work-orders.

What I do know, is most contracts are written for up to five (5) years, and signed by the property owner(s). As to when Clearwire and Sprint agree to access the same equipment, is anyone's guess who approves their "good business agreement". As for where SNA signs off on additional electronic cell attachments in a "good neighbor agreements" is to be determined in the Portland Plan or not. Surely, the Bureau tracking fees paid for business licenses has a record. If not, why not?

I called: 503-823-7526, followed telephone prompts with your name and phone number, BDS telephone calls are returned within 48 hours.

#1 Portland Online/BDS for zoning and land use
#2
#3 Left the Dresden Apartments address 2545 East Burnside and the question for the Portland Plan deadline 12/28/2011.... how many clearwire/sprint/etc antenna are too many on an apartment house?

With the Portland Plan Draft public input deadline tomorrow, Wednesday, December 28th, note that I have copied this DRAFT to Matt Wickstrom, who will return to his office on Monday, January 5th.

Blessings,
mas

Portland Plan: City must prepare for potential economic shocks

Published: Monday, December 26, 2011, 4:10 AM



By **Guest Columnist**

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By Jeremy O'Leary and Liz Bryant

The draft Portland Plan, intended to guide the city's development to 2035, is in its final public comment stage.

Transition PDX -- a group committed to building resilient, sustainable and just communities that can adapt to challenging times -- recently held a series of discussions about the plan.

Despite its commendable emphasis on equity and its many innovative, aspirational goals for education, the local economy and neighborhoods, the plan falls short for us in the 99 percent in some fundamental ways.

Notably, the plan assumes economic growth.

But growth is far from guaranteed. In a recent city-sponsored talk, energy expert Richard Heinberg joined the National Intelligence Council, environmental economists and retired Wall Street and government insiders in predicting a future characterized by declining tax revenues, persistent high unemployment, falling household income, increased demand for social services, higher energy costs and continued financial system instability.

These are serious problems, brought into focus by Occupy Portland. To ignore them is perilous. In 2007, the city's own peak oil task force report described the potential for an oil shock and outlined various adverse economic effects in three economic scenarios. The plan should build on them.

Research shows that healthy, prosperous communities have narrow income disparities. Economic and environmental shocks will hit our poorest citizens hardest. The new Office of Equity needs to lead in narrowing disparities in income, housing, food and health care.

Although we commend the plan's emphasis on neighborhood hubs and its intent to make schools available for community use, it should go further: seismically safe school buildings could become community centers and mainstays of neighborhood resilience. They can become incubators for micro-enterprises and cooperatives, centers for learning forgotten skills, emergency food storage sites, meeting spaces and dance halls, community kitchens, health clinics and tool-lending libraries.

Other ways to enhance community resilience include food-buying clubs, rainwater catchment, and practical, small-scale approaches to emergency sanitation. These kinds of local solutions need to become widespread before an earthquake or serious

economic or energy shock hits.

We offer several other recommendations:

The city should educate, encourage and help residents prepare for such emergencies.

The plan should emphasize developing local industries to substitute for imported products. Supporting Portland's small businesses is vital.

To support its emphasis on community participation, the plan should significantly broaden the list of potential partners (now mostly public agencies). The proposed physical changes in neighborhoods, for example, will need to engage neighborhood associations and other community organizations.

The plan should address significant needs in east Portland by increasing its few designated neighborhood hubs and envisioning major improvements to walking, biking and transit facilities -- not to mention housing and security.

Finally, achieving economic equity and many other plan goals could be undercut by dwindling tax revenues. Incorporating citizen initiatives and participation in designing and implementing programs could cut costs. The city could promote financing innovations ranging from a state bank to a local currency for buying local products, paying local taxes and engaging unemployed people in otherwise unaffordable projects.

Transition PDX hopes to see a Portland Plan that will facilitate all Portlanders working together to create a resilient, adaptable city. Written comments can help create this more comprehensive Portland Plan. Go to pdxplan.com before Dec. 28 to help build a future for all. Our children are depending on you.

Jeremy O'Leary and Liz Bryant live in Portland and are participants in Transition PDX. They wrote this in collaboration with other members.

-----Original Message-----

From: Andy Dworkin [<mailto:dworkin@ohsu.edu>]
Sent: Monday, December 26, 2011 4:22 PM
To: Planning and Sustainability Commission
Subject: Portland Plan comment

I am very worried about a serious omission in the Portland Plan. Nowhere does the plan address the special needs of older adults. This is a surprising and distressing oversight. About one in 7 Oregonians are age 65 or older, suggesting that more than 80,000 Portlanders fall into this age bracket. Moreover, people 65 and older are the fastest-growing age demographic in US society, projected to account for one in every five Americans by 2050. The oldest old - those aged 85 and up - are the fastest growing subgroup within this or any age bracket. And Portland's inclusion on many popular-press lists of good places to retire suggests that the trend toward an older population will play at least as significant a role, if not a bigger role, in our city's future.

In short, older adults are a big and growing part of Portland. Many of them have special social, transportation and other needs that should be addressed by the Portland Plan. For instance, a large number of older adults need extra help getting around the city. In the 2000 Census, more than 20 percent of people 65 and older reported difficulty going outside the home to see a doctor or shop, a rate that rose to 47.3 percent of people 85 and older. After the age of 70, many people stop driving entirely or limit their driving to close, daytime trips, increasing their reliance on other modes of transit. In fact, the average man in his early 70s will live for seven years after he stops driving; a similarly-aged woman can expect to live for 10 years after she stops driving. Yet nowhere in the Portland plan are the specific transit needs of older adults addressed. This is more than just an issue of convenience: Inadequate transportation for elders leads to less use of preventive and primary health care, a greater reliance on emergency medical services, increased costs, worse health and earlier death. Both practically and ethically, then, the city should be looking at the special transit needs of its older residents.

The needs of older Portlanders extend beyond transportation. Older adults use medical care more than younger people. The demographics of where older adults live in Portland should help guide zoning and land use decisions, to encourage medical facilities to locate close to their patients, improving access and reducing driving trips and the related traffic and pollution. Similar information would be useful for zoning and siting other services seniors frequently use, including groceries, senior centers, walkable parks and more. Yet the Portland Plan is entirely devoid of demographic information about where, within the city, older Portlanders live and what services are available or lacking in those areas. The plan does contain a lot of information about where children live in Portland and detailed consideration of their special needs. This focus on age-specific needs of some Portlanders makes it very hard for me to understand the plan's complete lack of attention to older Portlanders and their needs.

Older adults offer a wealth of benefits to Portland and its residents. They are workers and volunteers, creators and consumers, caregivers for children and other adults. They bring huge amounts of experience, knowledge and passion to the city. Please use the great information

already gathered in this planning process to address the needs of this large group that gives so much to the city, instead of omitting them from the vision for the city's future.

Thank you for taking the time to read and consider my comments.

- Andy Dworkin, Southeast Portland resident (1322 SE 45th Ave.)

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One last thought -- it's nice to see the agency partners listed next to each activity, but what about the community partners? What about business associations, environmental groups, the DCL partners, PTA's, neighborhood associations, etc. We don't want staff to devote valuable time to making lists and then leave someone out, but couldn't you include some samples that mention community partners and leave space, perhaps urging readers to put their initials or the initials of their organizations next to the activities they plan to help implement?

The staff has done an excellent job of hearing community concerns and incorporating them into the Plan. However, we remain concerned that 1) the Plan does not regard us as partners in

implementation despite the inadequate public funding currently available to carry these Actions forward and 2) the Plan does not speak overtly enough about the possible futures facing us as climate change continues to unfold. On behalf of our neighbors, we thank you for listening so carefully to us. And thank you for volunteering your time to help make our city a better place for future generations.

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- b.** Establish partnerships between the Portland Board of Education and the Portland Noise Control Office to help ensure all students have an equally quiet learning environment to study in conditions that are on par with students in affluent and quieter schools.
- c.** Add noise mapping to the set of GIS tools which planners can draw on to help with transportation planning, general long range planning, and in acknowledging the needs of industry as residential use encroaches on traditionally industrial regions of Portland.

One last thought -- it's nice to see the agency partners listed next to each activity, but what about the community partners? What about business associations, environmental groups, the DCL partners, PTA's, neighborhood associations, etc. We don't want staff to devote valuable time to making lists and then leave someone out, but couldn't you include some samples that mention community partners and leave space, perhaps urging readers to put their initials or the initials of their organizations next to the activities they plan to help implement?

The staff has done an excellent job of hearing community concerns and incorporating them into the Plan. However, we remain concerned that 1) the Plan does not regard us as partners in

implementation despite the inadequate public funding currently available to carry these Actions forward and 2) the Plan does not speak overtly enough about the possible futures facing us as climate change continues to unfold. On behalf of our neighbors, we thank you for listening so carefully to us. And thank you for volunteering your time to help make our city a better place for future generations.

From: Will Fuller [mailto:wwfuller@teleport.com]
Sent: Monday, December 26, 2011 1:27 PM
To: Planning and Sustainability Commission
Subject: Comment on education priorities

I chair the Southwest Neighborhoods, Inc. (SWNI) Schools Committee. The SWNI coalition is the only one in the city with a committee devoted to schools. As such, we promote the best possible schools for all the children in SW Portland through strong community involvement. This means involvement of the 80% of the people who don't have children in school, as well as the parents of students, and it means private as well as public schools. In other words, our focus is on the family and the community as a whole, not on the particular institutions that serve the community.

This long prologue is to give perspective to my comments, in hope that they will be weighted a bit more than the thousands of others you will receive on the plan.

When I look over the plan, I am understandably pleased to see the emphasis on education and equity. I also endorse the list of actions to improve education in the city, and the emphasis on shared ownership of those actions and priorities. Planned action generally is preferable to an uncoordinated free-for-all fight for support.

I do have a few concerns and observations.

- First, this looks like a champagne plan on a beer budget. Resources are limited. Something has to be left undone. Pared priorities need even more paring down. This is necessarily even at the cost of going someone's oxen. Better now than later when inflated expectations get punctured.
- That said, the criteria for deciding among competing priorities is not clear to me. Unweighted accumulation of opinions in a broad public process can lead to diffuse directions and de facto decision by an unrepresentative group of insiders. The hard job of deciding who decides has to be part of the plan, and clearly laid out. In education priorities, the earlier the better, e.g. Head Start before high school. The Jesuit aphorism "Give me a child until he is seven..." is apt. In a recent study of achievement gaps they appear by 3rd grade and don't change appreciably over time after that.

- Portland has a socially-broad base of support for schools, but it is increasingly shaky. If “Equity” means “their kids, not mine,” the base will crumble. Therefore, put actions that promote mutual benefit and shared success front and center in the plan, a rising tide that lifts all boats, instead of Robin Hood approaches to equity.
- “Priority areas” has too often meant “not in Southwest.” While the overall demographics in SW Portland are skewed to the upper end, there are significant numbers of children of color (about 20%) and low-income families (a bit more) who are underserved because services are concentrated elsewhere. The plans to promote equity should be child-based more than region-based.
- In addition, disadvantage children in a generally advantaged area can suffer from a contrast comparison and become isolated and discouraged rather than stimulated by the higher level of expectation in the school. They are especially needful of support.

That said, I wish you well in the planning process, and look forward to the revised plan that will emerge next year.

Regards, Will

Will Fuller 503-246-2328
3824 SW Canby St 503-764-5501 Cell
Portland, OR 97219

From: Arthur Paulson [mailto:hhap@pdx.edu]
Sent: Monday, December 26, 2011 9:08 AM
To: Planning and Sustainability Commission
Subject: Portland Plan Testimony

To the Commission:

Downtown Portland—and some suburban centers—used to remind me of Paris. One could sit outside at a table, read the paper, sip good coffee, and watch people go by.

But eventually I realized that most settings for such priceless enjoyment felt cramped and noisy. What Paris has that we mostly lack is *space* between traffic and where one wants to sit and rest aging knees.

I suggest the commission adopt new guidelines for the distance between curbs and the front of buildings. In other words, wider sidewalks—especially for spaces zoned for restaurants. Allow some extra space for tables and chairs.

Hasn't anyone been to Paris and learned something?

Sincerely,

A. B. Paulson
Hillsdale/Multnomah/Barbur Sub-Area

Address added later:
A. B. Paulson
Hillsdale/Multnomah/Barbur Sub-Area
6822 SW Burlingame Ave.
Portland OR 97219

From: lesliepohl@comcast.net [mailto:lesliepohl@comcast.net]
Sent: Thursday, December 29, 2011 9:35 AM
To: Planning and Sustainability Commission
Subject: Re: Portland Plan Testimony - TO ALEX

Hello,
My address 7136 SW 3rd Ave Portland, Or 97219

Leslie Pohl-Kosbau

From: "Planning and Sustainability Commission" <psc@portlandoregon.gov>
To: "Leslie Pohl" <Lesliepohl@comcast.net>
Sent: Wednesday, December 28, 2011 12:28:47 PM
Subject: RE: Portland Plan Testimony

Dear Ms. Pohl-Kosbau,
Thank you for your time and input about the Portland Plan!
Please note that written and e-mailed testimony must include your mailing address to be included in the public record. Although the deadline for public comment is today at 4:00pm, if we have your address by next Wednesday, January 4th, at 4:00pm, we can include it in the record
Thanks again!
Sandra

-----Original Message-----

From: Leslie Pohl [mailto:Lesliepohl@comcast.net]
Sent: Monday, December 26, 2011 10:59 AM
To: Planning and Sustainability Commission
Subject: Portland Plan Testimony

Thank you for the process of building the Portland Plan. We definitely need a road map to the next 25 years and more. I appreciate the neighborhood meetings that were help to get input for the plan. It is all the more important for the plan to work by requiring all neighborhoods to shoulder the goals and work in a grass roots fashion to achieve the goals. I do not see a strategy in the Plan to hold the neighborhoods and each resident accountable for realizing the goals. When everyone has a shared vision and works willingly towards it, this can motivate them with positive actions to achieve the vision.
Portland is a city of neighborhoods, teeming with talented people who can make this vision become a reality. I would like to see a section of the Plan address "grass roots" engagement, leadership, and training, identifying partners, models and successes.

Thank you.

Leslie Pohl-Kosbau
City of Portland resident

From: Kelly Moosbrugger [mailto:kelmoose@gmail.com]
Sent: Wednesday, December 28, 2011 6:42 PM
To: Planning and Sustainability Commission
Subject: Re: The Portland Plan - Proposed Draft comments

Sandra,

I apologize! My mailing address is:

708 NW 19th Ave. Apt. B
Portland, OR 97209

Thank you.

Kelly Moosbrugger

On Wed, Dec 28, 2011 at 3:32 PM, Planning and Sustainability Commission
<psc@portlandoregon.gov> wrote:

Dear Ms. Moosbrugger,

Thank you for your time and input about the Portland Plan!

Please note that written and e-mailed testimony must include your mailing address to be included in the public record. Although the deadline for public comment is today at 4:00pm, if we have your address by next Wednesday, January 4th, at 4:00pm, we can include it in the record

Thanks again!

Sandra

From: Kelly Moosbrugger [mailto:kelmoose@gmail.com]
Sent: Monday, December 26, 2011 2:56 PM
To: Planning and Sustainability Commission
Subject: The Portland Plan - Proposed Draft comments

To: City of Portland Planning and Sustainability Commission
From: Kelly Moosbrugger
Date: December 26, 2011
Re: Portland Plan Proposed Draft

Thanks for the opportunity to review and comment on the plan. I reside in NW Portland and I'm a Master of Urban and Regional Planning student at PSU. I've also been working

on the Greater Portland Pulse indicators project for the past 16 months. I have four major concerns plus a few short comments on the Portland Plan:

1. Equity in the measures

Equity is the backbone of the Portland plan, but it is absent in many of the measures. The diversity and dissimilarity indices are inadequate as the only measures of racial and ethnic equity. The Portland Plan should include better ways to measure equity and should set targets for reducing disparities and increasing equity. Equity can and should be incorporated into many of the other measures. For example, the measures for high school graduation and 3rd grade reading and math are available by race and ethnicity. The target for graduation should include not just the 95% graduation rate, but also a reduction in the disparities between school districts and between whites and communities of color.

Resident satisfaction, complete neighborhoods, poverty, cost burden, safety, and active transportation could also be measured by race and ethnicity and in some cases even by age, income level, disability status, presence of children, and other characteristics.

2. “Growing Business” measure

The Portland Plan should not use a ranking as a measure for traded sector business growth (page 93). Portland could move into the top ten without doing much of anything if other cities lose export value. Conversely, if other cities are doing really well and growing their exports, Portland could fall in the ranking even while increasing its export value. The rank does not really tell us how we are doing. Please consider using percent growth or a monetary value instead of the ranking.

3. Accountability in the 5-year Action Plans

Most of the 5-year actions in the plan include potential partners. However, it's not clear which of the potential partners is the lead agency when more than one is listed. How does the public know who to hold accountable for the actions? Additionally, there are no potential partners listed for any of the equity actions.

4. Timeframe for plan recommendation and adoption

The Commission plans to make a recommendation after a 3-hour work session on January 10th. I don't understand how three hours will be adequate for considering all the feedback you've received, let alone actually deciding upon changes that you'd like to make to plan. You've been diligent with the planning process so far, why rush through it now? Please give yourself more time to revise and improve the plan before making a recommendation to City Council.

Other comments:

- Page 39 – Import substitution, introduced on page 37, is not mentioned in the Action Plan items.

- Page 47, Action 24 – Central city office development – Aren't we trying to increase jobs and offices in the Gateway area too?
- Page 49 – A huge barrier to small businesses and entrepreneurs in Portland is the city's high permitting costs. This should be addressed here.
- Page 69, Objective 14 – According to your parks access map, Roseway/Cully is another area that severely lacks park access. If we are going to mention specific areas like Hollywood, let's include Cully too.

Thanks,

Kelly Moosbrugger
Masters of Urban and Regional Planning Candidate
Portland State University
kmoosbrugger@pdx.edu

Portland Bicycle Advisory Committee

Working to Make Bicycling a Part of Daily Life in Portland

1120 SW 5th Avenue, Room 800
Portland OR 97204



27 December 2011

Susan Anderson, Director
Bureau of Planning and Sustainability
City of Portland
1900 SW 4th Avenue
Portland, OR 97204

Dear Ms. Anderson,

On behalf of the Portland Bicycle Advisory Committee (BAC), I am submitting comments on the October 2011 draft of the Portland Plan. The Plan represents an exciting approach that is visionary and genuinely comprehensive in its scope. The BAC generally supports this approach and understands the tremendous effort this project represents.

This past May, the BAC expressed several strong concerns regarding the previous draft of the Plan because it was relatively silent regarding the contributions bicycling could make to achieving the City's stated goals. In that earlier draft, bicycling was, for the most part, described as either an amenity or as merely an outcome of well-planned neighborhoods – rather than as a tool that could itself be used proactively to lower emissions, reduce congestion, improve public health, and ultimately *foster* well-planned neighborhoods and a strong and prosperous populace. Over the summer, several members of the BAC met with Bureau of Planning and Sustainability staff to discuss how a new draft of the Plan could explicitly include bicycling as a means to realize Portland Plan goals and objectives. We very much appreciate the time you and your staff took to meet with us and to integrate some of our recommended changes.

While this latest draft of the Portland Plan (dated October 2011) represents an improvement regarding its general depiction of bicycling, we still feel that cycling can and should play a clearer role in the Plan and its “Three Integrated Strategies.” For example:

- The Portland Plan should state clearly that active transportation – including bicycling – can lead to substantial improvements in **public health**, and that, therefore, investments in bicycling infrastructure and programs have a (strong) justification beyond recreation or as the mode of choice for a self-selecting few.
- The Portland Plan should make clear the economic rationale for cycling – as an affordable alternative to driving that can improve both **personal and community prosperity**.
- In order to reduce carbon impacts, ease traffic congestion, increase mobility, and improve public health, the City has adopted aggressive mode-split goals that seek to **reduce single-occupancy vehicle (SOV) use to 30%** while increasing other modes (including active transportation modes) to a combined 70%. The Portland Plan needs to be absolutely unambiguous in its discussion of these goals and the crucial role cycling and investments in cycling infrastructure must play in achieving them.
- To achieve a stated, City-wide bike mode-split target of 20% (and to achieve the larger, non-SOV goal of 70%), Portland must invest in a **variety of bicycle facility types** to meet different geographic and roadway conditions as well as to attract the widest range of cyclists possible. Unfortunately, the Portland Plan at present discusses and promotes only one bicycle facility type (Neighborhood Greenways), and this is either a significant oversight or a drastic over-simplification.

- The **Portland Bicycle Plan for 2030** is a document that is both visionary and well-grounded in international best practices. Furthermore, it has received clear support from the bicycling community, staff of the Portland Bureau of Transportation, and the present members of the Portland City Council. The current Portland Plan draft stands at a cool distance from the Bicycle Plan for 2030, and at times seems ready to impede that previously-adopted plan's successful implementation. The Portland Plan should clearly integrate and promote the Bicycle Plan for 2030 to the highest degree possible.

In addition to these overarching statements, we have a few general statements about the Portland Plan's "Three Integrated Strategies."

Thriving, Educated Youth

The Centers for Disease Control and Prevention (CDC) have been unequivocal in their support for active transportation and for creating an environment that allows for and promotes healthier choices – including those that can reduce instances of obesity and other physical ailments that derive from a sedentary lifestyle. (For example: "Automobile trips that can be safely replaced by walking or bicycling offer the first target for increased physical activity in communities," and "Changes in the community environment to 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 represents a critical goal.") We strongly feel that the Plan's "Thriving, Educated Youth" section should include an action item (or items) that provide for both the physical infrastructure and the cultural / community support that allows and encourages children and teenagers to lead more active, healthy lifestyles (ones that include walking and bicycling).

Economic Prosperity and Affordability

In its current form, the Portland Plan disregards the important role that affordable, non-automotive transportation – including cycling – can play in achieving prosperity for Portland's citizens. According to the Surface Transportation Policy Project, transportation represents the second largest expenditure for families behind only housing (July 2003). The impact that transportation costs can have on net household income needs to be recognized in the actions and policies that support the goal to expand economic opportunities. The 2035 objectives should more directly speak to providing economical transportation options, such as bicycling, walking, and transit rather than simply mentioning transportation as an aside to Objective 6 (Access to housing).

Further, the Plan should celebrate the impact that cycling can have on Portland's commercial and export economy. As was documented in Alta Planning + Design's "The Value of the Bicycle-Related Industry in Portland" (2008), bicycling-related business play a significant role in Portland's retail, industrial, and craft sectors. Alta further noted that the number of Portland's annual "races, rides, events, and tours" number in the thousands. Cycling-related businesses are playing an important role in Portland's burgeoning green economy, and this should be both acknowledged and encouraged in the Portland Plan.

Healthy Connected City

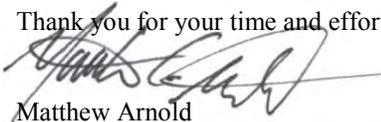
To the extent that bicycling is discussed in the Portland Plan, that discussion occurs primarily in the "Healthy Connected City" section. Unfortunately, this section remains primarily focused on pedestrians, which, for example, are the sole defining characteristic of "complete neighborhoods" (see p. 61). As we wrote to you regarding the Plan's previous draft in our letter dated May 26, 2011: "It is a pedestrian-oriented plan, and we admit that there is a certain, sensitive logic to creating a plan around the most basic and vulnerable users. But by lumping cycling in with walking – or, more frequently, ignoring cycling altogether – the Plan misses a significant opportunity to envision the various key aspects of the Plan – connectivity, land use, development, affordability, equity, climate change, public health, and prosperity – through a very different but entirely viable lens: cycling and human-powered transportation." If the "Healthy Connected City" section of the Plan is to be where bicycling "lives," then we strongly feel that it needs to provide more solid policy foundation for bicycling, which aligns with the adopted Portland Bicycle Plan for 2030.

In the core of this section, there is excellent language around "Neighborhood Greenways" and action steps focused on their implementation. Unfortunately, these seem to be the only bicycle facility mentioned in, and therefore supported by, the Portland Plan. This unnecessary omission of other (much needed) bike facility types

negates the Portland Bicycle Plan for 2030's position on maintaining flexibility in implementing capital projects related to bikes. Further, the failure to acknowledge Major City Bikeways denies PBOT's efforts to continue implementing bicycle improvements on the City's major roadways. Lastly, bikeways should be considered not only as a feature of "neighborhood hubs," but as healthy routes for getting between such hubs and to various destinations throughout the city – as well as for making connections around the region.

In addition to these general comments, the BAC has a number of specific amendments to the document's text, and these are provided here as an attachment. We hope that you will give these comments serious consideration when drafting the next version of the Portland Plan.

Thank you for your time and effort on our City's behalf,



Matthew Arnold
Chair, Portland Bicycle Advisory Committee

cc: Roger Geller, Portland Bureau of Transportation
Portland Planning and Sustainability Commission

The following are specific, recommended changes that the Bicycle Advisory Committee would like to see made to the October 2011 draft of the Portland Plan:

Thriving Educated Youth

- p. 22 Under #6 (Health concerns) childhood asthma and childhood obesity should both be mentioned.
- p. 28 The second sentence of the second paragraph should read, “They must have walkable, bikeable neighborhoods, safe routes....”
- p. 29 The 5-Year Action Plans associated with the “Neighborhoods and Communities that Support Youth” section make little mention of physical planning beyond item #17 (Safe Routes to Schools). We recommend that, at a minimum, item #17 be expanded beyond Safe Routes to Schools in order to provide both the physical infrastructure and the cultural / community support that allows and encourages children and teenagers to lead more active, healthy lifestyles that include walking and bicycling.
- p. 35 We recommend that the link between affordable active transportation and reducing the financial burdens of housing be made more clear.

Economic Prosperity and Affordability

- p. 39 Under #1 (Business development), include bicycle-related industries as part of the targeted “athletic & outdoor” cluster.
- p. 41 #9 (Green recruitment) should also include green transportation companies.
- p. 48 The third “guiding policy” should read, “Improve access to jobs both in priority neighborhoods through active transportation and frequent transit....”
Also, there is growing anecdotal evidence about the relationship between active transportation and local business vitality – indicating that reduced transportation costs can allow for more spending in commercial districts that are walkable and bikeable.
- p. 49 #33 (Sustainability at work) should read, “...materials and affordable transportation to reduce business costs....”
- p. 52 The main text here fails to mention transportation costs when discussing housing cost burdens – and the two are linked as the most expensive monthly payments our citizens make. (The Guiding Principles on this page do a better job, but the link between housing and transportation should be made clear in the main text.) The second paragraph in particular should be amended to read: “Neighborhood affordability also depends on land use patterns that minimize long trips. This allows for transportation by walking, rolling, or biking. Affordability also depends on access to transit and essential services.”

Healthy Connected City

- p. 60 For #5 (Transportation), these statistics are useful but have no grounding or scale. Recommend adjusting second sentence to read, “Currently, only 27 percent of commuters walk, bike, or take transit to work....”
- p. 61 Under #2 (Complete neighborhoods), include a line that reads, “100% of Portlanders live within one-quarter mile of a low-stress bikeway.”
- p. 63 Under #10 (Quality public infrastructure): we should define what constitutes “safe and reliable transportation.” The concern here is that an objective which essentially opens the door for improving roadway conditions only for automobiles, for example, may have a detrimental effect on the City’s ability to also provide “safe and reliable” access for non-motorized users.
- p. 65 Under #4 (Public decisions and investments) or #5 (Quality public infrastructure), mention should be made about making public decisions and investments related to transportation projects – beyond simply the “infrastructure facilities that have a high risk of failure.” Metro and PBOT should be listed as “Potential Partners” for this.
- p. 66 The opening paragraph here implies that biking is only convenient for getting around neighborhood hubs, and that only “high-quality transit makes it easy to get to the rest of the city and region.” As is discussed at length in the Portland Bicycle Plan for 2030, a connected, world-class bikeway network can also make it “easy to get to the rest of the city and region.”
- p. 67 #10 (Transit and active transportation) should read “Identify pedestrian and bicycling barriers within and to neighborhood hubs, develop priorities for investment, and implement policy changes to ensure hubs have safe and convenient pedestrian and bicycle connections.” Adjusting the language in this manner will acknowledge the lengths the City and TriMet have gone to in order to improve the “bike-to-transit” connection and will support needed future investments in this area.

- pp. 70-6 While the language about “Neighborhood greenways” is done very well, neighborhood greenways seem to be the only bicycle facility type explicitly mentioned in the Plan. This point is crystallized on page 76, which has a “diagram [that] illustrates the concept of the Healthy Connected City network of neighborhood Hubs and City Connections.” On this diagram, only “Neighborhood greenways” are defined and identified, effectively leaving out the range of other important facility types (including cycle tracks, buffered bicycle lanes, off-street paths, etc.) called for in the Portland Bicycle Plan for 2030.
- p. 73 Items #29 and #30 are labeled as “Neighborhood greenways,” although the descriptive text does not support this designation.
Also, this list of “Actions” in regards to bicycling infrastructure seems limiting when compared to those described in the Portland Bicycle Plan for 2030, and in fact, some of the projects listed here are already funded or are low priority projects. Is there a way to simply or more explicitly state that the focus should be on implementing the actions laid out in that already adopted plan?
- p. 76 [See above.] We understand that the greenways are a key feature of the Plan, and recommend that, at a bare minimum, the language under “Existing residential areas” be changed to “...other destinations through networks of neighborhood greenways, bikeways, and civic corridors.
- p. 79 Under #36 (Planning and investment), adjust the first sentence as follows: “Establish a transportation policy that prioritizes ~~creating transportation system that supports~~ active transportation modes...”



December 26, 2011

Audubon Society of Portland Comments on the Portland Plan

Dear Members of the Portland Planning and Sustainability Commission,

Please accept the following comments from the Audubon Society of Portland regarding the Portland Plan. Audubon was represented in the Mayor's Portland Plan Advisory Group by Bob Sallinger. In general we believe the City has done a good job of integrating natural resource protection into the Portland Plan and capturing the myriad benefits or protecting natural resources in urban ecosystems.

We would like to submit the following general recommendations on the current draft:

1. **Partnerships:** The plan highlights the importance of partnerships in several places. However almost all the partners listed under the 5-year actions are public agencies. There is a need to show more diversity in the partnership opportunities listed.
2. **Superfund:** We believe that Superfund presents one of the biggest challenges facing the City over the next several years. The resolution of Superfund related issues has significant implications for our environment, economy and access to the river. We would urge the city to make Superfund much more prominent in this document and to articulate specific areas where the city will take a leadership role over the next several years to ensure that the clean-up and associated NRDA process is held to a high standard and to catalyze early actions.
3. **Park Bond Measure/ Levy:** We would urge the city to include a specific action that addresses the growing parks budget deficit. Specifically we would urge the city to commit to aggressively exploring the feasibility of a parks bond measure or levy within 5 years.
4. **Climate Change:** The plan tends to focus on mitigation rather than adaptation strategies. There should be strong language concerning landscape resiliency and adaptation strategies. We would particularly urge the city to adopt actions associated with floodplain protection and restoration.
5. **Industrial Lands:** The North Reach River Plan process illuminated major challenges that the city faces balancing industrial expansion with other community values, particularly protection of natural resources. As a landlocked city, Portland does not have the ability to expand outward. The city must address whether it is going to continue to meet Goal 9 objectives by sacrificing community livability, river access and natural resource protection (for resources which are already severely degraded). It is critical that the city engage with stakeholders and the state to come-up with a long-term strategy that recognizes that

continued expansion of industrial lands in a landlocked city is not a viable strategy. We are concerned that while the plan comes up with short term fixes, it fails to prioritize addressing the underlying issue of the physical capacity of our landscape.

6. **Referencing Existing Plans:** In the Healthy Connected Neighborhoods section, the plan could do a better job of referencing existing natural resource plans (Portland Watershed Plan, Urban Forest Action Plan, Climate Change Action Plan, Parks 2020) which underpin the natural resource objectives.
7. **Park Objectives:** The plan could do a better job of specifically delineating five year actions associated with Park access. We would recommend explicitly designating priority park and natural area development projects, especially in East Portland. We would also encourage the city to explicitly support Commissioner Fish's E205 Initiative.
8. **Trees:** Closely related to the overall target of achieving 33% canopy coverage, the city should prioritize implementing the Citywide Tree Plan which was adopted in 2011.
9. **Highlighting Multiple Benefit Public Works Projects:** The plan could place more emphasis on multiple benefit public works projects. Along with strategic partnerships, ensuring that projects wherever possible meet multiple public benefits is critical too maximize limited public funding resources. In recent months some of these types of efforts have generated what we believe is misinformed public criticism. The City's Tabor to the River program, Riverview Cemetery acquisition, and Grey to green program all stand as cases in point where the city has moved away from traditional single benefit solutions, broken down bureau silos and achieved multiple public benefits while reducing costs.

Specific page specific suggestions include the following:

Page 1: Change "clean our environment" to "protect and restore our environment." Cleaning just captures a small subset of our environmental initiatives.

Page 3: Paragraph 2: Add environment to string of issues affecting Portlanders

Page 4: There should be a paragraph about Portland leadership in protecting parks and natural areas and integrating sustainable stormwater strategies.

Page 4: second to last paragraph. Should add language about listed salmonid species.

Page 5: Bottom paragraph: specifically reference listed salmonid species

Page 5: Add that the city just spend \$1.4 billion on the big pipe and we will need to build and expand upon our existing sustainable stormwater strategies if we don't want the pipe to reach capacity within a few decades.

Page 29: Add actions pertaining to access to nature, access to parks and access to recreation. Add access to nature to the criteria for health and wellness. This is discussed in the text on page 28 (second paragraph) but does not follow through to the action section.

Page 41 # 6: I would change this action to focus more on integrating green infrastructure strategies into all development and redevelopment projects. This was what was called for under the watershed plan developed in 2005. It is a more expansive goal than focusing specifically on ecodistricts and it will be necessary if we want to maintain our investment in the big pipe as well as build our green economy and meet environmental mandates.

Page 46: Guiding policies: We have significant concerns about the way in which the first three policies are phrased. This section would appear to put jobs above other community values and also unnecessarily pits jobs against the environment. a) The need to find land for industrial development needs to be balanced with other city priorities and values---as a landlocked city we need to make more efficient use of the existing jobs land base as opposed to adding new lands. b) We already have the means to economic metrics in considering land use decisions. In fact we would argue that our current land use system makes the environment subordinate to economic concerns c) Regulatory reform has become code for weakening environmental protections and regulations. Portland should not join a "race to the bottom" in order to attract new businesses

Page 46: There should be a discussion of Superfund in this section. The city should take a leadership role in setting a high standard for the Superfund Clean-up but should also take a leadership role in promoting and implementing early actions which will help move the city out of the Superfund era.

Page 49: Add language about green infrastructure (street trees, ecoroofs, green streets, etc)

In general the economic prosperity sections could include more about green jobs and the green economy. These topics are surprisingly absent in this section.

Page 52: Guiding policies should ensure that affordable housing is integrated with critical opportunities such as access to parks, trails and natural area, recreation close to home

Page 55: Include an action involving green jobs training programs.

Page 59: The healthy connected city section should recognize that protection of fish, wildlife and other natural resources has intrinsic as well as utilitarian value. It is important to recognize a fundamental obligation to serve as stewards of our planet and to foster a culture of conservation in future generations.

Page 59: Add a bullet about climate change and the need to build resiliency into our landscape to allow for climate change adaptation.

Page 63: Add two additional points to the Portland today section:

1. Superfund: Long term contamination issues in Portland harbor poses one of the biggest environmental challenges facing the city in the next few years
2. Listed and potential listed species: It is important to note that Port has listed salmonids that rely on the river and its tributaries...also that other species such as streaked horned larks and lamprey are declining and may be listed in the future

Page 61: Add "all Portlanders live within a half mile of a park and natural area

Page 61#8: It is important to retain the 33% canopy target. We have heard concerns that this goal is too ambitious. We believe that it is reasonable and that setting high targets is important to stimulate partnerships and to promote development of new resources (including jobs) to accomplish this objective as opposed to weakening the goal.

Page 61 #7 Change to park and natural area

Page 61 #8: it would make more sense to say "resident and migratory fish and wildlife populations"

Page 61 #8: Add that green infrastructure opportunities (trees, ecoroofs, green streets, etc) are considered and incorporated wherever possible in all development and redevelopment projects. We would recommend specifically continuing the city's Grey to Green program for another five years to serve as a catalyst to ensure that this happens.

Page 64, last paragraph: Add that protecting fish and wildlife populations has intrinsic value as well as utilitarian value---we should do it because it we have a basic obligation to take care of our planet.

Page 65: Add an action regarding seeking green infrastructure strategies which accomplish multiple objectives. For example shifting from pipe based solutions which simply convey water to green infrastructure based solutions which not only address stormwater but which also improve ecological function, reduce urban heat island effects, improve neighborhood livability.

General Comment about Healthy Connected City section: It would be good to more explicitly reference several guiding documents which lay much of the foundation for a healthy connected city. These are as follows:

- **Portland Watershed Plan**
- **Portland Climate Change Action Plan**
- **Portland Urban Forest Action Plan**
- **Parks 2020**

It is also important to note that while equity is a critical piece of the decision-making process, successfully restoring an ecologically healthy ecosystem will also require investments in locations that are unrelated or more remotely related to equity objectives.

Page 66: Guiding policies: Add access to parks and natural areas within ideally 1/4 mile and no less than 1/2 mile of all residents

Page 69: Add specific targets and locations for establishing parks and natural areas in Park Deficient neighborhoods in East Portland.

Page 69: Add specific action to support Commissioner Fish's E205 Initiative

Page 71: add an action regarding protection of floodplains--for example achieving no net loss of floodplain citywide and restoring floodplain function in critical habitat areas or flood prone areas

Page 71: Add a superfund specific action ---for example the city will take a leadership role in designing and implementing superfund clean-up actions at River Mile 11.

Page 71: Add an action regarding reducing nighttime lighting of tall buildings and developing bird friendly building guidelines to reduce wildlife mortalities, save energy and to provide residents with the opportunity to enjoy the stars

Page 71: Add the city will continue and fund the grey to green program for another five years to promote the integration of green infrastructure into the built environment.

Page 77: Change industrial river areas section to better reflect the importance of the river for wildlife and access to nature. As written "river habitat" seems like an afterthought. I would change to say: Rivers are the lifeblood of our city. River areas serve a key role as the location for Port Facilities, industry and other employment, provide critical habitat for migrating salmon, steelhead, birds and other wildlife, and provide unparalleled opportunities for recreation and access to nature."

Page 79 #36: add that transportation should support "active transportation and integration of green infrastructure strategies.

Page 81 # 42: add backyard habitat restoration to this action. Add Audubon and Friends of Trees as partners

Page 96: Change "obstacles to redevelopment" to say "while maintaining a high level of protection for our community and our environment."

Page 96: add a bullet regarding superfund

Page 96: The bullet regarding "mitigation costs must be considered" is vague in its intent. We hope the intent is to ensure that impacts are avoided and minimized to the extent possible and fully mitigated when avoidance cannot be accomplished.

Page 99: Reduction of carbon emissions should include adaptation strategies such as protection and restoration of tree canopy and reduction in development of floodplains

Page 101-103: All residents should be within ideally 1/4 and no less than 1/2 mile of a park and a natural area

Thank you for your consideration of these suggestions.

A handwritten signature in black ink that reads "Bob Sallinger". The signature is written in a cursive, slightly slanted style.

Bob Sallinger
Conservation Director
Audubon Society of Portland

The Portland Plan is the most critical effort the City has on its plate, as it will guide the decision making and investment of scarce funds for the next 25 years. Additionally, it affects every segment of the community and every individual, from infants to those in hospice and end of life stages, many without their own advocates or even the knowledge that they need them. The point of this introduction is not to be dramatic, but to be honest, as we need to ask ourselves as business people, public servants, and community members; representatives of our own clients and customers, 'am I doing the best job serving my audience', and am I serving them with respect and equity?

The City has worked hard to address some barriers to designing this plan, and businesses and strategic spokespeople understand that not everyone will be happy with the end result. But before we commit to the Draft in hand, we feel there are critical areas that are simply not flushed out enough to be actionable in any other way, than the current status quo, and that is not working.

The two areas we will address will have significant impact on other areas of the Plan, and if we do not do them right, the waterfall effects will be greater than assumed by merely looking at them as autonomous sections of the big picture. Those areas are: Education and Workforce Development.

Education for the purpose of this Testimony includes K-12, college, trades, and continued education to support career transitions and other academic/training requirements to support segments of the community that are faced with barriers to employment: ESL, single parents, mature workers, subjects of cultural/ethnic bias, incarceration, disability, substance abuse...

Workforce Development goes hand in hand with Education, and refers to the training and opportunity development needed to meet business needs and grow our employed workforce. It defined and future vocations and career paths to address a rapidly changing work environment. This also includes all levels and roles at an employer from entry level to upper level management, and a comprehensive path to get there. It is the career path development, as much as the first placement of individuals new to the workforce or re-entering that needs as much attention.

Each of these items needs to tie directly to business needs through skill building and opportunity development and have economic impact valuations clearly comprehended. They also need to comprehend the future roles and segments that are rapidly evolving.

In addition to building data banks on the state of these programs as the Plan indicates, the Plan needs to include the commitment to financially support the change needed. Best cost efficiencies can come from partnering, using Best Known Methods, and leveraging program dollars to meet more than one objective. Example: by assigning some federal investment dollars to an entity that supports and trains new businesses and products in certain areas such as clean tech, there may be matching funds available and/or cooperative programs with similar missions that you the City may partner with to increase the value gained from each dollar invested.

General Comments on Education and Workforce Development

- **Support and Fund Business based internships, work opportunities, on the job training, and subsidized or partial pay Workforce Development programs and entities** that can implement development of the NEW workforce for New technology. This is NOT sending \$ to the same stat programs as happened with the \$9 mill targeted for green/sustainable workforce development in 2009. It is also NOT using **only** one organization (WorkSystems Inc.) to provide oversight for HOW the federal dollars are spent in our state. The funding process needs to be competitive and the decision makers should not be over compensated themselves as this is uninspiring and lends itself to lack of trust, which is essential to successful collaboration and inclusive results.

To be successful this will require external expertise again AND transparency/oversight outside the 3 current Workforce Development influencers: WorkSystems Inc., OED, and the community Colleges coalition. The missing piece again is the private sector, inclusive of the entrepreneurial community, needed to define what the businesses need are, as opposed to the current model focused on stop gap efforts and training for 'rote' or task based roles that were been designed for a workplace that has now evolved. Not NAICS or SIC based, and rapidly changing. Workers in all industries need to be trained in a manner they can evolve WITH the fast paced tech advancements. Non technical positions too, now require technology expertise in the form of human-machine interaction whether it be in customer service POS systems or advanced programming and design of machinery using CAD or other applications and languages.

Additionally, the work experiences and skills based training should include ALL segments of the workforce: innovators, STEM engineers and teachers, tradespeople, product manufacturing design, production and assembly, support (tech and non), sales, install, maintenance, and business leaders, from entry level to advanced leadership. It is only with the full product service knowledge that we can 'grow' the leaders we need in each industry and field. This has not changed, yet the work path evolution has changed, as college graduates don't expect to start in entry level roles as it frequently does not permit them to payback tuition. This leaves industries with a division of labor segregating entry level positions from 'career' level, and a work force that doesn't have entry level workers other than those that do not have the training to graduate from that level. This creates an unnatural break in the skill development, which means 'career' level workers don't know what the roles and tasks of those service and production positions entail and cannot therefore make as informed decisions for themselves or the good of the company if they are in positions with greater responsibility. This is not good for a business as this 'knowledge collateral' gained only by experience, helps individuals to hire and grow employees from within that understand the entire environment and organizational interdependencies.

With programs run by businesses, with training and leadership development support from City funded programs to improve the performance of managers as a mentor or intern manager, this partnership can help close some of the gaps that currently contribute to this negative cycle.

- **Improve Education outreach/adoption of local business products and services with the goal of improving our local economy and increasing our active workforce.** Education is a means to increase adoption of local business innovative products and services, such as clean tech products. This does NOT mean legislating or making change in PPS, but it does mean advocating for changes in legislation that limit entities from developing supplemental educational programs, and supporting partnerships that can work with all levels/phases of education and re-education. This can be done in

a company/product agnostic manner or in a competitive manner with awards for business achievements. Education to support innovation needs to be both academic and programmatic in order to change behaviors to incent and inspire users to change consumption and usage models.

This means implementing both pull and push programs. Push happens when forces around us make the reasons to change behavior greater than the comfort of status quo. Pull occurs when individuals are inspired or incented to change behaviors.

PUSH: Changing landscape through financial models and environments

Car designs decreased size during the first 10 years of this century, creating a great example to demonstrate market shifts as a result of environmental changes. In this case we are not talking about the planet earth environment, but the economic environment. When gas prices began to go up car sizes went down. With car sizes down and gas prices still high we are looking further, to EVs and other hybrid fuels/form factors such as enclosed 2-3 wheel vehicles. It is all well and good to say people are changing their behavior to 'save the planet', but that is still limited to early adopters. Most buyers in this new segment are still motivated primarily to save money, or they are not motivated at all because they don't know their options.

This second example is real and **current** which means it's an opportunity for the City. However, few to none have internships that help to support the business development or local education of the future consumer base. This is an area the City can help, using workforce funding to support business entrepreneurs and a broad demographic to obtain more equity and education in an integrated manner.

PULL: Providing incentive to change w Public/Private Collaboration

Prizes and awards have been a successful tool used to create a competitive environment while supporting the innovation through funding.

- **Legislative Advocacy for Consumer Subsidies** such as reimbursement grants for consumers to purchase and/or install new technology energy saving products/services until costs/prices come down and mfg stabilizes. If subsidy programs for consumers end before adoption reaches a tipping point, the adoption will slow or halt and businesses will not be able to maintain lower prices (demand will decrease) and/or business and innovative entrepreneurs projects will fold altogether. This is being seen in the solar industry where some cash grant programs are set to revert to a tax credit next year which means the install base will not grow as quickly and adoption will be limited to higher income brackets which does is not sustainable for business growth as tax offsets are not a driver for lower income homes. Oregon wants to innovate but our success is dependent on market penetration (adoption) for products and services, and innovators in Oregon are startups and small/medium businesses that are resource rich but cash poor.
- City programs must also ensure they have milestones such as in a business/product development lifecycle that each track back to a specific goal set by the business entities NOT an arbitrary placement measurement set by public sector decision makers. ie it is not about jobs created for a 'moment in time', but how much economic impact a program, job, training program to create workers, education and transition dollars once in a job... has on larger scale toward economic development. Does each job role created have a 'refresh' model that includes continued education based on technology advancement that is NOT cost prohibitive, AND does each job role have an

upward trajectory path that permits career development such that the company/segment does not lose its workers completely and lose the financial investment of employing the individual. This model of investing in employees could be better distributed between commercial sector, academic, association or industry groups, and public sector. Currently the burden rests on academic institutes that do not have the knowledge nor programs to fully meet business proprietary needs and restrictions on internships have increased causing even greater gaps between skills and knowledge the workforce has and what businesses need. Additionally, these career transitions map to life phases, which change workers ability, time, and primary focus. All phases of individual are needed for a company to be successful yet we are losing our knowledge base (mature workers) and entry level future leaders. This occurs when companies lose mature workers due to pressures to decrease costs (long term older workers means higher cost and pending retirement). When legal issues arise such as conversations that address age and retirement, it does not remove the discrimination and risk for companies, but it removes the opportunity for dialogue about that critical phase of employment: retirement and knowledge transfer.

- It must also comprehend that a program cannot be **SUCCESSFUL** (in terms of long term economic impact or short term viability) within the limited terms of public funding periods (generally 1-3 years sometimes renewable, sometimes 5 years, but rarely adequate) although it **CAN FAIL** in that period. Funding/Public sector needs to acknowledge the **BKMs** (Best Known Methods) from the corporate world including allowing periods and support for them: ideation,

The **ONLY** thing the City should add in terms of roles would be a person (or very small team) to:

- a) Research new programs/entities
- b) Act as liaison
- c) Aggregate and communicate the info in one place on the web **AND** through outreach to communities through various channels: schools, cultural community and faith orgs, trade groups... and using non digital communication as well as web and social networking.

This group should **NOT** have a measuring or governing role with the entities, and the funding should be **OPEN** and transparent such that entities funded are **NOT** stat.

Funding criteria measurements should not be solely driven by job development, but also.

Page 7: Intro-4 comments

How is this plan different? The Portland Plan is practical, measured and strategic. To get more from our existing budgets, the Portland Plan emphasizes actions that have multiple benefits. Based on extensive analysis of quantitative data and information about conditions in Portland's diverse neighborhoods, it sets numerical targets and suggests ways of measuring progress toward them. It includes both 25-year policies and a five-year action plan.

Measurements need to have goals that are tangible and milestones at which they will be measured and reported progress be AVAILABLE for public response AND contingencies for flexibility in environment of if a piece is clearly not working as well as a process for making a shift.

Still want to know the credentials of the "analysts" to be sure they are not politicians.

High-quality core services are fundamental to success. Core services including public safety, clean water and sewer services are fundamental to a city. We cannot make Portland a prosperous, healthy and equitable city without providing reliable and quality core services. This means actively managing assets, having clear service standards, and being prepared to make strategic investments.

SERVICES: Education, community support: housing, energy/utilities, Food. Although they are not responsibilities of the City, when un addressed they have huge implications on areas the City does influence. Education: must tie economic development to Education and re-Ed better by making entrepreneurial programs for ALL demographics, not just folks that can afford classes that cost \$50-100 per on writing a business plan, etc. BUT supporter can NOT be social services people trying to teach business skills it must be the same level of entrepreneurial leaders supporting small biz dev and multicultural econ development if we are SERIOUS about Economic Development AND EQUITY!!!; Safety/Housing-permitting and section8 or other restrictions; permitting and energy use (solar panels need permitting/if subsidies go away less access=less equitable=less adoption=we havent enabled the 'green and sustainable' promise we are touting/conflict w historical restrictions);

Above all, partnerships will be the driver of change. The Portland Plan breaks down traditional bureaucratic silos. Collectively, the public agencies that operate within the City of Portland spend over \$4 billion annually on activities related to prosperity, health, and equity. Our collective actions must be better aligned, integrated and designed to produce

multiple benefits.

PARTNERSHIPS: PUBLIC AGENCIES must reflect demographics. Partners and public agencies MUST have milestones and flexibility to change (without bureaucracy time sink barriers) if programs aren't working. Must be AGILE! Mgmt roles AND ground level community communications roles MUST be filled with people that understand not only communication with specific demographic groups (not translators, business people with language and cultural expertise=indigenous even better);

Advancing equity is critical because we have a shared fate. When we think about the Portland of 2035, it becomes clear that advancing equity must be an area of strategic focus. We can see from significant demographic shifts that we are becoming a more racially and ethnically diverse city with more newcomers, and a city with more income polarization in its neighborhoods. For the city to succeed — all Portlanders, regardless of race, gender, sexual orientation, disability, neighborhood, age, income or where they were born — must have access to opportunities to advance their well-being and achieve their full potential. Equity is both a means to a healthy, resilient community and an end from which we all benefit.

Primary focus be sure thread is consistent. It was tough to get the focus of everything through this lens as we are fighting historical isms and processes to do this. Now that the Plan purports to use this umbrella transparency MUST exist in all phases at all levels. It also means Equity is not lip service and needs to be focused on LONG TERMS goals in each area. If a program or public entity doesn't walk the walk we should NOT spend loads of \$ and time trying to change minds this should be the BASELINE expectation. If leaders in all agencies don't believe this and act on it THEY should be removed and replaced with more innovative and inclusive individuals.

Page 8: Intro-4 comments and

Portland's innovative solar, wind and energy efficiency policies helped spark a clean energy revolution and the creation of a sustainable industries business sector. Portland boasts one of the largest concentrations of green building professionals in the country, with many also working in wind energy and solar photovoltaic manufacturing.

Innovation does not magically translate to economic development.

We have innovative individuals, businesses, and industries, but the public sector (City, County, State, Federal) doesn't support or fund them enough to sustain them, though the City touts the successes of private and sometimes private/academic partnerships as "Portland's" leadership. The City itself has an opportunity to participate more in this 'revolution' if it can fund existing or new autonomous entities that incubate and develop these innovations, from ideation, to prototyping, to product development and even market development in the form of educating users to migrate to these new classes of products when they support City and community initiatives such as Energy efficiency and 'green' business. If the City does not take the initiative to fund and support without governance, we will have many successes for early adopters but less market sustainability.

Additionally, the City, County, and State are beginning to be active with programs and initiatives but more collaboration needs to occur to better leverage federal funding, and create equitable access to the funds needs to occur.

There are some models for developing strategies that by other entities nationally and internationally that have programs that support innovation. Some are similar to our own locals ones but each one has some unique programmatic aspects that differentiate them. Studying these programs and modeling them locally and aggregating the efforts of our many incubators as well as addressing key challenges such as equitable access to funding and training, and the competition for IP (intellectual property) as a barrier to collaboration.

Innovation must be supported beyond ideation through product development with appropriate guidance by Economic Segment and Business Dev/Entrepreneur EXPERTS (not gov social services workers). This can be done cost effectively ONLY by supporting the experts that exist already in the private, non profit, and academic sectors, NOT by adding NEW services to existing public/gov agencies (this task should stay w entities with core competence NOT gov)

The areas the City can participate financing and collaborating with organizations supporting innovation and incubation such as:

LOCAL PROGRAMS

Product innovation experts:

- BEST <http://oregonbest.org/>, ONAMI <http://onami.us/>, and others

Bus Dev AND Business Education/Support experts:

- OIT (Oregon Institute of technology) <http://www.oit.edu/>,
- TiE <http://www.tie.org/> (oregon chapter <http://oregon.tie.org/>),
- OEN (Oregon Entrepreneur Network) <http://oen.org/>
- OTBC (Oregon Technology Business Center) <http://otbc.org/>
- PSU Biz accelerator program
- MIPO
- NED...
- Other cross functional or segment working groups and think tanks such as Mfg 21, SAO, ODN...

NON LOCAL PROGRAMS

<http://eit.europa.eu/index.php?id=254>

- It commits itself to find the first customer

<http://www.fpcm.es/>

- Includes labs, research support, academic partnership opportunities, facilities and business support and more

<http://www.henryfordinnovation.com/>

- “Through multidisciplinary collaboration, translational research and advanced technology, we will develop new products, devices and processes to profoundly enhance and advance medical care to improve the lives and health of patients at home and around the world.”

More than 20 farmers markets and 35 community gardens emerged to provide access to fresh, locally-sourced food.

One HUGE success has been the development of small business in food services and agriculture. Equity is better reflected here. How did it happen? Restrictions on zoning became more flexible. From a restrictive and culturally biased model to one that created a platform for slow and small business growth to occur: farmers markets/booths, mobile food; small restaurants; middle to large.

How can we model this slow and steady growth, with equitable access in other sectors such as technology, healthcare and personal services ZoomCare, non traditional services; manufacturing; materials movement...

Nearly 40 percent of Portland adults have a college degree.

This point needs to be clarified, as we know and it should be made transparent, that these 'degree'd adults' are largely NOT degree'd in or through Oregon Academic community. In fact this is one of our greatest challenges... our conversion rate of primary to secondary and graduate programs is deplorable.

Intro-7

Framework for Equity

Close the gaps

Deliver equitable public services

Engage the community

Build partnerships

Launch a racial and

ethnic justice initiative

Increase internal accountability

and public Transparency (add to Increase internal accountability)

Pg 13-EQ-9

This framework can be easily adopted by any of the lead or supporting agencies to meet their particular needs. The specific actions in each agency's equity plan will need to be tailored to meet their specific circumstances.

but it is clear that there should be non public sector oversight to ensure this, as well as a City internal initiative.

Pg 15-EQ-11

Close the gaps

Recognize **and ratify with public or representative feedback**, the multiple, overlapping identities that affect access to opportunities.

Collect **and share** culturally-specific metrics, alternative data sources, and research methods.

- Add red above

Raise awareness and understanding of critical disparities by City staff and other Portlanders, and build capacity to identify the nature and extent of critical disparities, in an inclusive manner.

Where is the action or measurable incentive to change behavior!? Needs to include implementation and performance requirements for City and Staff. If staff or programs have consistent poor records and performance in eradicating biased actions the programs or individuals should be subject to review and termination or reassignment.

Develop and apply a set of equity tools to evaluate the development and implementation of all City policies, programs and business operations to close critical disparities

"This should be develop AND/OR adopt" as it will cost more to develop and potentially limit the quality and ability to implement due to budgets.

Add an additional bullet should be ensure Funding for the programs outlined in the Plan through combined City funding, partnerships, and pursuit of funding from federal and commercial sector entities.

December 21, 2011

Dear Bureau of Planning and Sustainability,

We would appreciate if you would take the time to consider our thoughts regarding the Portland Plan. These testimonies below will present to you the importance and unique qualities of Outdoor School. We believe that Outdoor School is essential to the Portland Plan.

On page 28 of the Portland Plan Proposed Draft, it is stated that "strong, positive relationships with caring and supportive adults are critical to youth success". From Site supervisor to cooks, the support for youth is endless at Outdoor School. High School Student leaders are a rare combination of doctor, teacher, mentor and friend to the hundreds of sixth graders that attend Outdoor School each session.

We believe that Multnomah Education Service District and Outdoor School would be excellent partners for goals 21 and 23, listed on page 29. Goal 21 is about healthy living and the Portland Plan aims to continue programs that increase children's physical activity. While at Outdoor School, sixth graders and High School students are active and learn healthy lifestyle habits. Goal 23 aims to increase community members in youth-supportive volunteer opportunities. We all speak from personal experience that Outdoor School is a program that not only supports sixth grade education, but is also a very positive and influential experience for the High School Students who volunteer their time and energy to this program.

Another Portland ideal that is represented in the plan is that of volunteer opportunities for youth and the chance to mentor and strengthen leadership skills for Portland's teens. Outdoor School offers the unparalleled chance to mentor and grow, while volunteering. This fits perfectly with the statement on page 28, that "community members can collaborate to offer volunteer and mentoring opportunities at every public school and in other community settings".

We hope that with our efforts we can ensure that Outdoor school will become a program supported and protected by the Portland Plan, in order to increase environmental education for future generations.

Sincerely,
Outdoor School Student Leaders

~~Student Leader Testimonies~~

Every time I go to Outdoor School it affects me in a positive way. I come away feeling better about myself in the world. But it's a different feeling than anything else; Outdoor School is unique. When I come home from ODS I know I have changed peoples outlook on the world, made them see the best of the outdoors and of them selves.

Kids come out of their shells at Outdoor School, and not just the sixth graders. I know that when I go as a counselor I am much more open, as a person, where as at home and at school I tend to keep to myself. At Outdoor School, I start up conversations and try to get to know everybody. But the best part is seeing the faces of the sixth graders as they start to grasp a new idea or when they realize that they know the answer to a question. These are just a few of the reasons why we should keep Outdoor School in the budget, and in the future of Oregon.

Luke "Animal" Taylor

My family and friends at home call me Helen. To 6th graders, they call me Button. I have been an Outdoor School student leader three times. I was a 6th grader myself at the Sandy River Outdoor School site and now I volunteer there. I idolized my student leaders. They showed me an appreciation for nature I never would have found with out them. With that, I vowed to become a student leader myself. Going back time after time is not redundant. I've discovered a passion for nature, teaching, being a role model, but most importantly learning about myself. I've become more self-confident in everything I do. Outdoor School is set up to not only to give high school students a new perspective on life but to give them an opportunity to make a positive difference in the 6th grader's lives. It is wonderful to hear of generations who come to Outdoor School and hear their experience which reflects upon their lives now.

Helen "Button" Hershey

I have many names. Gabryella, Gabi, and Ella are just a few. My favorite, however, is not so much a name as a variety of fruit; to nearly four hundred sixth graders, I am known as Mango. For anyone who has ever attended camp, they know the feeling of comfort, community, and genuine friendship that resides there. I have had the fortunate opportunity to participate as a leader, teacher, and friend to Oregon sixth graders through a program that I can only describe as magical. Outdoor school is a place where kids of all socio-economic, geographic, and intellectual backgrounds can come together to learn about the environment and grow as individuals.

My fellow student leaders and I seem to wield some kind of invisible force that immensely boosts our campers' self confidence by the end of our time together. To watch a child who feels lost, shy, and unimportant slowly transform into an outgoing, energetic, social butterfly is truly heartwarming. The knowledge that I had somehow positively impacted an impressionable sixth grader was enough to stimulate my personal growth. It made me realize the effect I can have and the power for good that each teenager possesses (however deep it may be buried). While our work at Outdoor School does truly change the sixth graders whom we come in contact with, the benefits are not all selfless—sometimes I wonder if I keep coming back because of the positive effect it has on me. Since I have been a student leader, my self confidence has amplified, my people skills have been increased, and my understanding of the world around me has been continually renewed. Those four weeks have easily been the most impactful of my life. It is hard to describe how five days with a hodgepodge group of kids (some leaders, some sixth graders) can change your outlook; in fact the skepticism still resides among some of my teachers and classmates. Despite what 'outsiders' might be skeptical of, everyone involved in the program is a true believer of the immensely positive role that Outdoor School plays in so many Oregonians' lives. I often wonder if the campers teach me more than I teach them. Unlike my Water Field Study lessons however, theirs do not involve pH tests and Dissolved Oxygen tubes, they teach me through their actions. They have taught me the importance to take initiative, and that there are no wrong answers. Their curiosity and craving of knowledge reminds me to never stop asking questions, that there is always more to know. They really do bring out the kid in me, reassuring me that life should not revolve around deadlines and calendar appointments, but that there is always time to step back and enjoy the experience. I take great pride in the fact that four of my past sixth graders still keep in touch with me and their correspondence reminds me that it's all worth it. The makeup schoolwork, the inevitable end-of-the-week cold, the mounds of dirty laundry, and the sleep deprivation don't seem as bad when you compare the change you made in someone's life. The knowledge that some—if not all—of the sixth graders I have had the rare and great opportunity of meeting, will look back on their week with a smile and a handful of memories is enough motivation to return to camp again, and again.

--Gabi "Mango" Christenson

Outdoor school is such an amazing program. I was fortunate enough to go as a sixth grader when there was still a full week, and when I heard recently that the program was being cut to a half week I was horrified. My first thought was "what will happen to the kids like me, who take half of the week just to come out of their shell and start enjoying Outdoor School?" I was only able to have the great time I did because I had a full week to adjust to my new surroundings and realize it was going to be fun. Because I had such an amazing time and such great Student Leaders I made a promise to myself and my soil field instructor that I was going to come back in four years and become a Student Leader myself. When I did, I chose to use the name of my Student Leader that I had as a 6th grader, because I remember him being a great person and an amazing Student Leader and that was the kind of role model that I wanted to be. Coming back to outdoor school as a high school student is a very refreshing and rewarding experience. I am able to see kids having a wonderful time while still learning valuable life lessons and lots of great science. It has encouraged me to become a better student and a better person. Outdoor School has had such a positive impact on my life that I plan to return as many times as I can as a leader and hopefully some day as a staff member.

Zack ~Yeti~ Taylor

I have two personalities. At school, I keep to myself. When I hop off the bus and later find my sixth graders standing awkwardly around, my personality changes instantly. I become outgoing and excited for everything. Whether it is starting a conversation at breakfast half asleep or teaching sixth graders about flower parts without cheat-sheets, I push them to show their identity. The experience of Outdoor School each week helps me push the gap of my two personalities closer together. I've noticed that I feel more comfortable with my close friends and random people I meet. All of this is because of Outdoor School.

Ada "Umbrella" Harris

By being a part of Outdoor school, I have grown more confident in myself and have found something worth fighting for. Outdoor school has affected me to the core, to my heart and anyone who has been, and will be a part of Outdoor School can understand. It is not easy to put into words how special and important this program is to the community.

One goal of the Portland plan is to "ensure that all youth (0-25) have the necessary support and opportunity to thrive- both as individuals and as contributors to a healthy community and prosperous sustainable economy" (pg.21). Outdoor School is an opportunity to thrive. Sixth graders, high school Student Leaders, and even adult staff members are all part of a very healthy, powerful community. While at Outdoor school, there is a bond that stays with us even after our time on site. Outdoor school is a place where everybody is accepted, wanted, and cherished; every one is equal.

Outdoor school is a place of passion. We all share a passion for life, for nature, for education, each other, growth and individuality. It's a place where a penny is made of more than copper. It is a heaven for students who love nature. It is a brand new experience for students who have never camped, or seen a forest. It's bonding for all of the star gazers. It's a safe place for those who are uncomfortable and those who struggle at home. Outdoor school is a place where opportunities are endless; where opportunities are made.

On page 21 it is stated that the afore mentioned goal will be achieved by creating neighborhoods and communities that support youth. Not only does Outdoor School represent this ideal, it encourages and nurtures youth. I believe that in order to reach our goals for Portland, we not only need to build neighborhoods and communities, but we need to protect the existing communities in the Portland area.

Five Years ago I was a nervous, bright eyed sixth grader who enjoyed every second of my week at Outdoor school with friends, and mentors. I have been a student leader for two sessions at Howard Outdoor School Site. I am extremely passionate about teaching Animals field study. Through teaching, I have grown into a responsible, open minded, fun loving young woman. I do not believe that I would be who I am today without Outdoor school. While teaching, I have learned more than I could imagine. Among so many others, my favorite aspect of Outdoor school is the amazing community that is formed within a single week. It is the memories that never fail to make me smile, laugh, or burst out in song. The sense of belonging and acceptance is what brings me back every chance I get. Candlelit campfires and teary Thursday nights warm my heart in ways that no other experience could.

Outdoor school is an amazing program that Portland can not afford to lose. Future generations deserve to be a part of this program that gives so much to Oregon's youth; Student Leaders and sixth graders alike. We need to protect, and save Outdoor school, this program hold so many values and traditions that are held in the heart of Portlanders. The memories and experiences at Outdoor School are priceless to students. The protection of this program and the continuation of its existence in full will improve the Portland plan.

-Olivia "Moonbeam" Franke

Jackson H.

Outdoor School

To whom it may concern:
that Outdoor school was a great experience
schools in Oregon. Outdoor school helped me
meet new kids and helped me be
more responsible in life. It gave me
a chance to explore and learn about
nature. Outdoor school was an adventurous
journey that I will never forget
as long as I live.
at my brother is in fourth grade
also my school so I hope he will
get to have a chance at this
journey. To stop a tradition like
this one would be outrageous. I
hope you will understand that
Outdoor school is something that will
last forever and I hope you will
allow it for as many years as possible

sincerely
Jackson Heath

OUTDOOR SCHOOL ROCKS

To whom it may concern,

I found Outdoor school pleasure-able, the experience was fun. Although I felt cheated because it was ~~only~~ only a few days, I still enjoyed it. I bonded with my cabin-mates, but I think the bond would be even stronger if I was there for a week.

Please, do we need to cut this many things? This is supposed to be a great event in 6th grade and its not supposed to be short. How bout we cut something from the adult world? How would you feel? Please treat us students on the same terms as you. Just because we are young doesn't mean you can take advantage of us. Please ~~length~~ lengthen the amount of days for the students and years to come.

Sincerely,

Carling Bock, BCS, 2011

12/13/11

To Whom it may concern,

About two months ago I went through Outdoor school and loved it. I think it was a great experience getting to learn about these animals and plants where they lived. Because of that I gained an understanding that no textbook could give me.

Because of our limited time, though, my experience was stunted, and my learning was reduced. The key elements of Outdoor School - social interaction and scientific understanding - were cut to minimum.

So I am asking you to not just keep Outdoor school in the budget, but to allow enough room in it to extend Outdoor School to a full week.

With pleas,

Nate Stumpff

12/13/11

To Whom It May Concern:

I believe that Outdoor School is very exciting and rejuvenating for Beverly Cleary School at Fernwood. The best thing for me was undergoing the experience of getting to meet new people and bond with camp counselors. The worst thing for me was the weather, which is something you can't control, and only going for 3 days instead of 7 days. So I write this letter in condolences to the work you have done for this city. But, please work on a longer time at ODS!

Tyler
BCS

To whom it may concern,

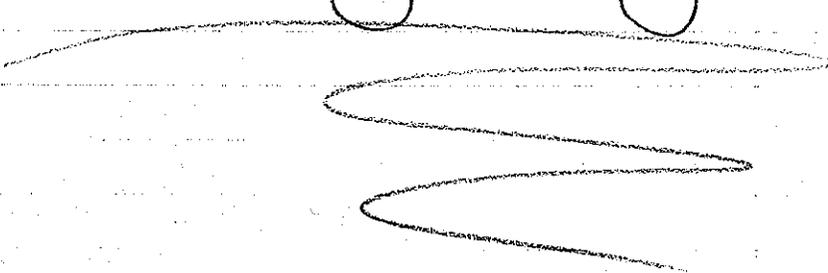
Outdoor school was a thrilling experience I think all kids should be able to enjoy for a week. I loved meeting new kids from different schools. I also loved being able to learn about the outdoors while being in the outdoors. I also loved the fun, non-educational things like field day, and learning new songs from campfire. I think outdoor school was an awesome experience and that every kid should be able to enjoy it for a week.

Please keep & extend
outdoor school!

- Abby Faha

6th Grade

Beverly Cleary School



12/13/11

To whom this may concern:
I think outdoor school is a lifechanging experience that all children should be able to do. FOR A WHOLE WEEK!
I feel cheated and upset that ~~my~~ my class and I were only allowed to go for 3 days! I feel that we did not have enough time to bond with each other. I also have a recommendation for your camp: I suggest that you make the schedule less of a crunch. I felt very rushed and I think that if you had an easier schedule, I would have had an even more amazing time.

SUMMARY:

I really enjoy the camp, I would love if you kept it but extended the time. Work on your schedule arrangement please. Your camp is amazing though.

- Jolie

6th

12/13/17

To whom it may concern: My favorite part of out door school was the warming bond with my cabin mates. I just wish I could of had more time too bond.

- Jacob
Hoyem

Dear whom it may concern:

12/13/11

Ods., do you know what that it is? Outdoorschool!
How do I start, hmmm... I dont know, now 'bout
how Fun it was or how People are geting
rid of it! I know that it's hard to affard,
but if we wernt so "money money money" we
would be able to affard it. The kids are the
Fewerer right!? So give em some Fun
and they'll be able to tell there kids and
they get to do it too. I mean my outclor
school was only 3 days long and
it had secky weather, but I still had
a blast and I wont forget what happend
so... Please do not get rid of ODS.

Thank you

6th grader at Beverly cleary fernwood
campus - Autumn long

12/13/11

Dear to whom it may concern,

Outdoor School was an awesome experience I had a great time.

I loved doing all the hikes and I liked having the high school leaders there. I just wish it could have lasted longer because I thought that the field adventures were

cut way too short and we were rushing. I also thought that the snacks that we had were a little small. It made

me cry when I found out that outdoor school was cut down to only 3 days & 2 nights. I just wish I could have had the same experience as my brother.

But I also hope that my cousins could have this experience even if it's not a week.

-Mia Schneider

6th grade

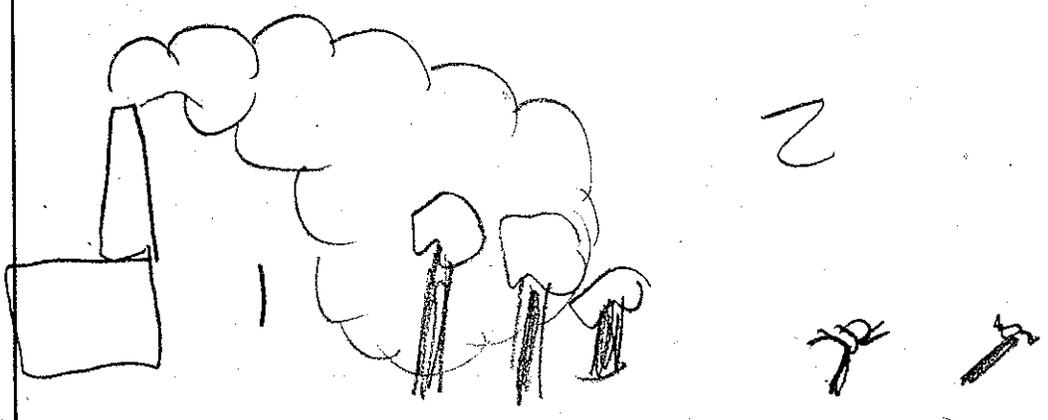
Beverly Cleary School

Portland, OR

12/13/11

Mason Long

Outdoor school was totally **EPIC** for me and you can't shut it down for the future children's they matter too. If they don't experience what happened to me they won't learn anything about this world that we live in! At least give them in 5 days. let them see this world before we destroy it.



save out door school

money for outdoor school

sincerely, mason

12/13/12

To Whom It May Concern:

Outdoor School was one of the best experiences I have ever had. I learned more in 3 days than I have in 2 months. But I wish that I could stay longer and learned more. All the counselors were nice the staff was nice everything was nice at outdoor school. Also my cabin mates were nice. I would hate to have it taken away from the soon-to-be sixth graders! Because Outdoor School was AWESOME

Broom or sixth grader at
Beverly Cleary

Hannah White

12/13/11

To Whom It May Concern...

Outdoor school people, I wanted to stay at Outdoor School with all my cabin mates gave me great memories like making new friends and doing new activities. I'm super sad ~~that~~ this was the only year school couldn't afford to go a whole week. I WENT THIS YEAR! You need to raise the budget for us kids. I was so sad I had to leave the new friends I had made over the 3 DAYS! I want my brother to have a week long experience.

Sincerely, Mackie Mallison-Beverly
Cleary School.

To whom It may concern,

My time at outdoor school was the best field trip I've ever been on but I wished it could have been longer because I was just getting to know everyone by the last day of outdoor school. I think a week at outdoor school would be amazing if it was a week! The best thing about outdoor school was getting to know all my friends and I even got to know my best friends better! Please keep outdoor school experience for kids to come because not going to outdoor school is like not knowing what happiness, fun, and joy is.

yours truly Deaven

Keep outdoor school!

12/13/11

To who it may concern

My experience at outdoor school was once and a lifetime for me I have been telling people about it since I went, I think it would be a shame if everyone I know younger than we couldn't go. My mom told me all about it & I was looking forward to it for three years.

Hemi

12/13/11

To Whom It May Concern,

Out door school was one of my favorite experiences! I think if kids don't get to go it is cutting in on there learning ability. Out door school is also healthy for your mind because you are breathing fresh air and it doesn't feel like school so people worked harder.

Out door school ~~was~~ also gave us a chance to meet other people from other schools. Some of my favorite memories come from outdoor school!

From,

Sarah
Beverly Cleary
Fernwood

12.13.11

To whom it may concern,
I feel that outdoor school should keep going on.
It was a very fun, and amazing experience.
I also think it should go on for a week and
not three days. It would be nice to get to
know our camp leaders, cabinmates, and the
staff better. Outdoor school is something I
will never forget.

From sixth grade student at
Beverly Cleary School
Fernwood
Campus

To Whom This May Concern:

I had a great time at outdoor school! I thought it was a great experience for everyone. It really is sad that we could only go for three days instead of a full week. I still really enjoyed Outdoor School. I think it is a great way to have fun and teach kids. I learned a lot of things at Outdoor School. I will also try to get some money to help Outdoor School.

From Knox CA sixth grader from Beverly
Cleary School)

12/13/2011

To Whom it may Concern

I feel that outdoor school was awesome and it needs to be longer. It was really fun at outdoor school because I got to meet different people that are really nice. Also it was fun with all of the activities there were. I think that the outdoor school should be longer because it was so fun. And I wanted to stay there more because I wanted to hang out with my new friends

From: Carson

12/13/11

to whom I + may concern
outdoor school is a fun, educational place, and my experience
there was fantastic. I would hate to see it taken away.
Some of my experiences were:

- BECOMING FRIENDS WITH MY COBIA MATES
- CAMPING FOR THE FIRST TIME
- LEARNING ABOUT PLANTS, SOIL LAYERS, AND PH
- CATS GREAT FOOD
- PLAYING FUN GAMES
- RESPECTING NATURE

and many others. Don't take away this great experience
for kids!

Sincerely, R.F.

12/13/11
aa

Dear, Whom it may concern.

I know our economy is down and our country is in a recession but outdoor school is a great experience for everyone. It would be a shame if you stopped outdoor school for next years sixth graders. I had a wonderful time at outdoor school. it was fun the people were nice and you get to meet new people and spend time in nature. you also get exercise so you should keep outdoor school it is a great experience!!

Sylvie Fraser
Student at
Beverly Cleary
Fernwood campus.

Thank you for
Hearing our
Story!!

12/13/15

Naomi
Meyer

To Whom It May Concern:

I am a sixth grader at Beverly Cleary School, and in October we went to Outdoor School. I found the time there pretty fun. The food was good and the field studies were fun. I especially liked the songs and the wood cookies. However I feel like we should have had a week at outdoor school just like the other kids get to, it's not fair to us. Also if we would have stayed a week we maybe could have bonded more with our cabinmates. Overall the time was memorable and fun. I will always remember it.

From: Naomi

Meyer

To Whom it may concern,

My experience at Outdoor School was one of the most memorable times in my life so far. I think that it should be as long as possible. I only got to go for about 3 days, and I want other 6th graders to have the same amazing experience as I had, but better, and to have it last longer. We learned a lot of things from all the teachers and we made many friends from different schools. All of my neighbors went to Outdoor School the exact same one as me! I really hope that other kids can keep going to Outdoor School like I did.

Thank you

Sam Bordest

12/13/11

To whom it may concern,

Cancelling outdoor school is like cancelling middle school. Remember how you would hear those rumors about all the work you get and the bad teachers? Well, Outdoor school gave me something to look forward to. If you are concerned about us not learning, this is pretty much a 24 hour school. It also gives us a chance to get away from our annoying siblings. Then, when you get home you are really happy.

Some of the most memorable experiences for me were all the songs, field studies and meals. I also remember seeing a friend from another school that I hadn't seen for half a year. If you take outdoor school away from my brother and sister I will be horribly dissapointed.

Sincerely,

Eli Roberts

12/13/11

To whom it may concern: The outdoors are a great place to learn and have fun. That's why Outdoor School was a wonderful experience. I am a 6th grader from Beverly Cleary School and I want to tell you that outdoor school was an unforgettable 3 days. I was very disappointed that it was half the amount that it was last year. I feel cheated and I would love to go again.

- Grace 6th grade
BCS

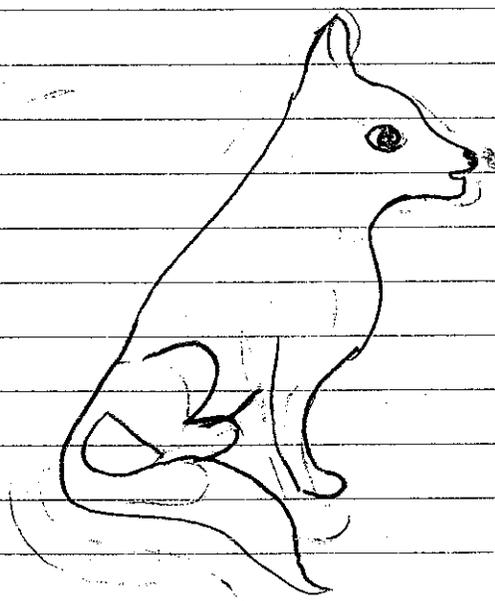
12/13/11

To Whom this may concern,

I very much enjoyed my time at O.D.S. I will never forget the times I spent with my friends and counselors! If I got to enjoy even a short while at O.D.S. I think the younger students, at any school, would love it too! I mean what a better place to learn about the outdoors than the outdoors! Each moment I spent there is precious to me and I know I will carry this experience with me for the rest of my life.

Sincerely Zoë Daigle

6th grade, Beverly Cleary School



O.D.S. rocks!

To whom it may concern:

I will never forget my time at outdoor school, but I feel cheated because our class got to go for only 3 days. You don't get the full experience, you can't bond with friends as well, you even don't learn as much or have time to ask questions. Outdoor School is something you will remember for the rest of your life. Even if we didn't get to go to ODS I think the next group of 6th graders should have a week instead of 3 days.

Please make ODS something
every 6th grader can
experience

~~Nina S.~~ Nina S.

Beverly Cleary School

To Whom it may concern,

My experience at Outdoor School was phenomenal. It was a great learning environment, with great instructors. However the budget cut proved to be devastating to my classmates and I. If you were to raise your budget, it would be greatly appreciated by next years 6th graders. As it is, I feel like we are not meeting the potential amount of learning. These strong words are not meant to harm, but only to inform. Please take heed of this.

Sincerely,

Owen Henneman

Owen Henneman
6th Grade Student
Beverly Cleary School



PORTLAND PUBLIC SCHOOLS

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OPERATIONAL SUPPORT SERVICES

To: City of Portland Planning and Sustainability Commission
From: Portland Public Schools
Through: C.J. Sylvester, Executive Director of Operations
Re: Portland Plan Proposal Draft
Date: December 28, 2011

As a partner of the Portland Plan, we congratulate you on the significant work that has gone into the proposed draft of the Portland Plan. We know that you, hundreds of community members and staff have spent countless hours listening to and capturing the concerns and hopes of Portlanders for the future of our great city. The proposed draft Portland Plan does a great job of weaving together the aspirations for the future with proposed steps on how to get there. We have been pleased to be a part of the process to date.

We are also pleased with the strong focus of the proposed plan on the needs of the youth in our community. As you know the education, health, and vitality of our young people are a significant part of the reason we plan for the future.

The comments we offer below are meant to strengthen this focus of the plan and draw out more specific roles and implementation measures that will allow our youth to realize the benefits of community working to better their future. We offer general comments to the plan overall and some specific comments where we believe further clarification is needed.

While we are fully supportive of the partnership and collaborative approach to the plan, a greater distinction needs to be made as to where the collaborative efforts between the Portland Plan partners should continue and where city plans and policies need to be updated to implement the Portland Plan. Our comments below identify general areas within the city's authority or purview that could be targeted for the greater good of public schools. We also offer comments on specific elements of the plan for clarity or consideration. Thank you for the opportunity to comment on the proposed draft Portland Plan.

General Comments

Cradle to Career

PPS believes in the mission of the Cradle to Career initiative and looks forward to further collaboration with the partners of the initiative to target resources to the best use of our children's future.

Stable Enrollment for Public Schools

In the state of Oregon, funding for public schools is largely allocated on a per student basis. School districts make budget decisions, including the number of teaching positions, administrators, custodial staff, etc. in part based on the number of enrolled students and the

funding allocated per student by the Oregon Department of Education. The robustness of individual school curriculum program is dependent on the number of teaching staff available to deliver the program. More teachers mean greater diversity of program offerings.

Declining enrollment for a public school district means fewer teachers for students, a decline in program offerings and difficult choices in how to maintain and operate school facilities. A growing enrollment for a public school, especially for smaller school districts, means overcrowded school facilities with limited ability to provide capital facilities solutions to address the space issue.

This is the dynamic seen amongst Portland's public school districts for more than the last decade. While this enrollment dynamic can be attributed to many things, it seems clear that the decreasing availability of affordable housing in the PPS district has caused many families to move out of the district and into adjoining districts. This has contributed to rather unstable enrollment in local school districts.

The Portland Plan should have strong aspirational language and practical guidance for the assessment of housing affordability within the capture area of every school in every district and the creation of incentives for the development of affordable housing within walking distance of every school. This seems to be a great charge for the Portland Housing Bureau and the Bureau of Planning and Sustainability. We would be happy to join our sister school districts and these bureaus in the development of such policies to address this issue.

Supportive Infrastructure

The proposed plan notes the need on several occasions for goal based budgeting. PPS supports this goal and strongly suggests that a top priority/goal for infrastructure budgeting be the investment in safe routes to school for every school in Portland. This includes streets safe for biking, complete sidewalks, safe street crossings, and sufficient street lighting. The city's Safe Routes to Schools program in conjunction with many of the public schools in the city have identified specific infrastructure projects to achieve this goal. Funding to implement these projects has largely been grant dependent and therefore mostly inadequate.

Additionally, targeting city budget decisions to support local school districts' capital investments through complementary infrastructure improvements would leverage the limited capital funding available for schools within the city.

Zoning for Schools

We concur with the draft plan's identification of schools as being central to communities. Most PPS schools were sited to serve the growing neighborhood population of the day. At the time most school facilities were developed however, their use was quite different than the current day where many students are driven to school and after hour uses of schools is so prevalent.

Most local school districts understand the impact of school operations on surrounding neighborhoods and have ongoing relationships with the neighborhood associations to monitor and address these impacts. The zoning code's designation of schools as conditional uses does much the same by providing opportunities to specify mitigation measures to address impacts to neighbors. However the conditional use review process assesses the impacts from school operations at a single point in time and channels community input through a limited comment period of a land use review. The development of a zoning designation (or overlay zone) for

schools would provide the opportunity to better characterize the use and impact of schools in the zoning code and provide development standards that specify allowable impacts. Neighborhood notification and good neighbor agreements would allow for more in depth discussion between neighbors and schools and the opportunity to more frequently discuss impacts with neighbors.

Predictable Regulatory Process

The city's infrastructure documents such as the transportation system plan and storm and wastewater plans should more readily identify the design requirements for land use and permit applicants. In many cases, especially for small projects on school sites, this can be one of the biggest determinants of whether a project is affordable by a school district.

Joint and Shared Use of Schools

We support the proposed plan's concept of expanded uses of school sites to serve community uses. The city's zoning code will need to be updated to allow and address expanded uses of schools including the use of vacant school sites. PPS facilities are currently used for a variety of community uses. There are a number of other compatible uses (churches for instance) that require a conditional use approval. The primary focus of shared and joint use of school sites should be those uses that further school districts' missions and support student achievement. This subject should be revisited during the development of the comprehensive plan and the potential development of zoning (or overlay zone) that defines a fuller spectrum of joint and shared uses of schools.

Issues related to the interim use of schools that are vacant or the reuse of schools that are permanently closed are best addressed in an intergovernmental agreement between the city and individual school districts. We would look forward to the revision of the City Schools Policy as an implementation action of the Portland Plan.

Comments on Proposed Plan of the Portland Plan

A Framework for Equity

"The framework can be easily adopted by any of the lead or supporting agencies to meet their particular needs." Many partner agencies have adopted or implemented equity policies of their own. PPS has adopted policies and directives designed to make instruction and learning equitable throughout the district. As you know the work of the equitable delivery of a service to the community is difficult and ongoing. The statement that "all Portlanders have access to a high quality education . . ." would better reflect the diversity of educational needs of students in the city by stating that all Portlanders have **equitable** access to a high quality and **culturally relevant** education.

Strategy Element: Thriving Educated Youth

PPS Comments:

This strategy element correctly notes the need to provide necessary support and opportunities for students to thrive. Most school districts would agree with this need. The PPS 2011-12 strategic framework notes the need for effective educators; equitable access to rigorous, relevant programs; supports for individual student needs; and collaboration with families and community to ensure that every student succeeds, regardless of race or class. PPS appreciates the

collaboration and support of the City of Portland and other Portland Plan partners in the ongoing pursuit of this strategy.

Goal: Ensure that all youth (0-25 years) have the necessary support and opportunities to thrive – both as individuals and as contributors to a health community and prosperous, sustainable community.

PPS Comments:

1. This goal statement correctly links “necessary support” and “opportunities to thrive”. An increasing focus in public education today is on identifying and providing necessary support for students in all situations.
2. “Portland Today” should note:
 - The impact to the local economy of youth that drop out of school.
 - The impact of unstable enrollments and its impacts to school districts.

2035 Objectives

PPS Comments:

1. “At risk youth live in safe neighborhoods **affordable** to all income levels . . .”
8. The Portland community identifies and supports a sustainable funding mechanism for building and maintaining learning environments.

Strategy Element A: A culture of high expectations and achievement for all Portland Youth

PPS Comments:

“Access to training and education beyond high school as well as arts and recreational programming is an aspiration that should be available to all students . . .” This aspiration exists now. Opportunities to achieve this aspiration should be expanded.

Guiding Policies

PPS Comments:

- There is no policy around high school graduation itself. Focus is on post-graduation....

5-Year Action Plan

PPS Comments:

Comments regarding action plan overall:

- The “related action areas” are a good reminder of the interconnectedness of most actions, however the actions would be more powerful if specific references were made to the other related actions items.
- Reference to specific programs and policies could result in the actions becoming obsolete in the event the programs or policies referenced change name or cease to exist. Rather, it may be more useful to quickly identify the specific elements of the program or policy that should be acted upon.

Action plan items

PPS Comments:

3. *College access.* Public school districts are and should continue to be involved in this action through the creation of a culture of college.
6. *Campus investment.* Too narrowly focused. The investment in campuses by all colleges and universities as well as public school districts should help “to catalyze complementary local development and investing in supportive community serving infrastructure”.

8. *Teacher excellence.* This should note the initiatives of school districts to provide the support and training of teachers

Strategy Element B: Shared Ownership for Youth Success

Guiding Policies

PPS Comments:

“Conduct outreach and dialogue with the public . . .”. Many school districts conduct outreach with students and parents and respond to the community’s desire for additional school programming through charter schools, different and extended program offerings, and focus options. School districts do so in the context of state and federal education curriculum mandates.

5-Year Action Plan

#11 – What is the purpose of the living map and how is proposed to be used?

Strategy Element C: Neighborhoods and Communities that Support Youth

PPS Comments:

- Strategy correctly notes that “housing is also a key contributor to student success. Data shows that when students move frequently and change schools, achievement often suffers”.
- Should also note the agencies that address child and drug abuse
- Good place to mention existing mentor programs and the need for more such programs

Guiding Policies

PPS Comments:

Good policies. These policies should also aspire to a culture change that sees schools as honored places of learning.

5-Year Action Plan

PPS Comments:

14: Place-based strategies. This needs to better define how neighborhood services can provide successful interventions for youth at risk of not graduating. School districts also need to be involved in this effort to better identify the contributing factors to low graduation rates etc. Improved neighborhood services can also benefit individual school capture rates (and by extension stabilize enrollment) as students and parents see a commitment to their neighborhood.

17: Safe Routes to School – This action item should be expanded to include implementation of the use of the engineering plans developed for schools in the SRTS program to meet the transportation requirements of land use reviews for schools. Metro should be identified in the partner category.

Strategy Element D: Facilities and Programs that meet 21st Century Opportunities and Challenges

Intro text

PPS Comments:

- The statement “there are many ways to meet the school facility needs in fast growing areas such as the Central City and East Portland through sharing finance or facilities among local governments and institutions” needs to recognize that these are potential partnerships that could assist in meeting the needs but are , as yet, untested.
- The statement “we could explore changing state law to require annual investments in

facility improvements...” should also note that this can only be done with associated funding. Mandating additional expenditures under the current funding method without additional funding could impact the classroom delivery of curriculum.

Guiding Policies

PPS Comments:

- Third policy: The “correct[ion] of recent economic pressures affecting necessary maintenance over time” will take time even with robust capital investments in facilities. The economic pressures referred to in this statement are largely national in nature and not unique to our state. ‘Reforming education funding’ needs to be directly tied to the Oregon state tax system being able to provide stable, adequate funding. The reform should not be about splitting the existing education budget into smaller pieces. The following should be added after the word maintenance “and rebuilding (or reconstruction)”.

5-Year Action Plan

PPS Comments:

- Multi-function facilities should be expanded to include school districts as potential partners in the process.
- An action should be added to invest in opportunities for additional physical activity (invest in more fields).

Measures of Success

PPS Comments:

3. Educated Youth. This measure should add enrollment stability as a measure of community support for students that allow them to stay in a neighborhood/school of choice rather than moving due to other influences such as housing costs. This measure should also reference the metrics of success school districts have adopted including federal and state mandates, achievement mandates and locally adopted milestones and strategies.
4. Prosperous households. This measure of success begs the question what is more easily influenced – costs or income? Lowering transportation costs through the creation of more complete neighborhoods may be easier than the Portland Plan’s ability to lower cost associated with mortgage/rent.
6. Creating jobs.
 - Infrastructure – Transportation Demand Management should also include a focus on identifying users of transportation facilities (commercial/industrial vs. residential) to better assess impact to infrastructure and assign an appropriate share of system development costs “Building a 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”. The curriculum requirements placed on school districts by the state and federal governments should be accounted for here.
7. Transit and active transportation. Priority investments in walkable/bikeable routes need to be around schools
9. Complete neighborhoods. Many amenities needed for a complete neighborhood require population densities sufficient for their development. What incentives can be developed to ensure the vital elements of a complete neighborhood are developed? Do we have an understanding of the business models of grocery stores and whether they will locate in

communities that are not supportive of their locating models? Should more amenities be provided or more frequent/easier access to existing amenities?

11. Safer City. Any statistics about the link between educational attainment and crime rate?

Local Measures

Sub-area Scorecard

PPS Comments:

More explanation is needed on how the sub-area data is developed

Collaborative Partnership – commitment of resources by agency partners

Lead agency responsibility – Adopt, schedule and coordinate implementation of specific section of Portland Plan actions

PPS Comments:

Most partner agencies of the Portland Plan are going to implement their own missions and budget priorities. The Portland Plan language may want to identify how partner implementation of their own plans will meet the aspirations of the Portland Plan.

December 27, 2011

Bureau of Planning and Sustainability
The Portland Plan – Proposed Draft
1900 SW 4th Ave, Suite 7100
Portland OR 97201

Dear Members of the Planning and Sustainability Commission:

As elected officials serving almost 60,000 residents, the Board of Directors for the David Douglas School District appreciates the opportunity to comment on the Portland Plan Proposed Draft.

The last time the city's Comprehensive Plan was developed, half our over fifty-year-old school district was not part of the city of Portland. This lack of planning for East Portland has led to inequity and challenges which must be addressed and rectified in the coming 25 years or all of Portland - all of the metro area - will pay the price. We rise or fall together.

The David Douglas School Board respectfully submits the following comments:

A FRAMEWORK FOR EQUITY:

This entire section of the Plan is critical to our school district and the broader community. As the home of Portland's most diverse high school and the largest high school in the state, we cannot emphasize enough the equity goals of the plan in this area. The aspirations and action plans must be implemented and implemented well. Cultural competency and the elimination of institutionalized racism will support our students, their families, and help us eradicate the achievement gap. While we have questions about implementation, inclusiveness in the processes, and the distribution of adequate resources to the Action Plan in tough times – we fully support the steps that will eliminate the barriers to achievement for all.

INTEGRATED STRATEGIES

THRIVING EDUCATED YOUTH

We support the 2035 objectives noted on page 23 and the Culture of High Expectations for All Portland Youth.

Page 25 - We wish to call out that items related to college and career could be supported by the proposal for an education center at Gateway, as would item 12 "Partnerships and investments" of the 5-year action plan on page 27.

Page 29, #16 – For Sun Schools, poverty levels and not politics should be what drives the placement of SUN in schools. When poverty shifts, the schools served should shift. This has NOT been past practice.

#17, Safe Routes to schools should be expanded and again – should focus on the areas of greatest need. As this program is housed in PBOT, it would help if PBOT would institute an “absolutely no sidewalk waivers” policy for any development within 1 miles of a public or private school as well as enforcing the city’s own sidewalk requirement code.

#23 - A volunteer campaign must be coordinated with the school districts regarding opportunities. If there were more strong employment centers throughout the city, there would be more members of the workforce close to all schools, to participate in employer supported school volunteering.

Facilities and programs that meet 21st Century Opportunities and challenges
5-year action Plan.

Page 31, #24 - The Gateway Education Center is critical to East Portland. The concept includes private partnerships. This effort was moving along with plans to look at funding strategies and was stopped at a critical time, resulting in a loss of momentum. PDC was making a good effort for Gateway to have this as their catalyst project, but PDC’s involvement was pulled. The Gateway URAC as well as educational institutions believe that now is the time to start providing education opportunities and work force development in a key location, and that this would be beneficial to East Portland and others. Although on 5 year strategic plan, the Gateway Education Center should be given a priority and moved up in the timeline for year one.

ECONOMIC PROSPERITY AND AFFORDABILITY

Jobs and the resulting income tax revenue is where the money for education comes from in Oregon. Growing jobs grows money for education. This city must grow good paying jobs if we are serious about supporting our schools and school children.

For the 2035 Objectives #4, growing employment districts must occur. East Portland has more than its share of housing but far less than its fair share of employment. This must change and we need more employers and jobs.

#6 &7 – Again...EQUITABLE distribution of affordable housing. Stop and reverse the practices and policies that have led to socio-economic segregation in Portland.

Page 47, #20 & 31 - Also look at zoning changes. At a minimum, more mixed use in what could be commercial corridors such as SE Division. Assist with commercial redevelopment that was zoned R1 residential immediately after annexation. Expand assistance for commercial corridor brownfield redevelopment.

Page 49, #26 - Focus area grants: Please do not neglect to focus on urban renewal areas such as Lents and Gateway that need a catalyst project in the near term.

30 - Rezoning and down-zoning for the 122nd Ave Project impact area should be fast tracked so lessons can be learned and applied to balance of East Portland and city wide. There is a preponderance of high density residential zoning in East Portland and it limits the expansion of commercial, industrial and mixed use development in transportation corridors where it is logical to be located. This also limits the number of family wage jobs and neighborhood businesses that can be developed in the area. (This area is additionally referred to on pg 75, item 32 a.)

Page 54 & 55, Items 41 through 46 – Again, the Gateway Education Center can help address the underemployment issue of the Portland area.

HEALTHY CONNECTED CITY

The 2035 objectives are again supported as admirable and worthy. The community of the David Douglas school district especially needs:

Page 67, #7 – more positive neighborhood businesses and services, fewer strip clubs.

#11 & #12 – We are increasingly a food desert. Perhaps in our area, tax exemptions should be used for increasing food access and not for housing.

Page 71, #25 – The freeway lands near the SW corner of David Douglas SD could provide excellent family wage jobs within the Lents Green EcoDistrict. (This is also referred to on pg 75, #32 c.)

Page 81, #45 b. – We support expansion of the Safe Routes to School program and would appreciate the city finding an appropriate way to equitably support the high school students in our community, as they have with bus passes in PPS #1.

#46 – One of the 2 community centers in East Portland is in David Douglas SD. There are 17 city wide. We appreciate that we have one, but the number east of 82nd is completely inadequate for the percentage of the city's population in the area.

The goals of the Portland Plan are admirable. Having created an increasingly inequitable, socio-economically segregated city in the last 20 years, the city must now focus its resources on the areas and neighborhoods of greatest need. It must end its practice of pursuing the low-hanging fruit with policies of re-re-re-investing in areas that already have infrastructure and higher property values. It must bring businesses, neighborhood services and jobs to the areas that do not have employment. It must bring job training to the citizens who have the lowest educational attainment and incomes. It is time to spread the tasks of assisting and supporting households and children in poverty throughout all of the neighborhoods of Portland. The time has come to raise up the standard of living and prosperity of the city's neediest neighborhoods and citizens, instead of continuing the existing policies of pushing the poorest citizens to the city limits where they are out of sight and out of mind of those in downtown Portland.

It is time for the city of Portland to be all that it advertises itself to be in all of the city.

Respectfully,

Annette L. Mattson
Chair of the Board of Directors
David Douglas School District
1500 SE 130th Ave
Portland OR 97233

From: Jeff Allen [mailto:jeff.allen@driveoregon.org]
Sent: Tuesday, December 27, 2011 2:33 PM
To: Planning and Sustainability Commission
Subject: Portland Plan Testimony

December 27, 2011

Sent via email to psc@portlandoregon.gov

Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, OR 97201-5380

Attention: Portland Plan Testimony

I am pleased to submit these remarks on the Portland Plan on behalf of Drive Oregon, a diverse coalition working together to accelerate the growth of Oregon's electric vehicle industry and the electrification of our transportation system.

Our member companies include manufacturers of electric bicycles, streetcars, and low speed neighborhood vehicles as well as more traditional vehicles; makers of components and other pieces of the supply chain; those involved in building charging infrastructure; and many others. As a new organization, we apologize for submitting our comments fairly late in this process, but hope you will find them helpful.

General Comments

As Portland has recognized for some time, promoting the increasing electrification of the transportation system produces a wide range of environmental and public health benefits, is a core element in meeting the City's Climate Action Plan goals, and is also a promising economic development strategy. (See for example <http://www.chargeportland.com>)

Therefore, as a general principle, we would like to see the plan encourage the use of all or partially electric, high efficiency, low or zero emission vehicles wherever driving occurs. Obviously walking, biking, and transit are extremely important and we fully support the Plan's emphasis on making these modes of transportation more accessible. At the same time, we believe the Plan should recognize the great opportunities created by the range of new vehicles, from electric-assist bicycles and electric delivery trucks to electric transit vehicles and electric cars.

Furthermore, to reduce single occupancy and single use vehicle trips, we would encourage the Plan to promote carpooling and carsharing – particularly with electric and other low/zero emission vehicles.

Specific Comments

Page 4. It is worth mentioning that Portland is also a leader in electric vehicles and infrastructure. Oregon is one of the leading launch markets for electric vehicles, with more charging infrastructure and vehicles per capita than nearly any other metropolitan area.

Page 37. It may be worth noting that one of the key opportunities for “import substitution” is to reduce spending on petroleum; that spending pulls an estimated \$6 billion per year from Oregon’s economy, a large portion of it from Portland.

Page 40. Transportation is a key element in sustaining a vital central city and a strong reputation for sustainability. We suggest you add a Guiding Policy along the lines of the following: “Ensure Portland remains among the top 10 communities nationwide promoting use of bicycles, transit, and electric vehicles, and walks its talk by developing the most sustainable municipal fleet in the country.” (The fleet goal is taken directly from Electric Vehicles: The Portland Way.)

Page 41, Action 9. Please add “sustainable transportation” to the list of targets for recruitment efforts.

Page 42. Electrification of delivery fleets is already happening in Portland, and is a promising trend that we believe the City should support. Therefore, we suggest editing the fourth guiding policy to read “Apply best practices and technology that reduce energy consumption...”

Page 43, Action 18. Suggest an edit to read “...improve the efficiency and reduce pollution from the freight delivery system.”

Page 61, Objective 5.5. Given that we are still projecting Portlanders to drive an average of 11 miles per day, the City won’t reach its carbon reduction goals unless many of those miles are in electric vehicles. This same conclusion is being reached by the Oregon Global Warming Commission; its Roadmap to 2020 report envisions 90% of all vehicle miles travelled to be electric by 2050 and 10% of the fleet to be electric by 2020. (See <http://www.keeporegoncool.org>) Likewise, President Obama has set a goal of 1 million electric vehicles on the road by 2015 – for Oregon to meet its share of that target, we need at least 3-9% of new car sales to be electric within three years.

To maintain its national leadership in sustainability, meet its carbon reduction targets, and sustain its emerging electric vehicle industry cluster, Portland should aim to substantially exceed statewide and national averages. Therefore, we suggest adding an objective between 5 and 6 that reads something like the following; alternatively, these goals could be incorporated into 5 or 6:

“Objective 5.5. Transportation Electrification. Portland ranks in the top 3 cities nationally for electric vehicles and charging stations per capita, with well over 10% of the entire vehicle fleet and 25% of new vehicle sales consisting of electric vehicles.”

Page 66-68. For those 11 miles per day that Portlanders will still be driving, the City should encourage the use of electric or other high-efficiency, low/zero pollution vehicles.

Ensuring adequate electric vehicle charging infrastructure is an important piece of this strategy. In particular, the City should work to ensure charging facilities support trips between regional hub developments and employment centers.

We believe the best way to do this would be to add a Guiding Policy on page 66 that reads something like the following: “Support development of an effective regional infrastructure for electric vehicle charging, with particular emphasis on public charging facilities near hub developments.” Alternatively, similar language might be inserted into other guiding principles here or on page 68.

Page 67. Suggest adding a specific action highlighting the importance of integrating electric vehicle infrastructure into neighborhood development. This could read something like:

10.5 Vehicle Charging Infrastructure. Work to ensure Portland remains one of the top three cities in the nation for electric vehicle charging infrastructure. Focus support on developing public fast-charge infrastructure tied to neighborhood hubs and employment areas where driving rates remain high.

Thank you again for the opportunity to submit these comments. Please let me know if we can provide any additional information.

Best regards,

-Jeff

Jeff Allen
Executive Director
Drive Oregon
1600 SW 4th Avenue, Suite 112
Portland, OR 97201
www.driveoregon.org

Mobile (541) 490-9021

From: L davis [mailto:lweezi@yahoo.com]
Sent: Tuesday, December 27, 2011 9:46 PM
To: Stockton, Marty; Planning and Sustainability Commission
Subject: Improving Police-Community Relations

December 27, 2011

Ms. Marty Stockton
Office of the City Auditor
Portland, OR

Dear Ms. Stockton:

As a resident of Portland, I have the following serious concerns with "The Portland Plan" (PP) that hopefully your office can address.

When faced with an emergent situation, most Portlanders don't hesitate to call for emergency services; they automatically and almost instinctively dial 911. But the current draft of "The Portland Plan" underscores the distressing reality that "...members of Portland's communities of color often do not feel safe calling emergency services."

(p. 107 of the PP, under the heading Measures of Success, section 11: "Safer City").

Although the PP does declare (p.107), "This is unacceptable", the PP fails to discuss the history and sources of the problem, fails to propose concrete 5-year goals to directly mitigate the problem, and fails to include the problem's specific resolution as a 25-year aspirational objective.

To place this issue in context, the U.S. Department of Justice is currently investigating the Portland Police Bureau (PPB) for civil rights abuses. The purpose of this wide-ranging federal probe is to determine whether there is a pattern or practice of excessive force used by PPB officers. Many citizens and community leaders have come forward and asked that the federal investigation carefully scrutinize whether the PPB has a pattern of using excessive force against people of color.

The use of excessive force by the police represents an extraordinarily dangerous extra-legislative and extra-judicial form of social control that threatens the foundations of our democracy. When such unconstitutional force targets people of color, this is a violation of our civil and human rights so execrable that it demands the most vigorous action at all levels of government to stop it immediately and to make sure that it never happens again.

In light of the federal investigation the PPB is presently facing, and against an historical backdrop of racial injustices in our city, the draft PP seems discouragingly silent on the question of why dialing 911 is often so frightening to people of color. Why are the expectations of people of color in this regard often so different from those of whites? What has caused some people of color to recalibrate their expectations concerning dialing 911? Why do they fear that calling 911 will do more harm to their loved ones, or neighbors, or community, than good?

The current PP also seems insensitive in its failure to directly address what the city should do to resolve this problem. Although it broadly considers equity issues, the PP does not appear to offer any concrete plan(s) (e.g., 5-year goals) that would serve directly to improve and mitigate the problem. Nor does the PP include a 25-year statistical objective for measuring progress toward the problem's eventual resolution. Please note, Ms. Stockton, that the PP does include such 25-year statistical metrics for measuring progress toward, e.g., long-range educational objectives (see p.23) and economic objectives (see p.35). It seems extraordinary that the PP does not offer some parallel metric related to the equitable objective of improving people of color's confidence in the PPB; such a 2035 objective might read something like:

"In a survey of people of color, 95%-100% state they have no fear of calling emergency services.";

or:

"In a survey of people of color, 95%-100% state they are confident that their community is well-served by the PPB."

I believe that most Portlanders would readily agree that such a 25-year objective is an important aspirational goal for our city to formally announce, pursue, and achieve. This issue, that some people of color in our city are so afraid of the police that they often fear calling 911, as well as the broader concerns that this deplorable circumstance entails, deserves a more thorough appraisal in "The Portland Plan", one that includes specific solutions and measurable objectives.

Thank you, Ms. Stockton, for your consideration.

Sincerely,

Rick Sills

5036 N.E. 10th
Portland, Oregon
97211

TESTIMONY – The Portland Plan

Susan M. Blevins – 3034 S.W. Flower Terrace - Portland 97239

smblevins@comcast.net 503.452.9637

I am testifying on behalf of the many citizens of Portland (of all ages) I have spoken with over the past few years about the direction of the City of Portland. Most people are silent because they think that the city will do whatever they want to do regardless of public input. They think the solicitation of input is just a legal formality and will not change the direction. I speak for these people and for the record.

Manhattan is an island. San Francisco is a peninsula. Only the very rich and the subsidized poor can afford to live and work in these space-bound cities.

Home ownership is only for the wealthy. Businesses, property owners, and the wealthy are taxed to subsidize the poor and the social programs to promote so-called "equity." The middle class is run out of town - or at best live in rent controlled apartments.

With our Urban Growth Boundary, we are effectively making our area a self-created island. Soon, only the very rich and the subsidized poor will find our area "affordable." All of the grandiose goals of The Portland Plan will require the densities and the high taxation of New York and San Francisco in order to be "sustainable."

"Twenty minute neighborhoods?" No decent, affordable grocery store or service establishment can be profitable enough to survive located 1/4-1/2 mile from all residents without subsidies or great density in the surrounding neighborhood.

"Cradle-to-Career" social programs? At what cost? Another local income tax? No mention in the Portland Plan of personal or parental responsibility.

As taxation and the cost of living in the area increases, more and more people and government-selected, "green" businesses will require some sort of subsidy in order to remain viable in the Portland area.

Subsidized living – whether business, jobs, housing, the arts, etc. - is NOT "affordable" living.

Currently, Portland is more affordable for those fleeing the unaffordable cities of the East Coast and California. It's interesting how many of our urban planners and Portland Plan creators have relocated to Portland from these areas. Many of our citizens in the Pearl and the South Waterfront are also from these highly taxed, unaffordable areas.

I have mentioned my concerns about the consequences of limiting land use and increasing density to the affordability of an area at many of the so-called planning "workshops."

- I have been told by planners that I don't belong here and I should move elsewhere – like "a small town in the Midwest."
- I have been told by planners that I should think of the "greater good" and "move to a condo or row house and not occupy a single-family residence."
- I have been told by planners that with two-bedroom, one-bath single family homes, like mine, "the city will never meet its density goals."
- I have been told that my property would be better suited for high-density, affordable "housing" - and it was zoned as such in the SW Plan in the mid-nineties.

These statements have made me more vigilant and less trusting of the City of Portland and its plans for its middle class citizens.

I have asked the planners to please consider what limiting space, increasing density, and taxation of business, property owners, and the wealthy to subsidize the poor and social programs do to a city.

Businesses fail or move elsewhere. The middle class disappears. The vast majority of the poor remain poor despite the efforts of the city.

The elderly are taxed out of their homes. Not to worry, The Portland Plan will supply subsidized "housing" for the elderly where one can hang out with a bunch of other old people and every penny of one's financial records will be scrutinized regularly to determine one's monthly rent.

With no middle class, the gap between rich and poor becomes more evident and divisive.

Private property and farmlands become more precious, controlled, and unaffordable.

Businesses, the wealthy, and the middle class eventually search for more affordable places to do business and live. (Look at how many Portland companies and citizens have moved to the suburbs or Vancouver. Very few of the well-paying jobs are still in Portland.)

The small, private businesses catered to in the Portland Plan seldom pay a "living wage" with benefits to the employee.

What do you have when the good jobs and the middle class flee? Just look at New York and San Francisco. Weird for sure.

From: Kay Sweeney [mailto:ksweeney712@gmail.com]
Sent: Tuesday, December 27, 2011 6:37 PM
To: Planning and Sustainability Commission
Subject: Portland Plan Testimony

To ease the eastbound congestion on Banfield Expressway between the OMSI exit and NE 33rd to permit more vehicle movement and thus reduce carbon emissions, I suggest:

- 1.) building a road segment to connect exit 300B, Highway 30, from I5 WITH the entrance to to I84 from NE Grand to have these cars merge into one lane BEFORE coming onto the Banfield. It seems possible to me that the exit from I5, Highway 30, is long enough to slow some vehicles down without making anyone stop
- 2.) gradually ending the eastbound right lane on the Banfield just before it reaches the merging vehicles from I5 and Highway 30.
- 3.) installing a one-car-at-a-time light on the entrance from NE 16th Street

As an interested citizen involved in my neighborhood SMILE association, I would appreciate being included in the planning of these projects. Please let me know that this suggestion has been received.

Thank you for your consideration.

Kay Sweeney
921 SE Marion St
Portland OR 97202
503-236-8723

**Woodstock Stakeholder Group
Woodstock Community Business Association**

Dear Planning and Sustainability Commission

My name is Angie Even. I have served as an Officer on the Board of the Woodstock Community Business Association (WCBA) and been involved in the Woodstock Community for 20 years. I currently Chair the Woodstock Stakeholder's Group, a subsidiary of the WCBA and comprised of Woodstock Commercial Property Owners. This written testimony is on behalf of the Woodstock Business District.

In Measures of Success under the Portland Plan, it is noted that on page 103-104 where Surplus and Leakage are used as a measure of "neighborhood business vitality" that Woodstock was ranked 5th from the worst out of 23 neighborhood districts listed. In Appendix C, LOCAL MEASURES, the Woodstock sub area lost 1,205 jobs between 2000-08. In spite of this negative economic information, we are concerned that the important strategy of "Economic Prosperity and Affordability" and related Actions, that the Woodstock Business District is missing from the Woodstock sub area referenced in Appendix B, Sub area 10, Woodstock, page B-9.

On the bottom of page 48, the Plan states "to improve community-wide prosperity, boost neighborhood business growth and reduce involuntary displacement, it is necessary to improve neighborhood based economic planning, investment tools, and the capacity of local community based organizations. Therefore we feel that under Economic Prosperity & Affordability the following Action Plans should be included:

- #25 Portland Main Streets**
- #28 Entrepreneurship and micro enterprise**
- #30 Fill gaps in underserved neighborhoods**
- #32 Financial Tools**

Woodstock, a "20 minute neighborhood" complete with a Safeway, Bi-Mart, hardware store, restaurants, pubs, salons, banks, a library, small post office, retail and coffee shops, with Reed College just 5 blocks away, is the "hub" of the neighborhood and is poised to become the next destination neighborhood.

With Lents bordering us to the East and Moreland bordering us to the West, We seem to "Fall between the Cracks". We have not been chosen for Urban Renewal while bordering and servicing many Lents residents. We are very challenged to find City of

Portland grants or programs to assist us. In 2010, we attempted to apply for the Portland Main Street Program, but found that the \$30,000 needed just to make the initial application was too high a bar for our small business district to meet.

Why should the City of Portland recognize Woodstock as a business district in need? Woodstock, a small 15 block business district at its core, with a wide tree lined street with a mix of new and historic buildings connected and disconnected by parking lots and residential development, is challenged to not only find an identity, but also a cohesive Main Street appeal. Buildings require façade upgrades and repair, streetscapes and pedestrian improvement.

The commercial zoning is inadequate for economic redevelopment. Leakage occurs as a result of services not available within the district. In addition, Woodstock lacks the mix of retail and restaurants that draw city wide patronage. The Woodstock Land Use Committee and Stakeholder Group is ready for a conversation about the possible expansion of commercial zoning.

Hawthorne, Division, Alberta, Mississippi, Nob Hill, Multnomah Village, the Pearl and the like are recognizable neighborhoods by name and the unique identity they are associated with. Woodstock has all the potential to be a business district that is “on the map” and the radar of Portlanders.

We think it is time the City take a serious look at Woodstock as having the potential for the next up and coming revitalized business district serving not only the immediate neighborhood but also as an attraction at the southern edge of Portland to those in the greater Portland Community.

Woodstock is one of the oldest neighborhoods in Portland with rich historic value. Woodstock has an impressive infrastructure of Community Groups that have collaborated on many projects and events for more than 2 decades. These volunteers are eager to help Woodstock go to the next level and be recognized within Portland’s destination neighborhoods.

We also advocate for the 5-year Action Item #7, on page 67, in the VIBRANT Business District. This is with an emphasis on making Main Street, grant and renewal programs more accessible to business districts that are challenged with the monetary requirements, whether high or low. While this Action Plan appears to target the Cully Main Street Plan, we feel Woodstock could use the same attention to revitalize its business district.

We in Woodstock agree that we need help toward economic development and ask this Commission to consider the 12 Citywide Measures of Success, Page 83. The Woodstock Business District, will not meet the economic growth benchmarks

without a greater measure of economic development support by this Commission, the City of Portland and the Portland Plan.

Respectfully,

Angie Even

woodstockbuilding@gmail.com

Woodstock Community Business Association

4207 SE Woodstock Blvd., PMB #130

Portland, OR 97206

From: kennyrheggem@comcast.net [mailto:kennyrheggem@comcast.net]
Sent: Tuesday, December 27, 2011 4:27 PM
To: Planning and Sustainability Commission
Subject: Portland Plan : Woodstock Hub- Needs on Main Street, Importance of being included in Street Car Expansion

Hello,

My name is Kenny Heggem, I am the media committee chair for the Woodstock Neighborhood Association and on the board, as well as a member of the Land Use committee. A subcommittee was formed from Land Use, Street Car Committee, and I am the Chair .

The committee and I want to show support for #10 of the 5 year Action Plan: "Transit Active & Active Transportation, on page 66 under Vibrant Neighborhood Hubs.

"Foster a multi modal transportation system that links neighborhood hubs to each other, employment areas, the central city, and the broader region through safe and attractive frequent transit service, and bikeways, and pedestrian connections."

This sounds like the potential outcome of a comprehensive street car system linking major business districts/Hubs throughout the Portland Metro area.

A comprehensive street car could help foster 20 minute neighborhoods and walkable jobs. Street car is a development tool, encouraging density and investment. Their frequency and quality ride also encourage utilization.

The general public is 30% more likely to use rail over bus lines. Busses will have their place in our transit system, however I think it is important that the region realizes what a positive outcome a system that anyone could slip onto conveniently, without having to stand around 20, 30, 40, 60 minutes waiting for a bus to come... just what a major impact this could have on our quality of life, personal health, environment, and time spent driving. We need to be thinking in terms of Mass Appeal.

Folks could just hop on a frequent street car(5-10 minutes, MAX wait time) to get to a job at a high density building in one of the many business districts. Travelers would find this an appealing way to venture from many places to shop, eat, experience the diverse feel of the different hubs.

We are not Manhattan, with rapid subways (yet). We could be something like a true transit city if it was more straightforward and interconnected. Right now our system is dispersed, thrown around, hard to navigate even. Think Amsterdam or Copenhagen in terms of the straightforward and frequent feel a system can have within a city. That is what Portland needs to meet up to in the future to meet the various goals... absorbing population growth, being a sustainable and thriving city,

access to affordable transportation, and being competitive with other cities in the USA.

Our streets can be more complete on the district hubs. Rail with cycle tracks that connect with other major districts and calmer cycling green ways.

Creating a new complete system would also be a great way to pay tribute to the history of this city, the reason our business districts are so walkable. The system may not mirror the prior completely, but be modified according to the service and destination locations of today.

I live in SE Woodstock. Our business district is fairly small, 15 blocks between SE 39th and SE 52nd running E. and W. We do not have much in terms of historic buildings, many were built in design and scale of the 60's and 70's, a few more charming 40's style that should remain. Tearing down and building up would not have a profound negative effect on the neighborhood's feel. There has been some expansion of the business district up to about SE 54th with newer mixed use buildings combining street front businesses on the lower floor and living facilities above. This could continue, perhaps a few extra stories, throughout the district. Street car could help absorb, support, and even add to this growth.

The original drafts shown at the street car and bicycle plan open house at Franklin High school began in a very complete way. Interlinking multiple hubs to one-another. It was in line with what would best serve the populace of Portland into the future. But it has become far less complete, including a major hole in the system by excluding the E. corridor, an area with the most need too boot.

With the Woodstock business district linking to the future Foster and Lents expansion the line can continue through Mt Scott, then Woodstock.... servicing many socioeconomic populaces including Brentwood Darlington and on through to Reed college, Eastmoreland, and Sellwood... all the way through to the SE Waterfront.

College students can be served venturing to many areas of the city including right in our hub, Sellwood, and to downtown. We have a large elderly population that can take advantage of the ease of entering a street car, increasing their mobility to get the services they need. Families, also a growing populous in our area, can go to downtown festivities like the Xmas tree lighting, shop, and stay warm. They would not be non plussed by having to wait for an infrequent bus line.

After reading these comments above, re-read Pg 66.

"Foster a multi modal transportation system that links neighborhood hubs to each other, employment areas, the central city, and the broader region through safe

and attractive frequent transit service, and bikeways, and pedestrian connections."

Consider how this system is vital in creating the next phase for Portland. We need to create frequent interconnected, straightforward transit system that people desire using. We need bicycle facilities that are not in the road combined with traffic if we are to meet the goal of 20% or more people commuting by bike.

We need to start thinking bigger and start creating a transportation system comparable to the finest in the world if we are to . In peak oil, with global warming of concern in the very near future... we cannot avoid creating a sustainable transportation system that serves us the best.

The Portland Plan also makes mention of PDC's resources pointing toward our neighborhood business districts. Woodstock is not Urban Renewal but has needs. Our neighborhood association website has been collecting data on a survey requesting the community to give feedback about the types of good and services in the neighborhood. We are experiencing leakage in the following: Natural food stores, local brewery, bakery, and bagel shops. Over 200 folks in the neighborhood have responded on the survey.

We hope to work with PDC on attracting more of the businesses in our hub to create a more complete 20 minute neighborhood.

Thank you your interest in this testimony and the needs of Portlanders.

I am available to discuss the street car plan along with other members in out committee.

Best,

Kenneth Randall Heggem

5215 SE Harold St.
Portland, OR
97206

From: Jonathan Brandt [mailto:portlandearthcare@gmail.com]
Sent: Tuesday, December 27, 2011 1:50 PM
To: Planning and Sustainability Commission
Subject: Portland Plan Testimony

Portland Plan Draft Comments

“Create well-paying jobs”

Promote Regional Traded Sector Job Growth – Unsustainable! Where is the evidence to support this strategy’s ability to provide *stable* living-wage jobs in the next 25 years? Reliance on national and international markets assumes embedded vulnerability through demand fluctuations and increasing transport costs. Export revenues and their hypothetical growth models should not be used as an indicator of a healthy, stable economy. Sustainable economies provide all essential goods and services with minimal external inputs. This goal should be the priority and strategies such as **import-substitution should be the focus**, not just complementary.

A Regional Economic Development Corporation to promote branding does not serve to meet essential needs through Import-Substitution. It is an investment in a global marketplace economy that will decline as resources become scarce or are depleted. A sustainable economy does not seek to grow exports or attract development which do not simultaneously replenish resources and provide just distribution of those goods and services. Regional branding serves monetary wealth creation through export growth, it does not serve just distribution of resources which should be primary strategy of exports in tandem with import-substitution. This strategy should be modified, abandoned, or deprioritized significantly.

Promote Cooperation and Collaboration Over Competition – Beware Pitfalls of Commercialization

As Metro Councilor Rex Burkholder writes on

http://www.oregonlive.com/opinion/index.ssf/2011/12/portland_plan_city_must_repar/3501/comments-3.html

“leaders I talked with stressed that success in achieving economic, social and environmental sustainability depends upon cross-sector collaboration that is intentional, outcome-oriented and willing to challenge existing models of business and governance.”

Commercialization of publicly researched technology is an old model that benefits market economy powerholders – this is not a strategy that promotes equity.

Joshua Farley writes (Ecological Economics: Principles and Applications, 2003), “Information improves through sharing. However scientific teams competing... are unlikely to share information with their competitors. Patents... slow down research. Patents on knowledge ration access, and carbon-neutral energy technologies must be widely adopted if they are to prove effective.

Commercialization promotes wealth creation through money markets instead of efficiency through widespread adoption. If equity is the City’s goal, it follows to

avoid commercialization and instead promote collaborative open-access product development. This will speed development and encourage innovation. Monetary profit does not need to be driver for research.

Overall Economic recommendation: Elevate Locally- Owned, Import-Substitution business creation to primary priority and significantly reduce traded-sector growth that does not replenish natural resources or build equity through just distribution.

Other recommendations:

Build Plan around recommendations of Peak Oil Task Force Report

Build, retrofit, and use, seismically safe school buildings as community centers and mainstays of neighborhood resilience. They can become incubators for micro-enterprises and cooperatives, centers for learning forgotten skills, emergency food storage sites, meeting spaces and dance halls, community kitchens, health clinics and tool-lending libraries.

Broaden list of potential partners to include as many NGO's and neighborhood groups (both formal and informal) as possible.

Promote financing innovations ranging from a state bank to a local currency for buying local products, paying local taxes and engaging unemployed people in otherwise unaffordable projects.

Utilize and promote multi-generational learning/apprentice environments whenever possible – embrace and promote the potential for contribution of our elders to provide guidance to and receive support from youth.

Promote via deregulation, community resiliency efforts around food, health care, materials management, water re-use and conservation, and energy independence.

respectfully submitted by
Jonathan Brandt

4709 SE 64th Ave
Portland, OR 97206

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Jonathan Brandt
503-754-0479
portlandearthcare@gmail.com

Your care for our Earth is very much appreciated!

Planning and Sustainability Commission

1900 SW 4th Ave.

Portland, OR 97201-5380

Attn: Portland Plan testimony

To the Planning and Stability Commission,

I have already submitted a testimony outlining reasons for including conservation education into the plan. Included in this document are the specific edits for the Portland Plan draft. Overall, I think the plan will be an excellent guide to making Portland a great place to live and it is fairly thorough. However, I notice generally that there is an assumption that if Portlanders have access to natural areas that they will inherently go to them and “feel” they are important. I think you might agree that people must also have a connection to place, experiences as young Portlanders that solidify their love of natural areas, as well as an understanding of environmental systems and our impact on them.

In order for Portland to have a “healthy connected city” with “economic prosperity” we must include educational opportunities outside of the classroom such as Outdoor School, a 45-year tradition in Portland, as a vital piece for our “thriving and educated youth”. We must invest in these opportunities for our young Portlanders who will become the decision makers 5 to 25 years from now.

I feel strongly that the Portland Plan will address many issues facing our beautiful city and I hope that you will consider including the following additions.

Page #	Insertion point	New content	Comment/and any deletions?
24	Guiding Policies section 1, bullet 4.	Sustain and expand internships...	There are many programs throughout the Portland area that have effective internships and mentoring capabilities that could and should be maintained as a support for high school students.
30	First paragraph, 2 nd sentence. “Core curricula need to include access to arts, music, and physical education...”	...music, physical education, and enriching educational opportunities <u>outside of the classroom.</u>	There has been much research to demonstrate that learning in informal and enriching environments will enhance the students’ performance within the curriculum.
30	Guiding Policies, bullet 4. “Support curricula that foster...”	...Support curricula and <u>educational opportunities</u> that foster creativity...	

Page #	Insertion point	New content	Comment/and any deletions?
31	#29 Arts programming-	Arts and Conservation programming: Invest in continuous, integrated arts conservation learning programs for every k-12 student in Portland (e.g., Any Given Child, The Right Brain Initiative, Outdoor School, OMSI), using school, nonprofit and community resources.	All too often arts and conservation education opportunities outside of the classroom are pushed aside in order to make room for nationally tested subjects, i.e. Reading and Math.

Thank you for your consideration and your dedication to continuing to ensure that Portland is a wonderful place to live.

Sincerely,

Jennifer Basham

7171 N Concord

Portland, OR 97217

Polar Bear/Zoo analogies-

Students are wild animals (Video of a wild animal investigating/ playing compared to children investigating/ playing)

Students are within the confines of the school day/ curriculum. They are getting their needs met/ food/water/ educational content met. –(Animals in zoo, same)

Students need enriching opportunities that enrich their lives-make learning fun, get the most out of curriculum.



Chris Denzin
310 SW Park, 11th Floor
Portland, Oregon 97205

December 21, 2011

City of Portland Planning and Sustainability Commission
Attn: Portland Plan Testimony
1900 SW 4th Avenue
Portland, OR 97201

Thank you for the opportunity for CenturyLink to provide comments on the Draft of the Portland Plan. It is apparent that a great deal of work and effort has gone into the plan and what it would take to have Portland be a robust, thriving and healthy community in the future.

CenturyLink also appreciates the efforts the Bureau of Planning and Sustainability have done to specifically reach out to the business community, including their presentation to the Portland Business Alliance (PBA) on December 6, 2011. It was a very informative session. As part of the PBA, CenturyLink is participating in the Alliance's review of the plan, but we wanted to take this opportunity to address an issue we are particularly concerned about in the **Economic Prosperity and Affordability** strategy.

12. Broadband equity: Establish a fund for broadband equity. Develop a stable funding stream for access subsidies through a strategy such as a 1% universal service fee. Work with non-profits and NGOs to increase access to broadband tools for underserved communities.

CenturyLink recommends that the reference to a 1% universal service fee be removed. CenturyLink does not believe that additional taxes or fees are needed at this time. Moreover, this appears to be a brainstorm idea that CenturyLink does not believe has been fully vetted and understood prior to its addition in the Plan. CenturyLink is concerned that by including so specific a theoretical funding strategy in the plan will give it a legitimacy that is inappropriate, and that it can be used to imply the City Council has approved the imposing of this new tax and/or fee.

CenturyLink agrees that broadband affordability is an issue that has impacted the rate of broadband adoption, and to support that effort, we have launched **Internet Basics**, a broadband adoption program that targets several of the key barriers to adoption for lower income families by providing affordable high-speed Internet service, affordable personal computers and access to free computer and Internet training programs.

Through the program, eligible low- income customers in all of CenturyLink's local service markets have access to a \$9.95 a month high- speed Internet service for a full year, and then continued discounted service for \$14.95 per month for an additional four years. Internet Basics also offers a new, Internet-ready netbook computer for \$150, as well as free personal training and tools in more than 100 communities nationwide.

The true potential of adoption programs like CenturyLink's, and ones available from other providers, will be realized at the local market level, where communications providers and their employees work hand-in-hand with community leaders and civic groups to properly identify needs, resources, and opportunities to advance not only broadband availability, but also understand and overcome the barriers to adoption faced by those not online today.

The City of Portland rightly recognizes that broadband is an economic development tool and continued broadband investment and adoption should be encouraged as identified in **Economic Prosperity and Affordability** strategies: **10. Broadband access** and **11: Broadband service**.

In regards to **Healthy Connected City, 8. Broadband Neighborhoods, Provide free WIFI at all public buildings in each neighborhood**", CenturyLink recommends clarification of the term 'public' as it may be construed as any publicly accessible location and recommend using 'municipally owned or managed facility' to eliminate any ambiguity stated in the action.

CenturyLink is supportive of local initiatives that establish public/private partnerships that maximize the use of existing infrastructure and public assets to extend broadband service to under and un-served areas. We look forward to working, as a partner, with the City of Portland on broadband expansion to business clusters and anchor tenants as identified in the draft Portland Plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Denzin". The signature is fluid and cursive, with a large initial "C" and "D".

Chris Denzin
Vice President & General Manager
N. Oregon/S. Washington
Ph. 503.242.5234
Fx. 503.242.8589
Christopher.Denzin@CenturyLink.com

From: holisticcooke@aol.com [mailto:holisticcooke@aol.com]
Sent: Wednesday, December 28, 2011 2:41 PM
To: Planning and Sustainability Commission
Subject: Re: feedback for the Plan

Thank you for your note Sandra.

The official collective testimony of the Transition Portland group should reach your office shortly. A couple of us are ironing out last minute details. I already send my personal testimony, which is attached, but am resubmitting it in case it didn't make it to you the first time. There are a couple minor changes, so if you could exchange the old one for this new one, great.

Much thanks to the Commission for the opportunity to review and contribute to the plan.

sincerely,

Harriet Cooke MD, MPH
6312 SW Capitol Hwy #225
Portland OR, 97239
(mailing/legal address)

-----Original Message-----

From: Planning and Sustainability Commission <psc@portlandoregon.gov>
To: 'holisticcooke@aol.com' <holisticcooke@aol.com>
Sent: Wed, Dec 28, 2011 1:18 pm
Subject: RE: feedback for the Plan

Hello H. Cooke,

Thank you for your time and input about the Portland Plan!

Please note that written and e-mailed testimony must include your mailing address to be included in the public record. One of the contributors' address will suffice. Although the deadline for public comment is today at 4:00pm, if we have your address by next Wednesday, January 4th, at 4:00pm, we can include it in the record.

Thanks again!

Sandra

From: holisticcooke@aol.com [mailto:holisticcooke@aol.com]
Sent: Wednesday, December 28, 2011 1:03 PM
To: Planning and Sustainability Commission
Subject: feedback for the Plan

To the Bureau of Planning and Sustainability,
attached is support from Yehudah Winter who was leaving town for Guatemala for the attached document.

I will follow this with another email testifying to his support of this work.
thank you,
H. Cooke, one of the co-authors of the testimony

-----Original Message-----

From: Alan Winter <alanyehudah@gmail.com>

To: Harriet Cooke <holisticcooke@aol.com>

Sent: Tue, Dec 27, 2011 2:01 am

Subject: adios

You have my permission to attach my name in support of your feedback to the Plań.

--

Blessings,

Yehudah (Alan) Winter

5707 NE 15th Ave

Portland, Oregon 97211

(503) 287-8737 (home)

(503) 819-9368 (cell)

www.yourpersonalceremony.com

Public Comments of Portland Plan

The following comments regarding the draft version of the Portland Plan are submitted by Alan DeLaTorre and Joe VanderVeer, co-chairs for the Accessibility in the Built Environment subcommittee of the Portland Commission on Disability (PCoD). The comments have emerged through collaboration with the input from the subcommittee and are meant to complement the written comments and verbal testimony submitted by Connecting Communities, Michael Szporluk, Portland State University's Institute on Aging, and the commissioners from PCoD.

Recommendations

General recommendation: there are many opportunities that exist throughout the Plan to address the critical issue of planning for persons of all ages and abilities. As was articulated in the testimony given to the Planning Commission and Bureau of Planning and Sustainability at the November 29th Portland Plan Hearings, people with disabilities feel “invisible” and Portland must address the needs of this growing population while doing a better job utilizing the assets that exist within the community.

General recommendation: the Portland Plan and the City of Portland must take affirmative action on creating accessible housing, communities, and opportunities for persons with disabilities. This includes, but is not limited to, the need to incorporate end users into the design processes, including older Portlanders and people with disabilities. While this is being done in some instances – e.g., “eco charrettes” for LEED-designed buildings and the design of new streetscapes/greenways – the City should adopt an explicit policy that requires the input of end users into design processes (e.g., cycle tracks, bio swales) and/or programs (e.g., event planning, educational activities).

Additionally, the City of Portland must explore the concepts of accessible design, universal design, and usable design.¹ The City should adopt a policy of inclusion that exceeds minimum compliance with fair housing laws and the Americans with Disabilities Act.

Page 11: 5-Year Action Plan # 5

Include the following language: “...other historically underrepresented and underserved communities, *such as people with disabilities.*”

Pages 34 & 35 (Items 6 & 7)

These pages within the Economic Prosperity and Affordability section reinforce the misconception that *the* barrier to housing for people with disabilities is solely cost and not

¹ For a good overview of the accessible, universal, and usable design, see the University of Washington's website: <http://www.washington.edu/doi/Faculty/articles?337>

design. The section does must address the fact that quality, accessibly designed housing is mostly available in the upper end of the housing market (or attainable by those who have the financial means to design/redesign their homes) and not for middle- and lower-income individuals living in private housing stock.

Pages 52 & 53: Access to Housing

While this section has incorporated the given to BPS staff over the past two years, room for improvement remains. Specifically, this section requires refinement of outcomes and specific actions needed in order to “Emphasize universal design and accessibility, especially in neighborhood hubs and other areas with frequent accessible transit services (page 52, fourth bullet point).” Please consider the following suggestions:

- Access to housing must address the fact that people with disabilities (and other groups) must have the ability to achieve “neighborhood choice” rather than focusing accessible and/or affordable housing into specific areas of the city. Put another way, the city cannot create “wheelchair ghettos” at the outskirts of town as long as they're near transit (see bullet point four on page 52 and 5-year Action Plan #39 on page 53.)
- Consider adding “persons with disabilities” to bullet points five, six, and seven (page 52).
- Add 5-year Action Plan 3 41 (which would read similar to #37) that aims to facilitate partnerships among the City, its citizens, and local businesses that lead to increasing the availability and affordability of quality, accessible housing that would result in “win-win-win” scenarios. This would include facilitating private and public sectors to work together to create opportunities for investment that lead to innovative housing models that are accessible/usable. This is a “win” for the City (e.g., increase in accessible housing stock and a spur for innovation), businesses (e.g., profit and innovation), and the end users (e.g., better housing that meets their functional needs).
- Consider allowing clustered and cottage-style housing in the zoning code that amend current parking requirements (e.g., reduced parking requirements, clustered parking); the intent is to potentially lead to developers and lending institutions financing new styles of housing that are within the zoning and building code but are more accessible.
- After the expiration of the System Development Charges (SDC) for Accessory Dwelling Units (ADU) in 2012, allow for SDC waivers to continue for ADUs that meet a pre-determined set of criteria that achieves accessibility/usability standards (e.g., single level, zero-step entrances, accessible bathrooms, wide doorways and hallways, etc.); perhaps an ADU design competition would lead to new, innovative ideas (e.g., Courtyard Housing Competition).
- Currently, SDC waivers – beyond those used for ADUs – are granted to applicants those who meet three of 15 criteria, of which only one is tied to accessible housing; furthermore, there are few examples of developers applying for the waivers using the accessibility options. These choices should be reduced so that accessibility choices are used more commonly and, ultimately, the stock of affordable housing is increased.
- There is currently no coordination of SDC fees among bureaus. The City should emphasize consistency of overall policy goals across all bureaus in a manner that would

lead to less barriers for development while maintaining accessible development as a priority outcome.

- Restructure tax abatement programs to reward accessible housing within ½ and ¼ miles radii of transit stations. This is the area of greatest need for frail individuals and persons with disabilities.
- Single-family infill development (for 1-2 families) is NOT accessible or usable for people who are unable to climb stairs; since we will ALL age, the City should work to find new configurations that fit with future zoning and building codes. For example, infill parking may not be needed in some circumstances and may, when required, limit the design and profit opportunities for innovative developers. This is particularly important in neighborhood/transit hubs.
- Improve Portland's Green Building Program by focusing on housing that focuses on accessible/universal/usable design features.
- Find a way to incorporate persons with disabilities into the design processes for housing and community features.

Page 54-55: Economic Prosperity and Affordability

Consider education and job training for persons with disabilities; also, strengthen the City of Portland's leadership by example in being a "model employer" of persons with disabilities.

Page 66: Guiding Policies

- Amend bullet point #3 to include the following language: "...by increasing the variety of housing (in terms of cost size *and design*) in and around neighborhood hubs."
- Amend bullet point #4 to include the following language: "Encourage development of high quality, well designed housing that protects the health and safety of residents and encourages active living *throughout the lifecycle.*"

Page 67: 5-Year Action Plan

- Revise the "Quality, affordable housing" introduction to sufficiently address the ability of older people and people with disabilities to exercise "neighborhood choice" when looking for quality, accessible housing. The aim here is to eliminate concentrations of particular types of housing (e.g., wheelchair friendly, affordable) and to promote housing in service-rich and desirable neighborhoods, not just in location where land is available for development.
- Add to 9.a: "...; and map safe routes to critical services in the city."

Page 69: 5-year Action Plan

Add 5-year Action Plan # 19 "Incorporate accessibility into the design processes and final designs that are carried out in Portland in the future."

Pages 72-72: Connection for people...

Add guiding principal and connected 5-year Action Plan connected to accessible/usable greenways.

Page 77: Inner neighborhoods

Revise the following language: "...commercial displacement and providing additional affordable, *and accessible*, housing options."

Page 79: Coordinated Interagency Approach

How can the Portland Commission on Disability and Office of Equity be incorporated into 5-year Action plans?

From: Myla Briggs Thomas [mailto:mylabriggs@msn.com]
Sent: Wednesday, December 28, 2011 11:05 AM
To: Planning and Sustainability Commission
Subject: [User Approved] Portland Plan Testimony

Dear Developers of the Portland Plan:

Thank you for the opportunity to comment on the Portland Plan. I am grateful to live in a thoughtful city where community, environment, and quality of life are prioritized in so many ways. Thank you for your efforts to help us do an even better job with these priorities.

I am writing to suggest that the Portland Plan include "Investment in environmental and scientific literacy" as a proposed action, with a specific emphasis on the value of supporting partnerships with MESD-style week-long Outdoor School programs for students in the city and the throughout the region. Outdoor School is a strong, developed, existing program that is perfectly designed and positioned to help Portland achieve it's goals. This action would have multiple benefits that would address the three integrated strategies laid out.

The plan proposes to do a lot of great work that I very much support. I am proud of Portland's reputation as a sustainability leader and greatly support the emphasis on increasing participation in transit and active transportation, reducing carbon emissions, supporting and encouraging alternative energy use, creating complete and livable neighborhoods within a connected city, protecting and restoring healthy watersheds, fostering healthy citizens, and growing an innovative workforce that can help us to meet all these goals. I also care deeply about the commitment to thriving educated youth. What I would like to see spelled out more explicitly in the plan, is the specific importance of not just education, but of environmental and scientific literacy for students of all ages in Portland. Our youth will become our adult, voting, decision-making community members. If we hope to achieve the ambitious "green" goals in our plan then we need a city full of citizens who both understand why the goals are important and care about helping us to achieve them. As the plan suggests, the efforts of the whole community will be required.

Outdoor School has been helping to do this work in the region for over 45 years. It has included everyone. For most of those 45 years, every sixth grader in Multnomah County public schools, and many private, have participated. It is likely one of the only experiences of its kind that many students, especially those from low-income families, will experience in their lifetimes. I personally believe that, while difficult to quantify its specific role, it has been a significant contributor to building the sustainability-minded community we have today. The MESD Outdoor School program serving Portland is a model program. Students spend an intense week in the outdoors, learning about plants, trees, water and soil, and exploring how we rely on and affect the health of the natural resources we all share. This type of program provides elements critical to helping students understand why the actions proposed in this plan are important. But what is less talked about, but almost more important, is that Outdoor School uses natural communities and how they work as a beautiful parallel for helping students to build a truly positive and effective human community in which they are all active accountable participants. This positive experience with community can provide students who may not have access to such a community in their every day lives a vision of what a healthy community looks like. In one short week, students learn about science, how to be a good steward, and how to be a good community member. And while this would again be hard to quantify, in my experience on staff at Outdoor School, students learn to care. About people. About the natural world that supports them. This is something that few programs can accomplish, and I believe a critical element to the success of a plan like this.

The merits of this program are significant. If the goal of the plan is to support efforts that have multiple benefits, then Outdoor School should be supported. I struggle to suggest exactly where in the plan this action should go because it offers services and benefits that reach into so many areas of the plan that it could be mentioned in multiple places. It most obviously contributes to thriving educated youth, but in creating those educated youth, we inspire people to participate in building our healthy connected city and build neighborhood vitality.

Another way that Outdoor School intersects with this plan involves the experience for high school students. A critical piece of the Outdoor School program is that high school students volunteer their time as counselors, living in cabins with 6th graders, building their cabin communities, and serving as teachers on field studies. This is an incredibly challenging job, and the high schooler's rise to the challenge. They are trusted with a huge responsibilities and mentored closely to ensure their success, building their self-confidence and leadership skills. They have a positive experience with community too - as leaders for their 6th graders, and as members of the community of high school students who volunteer together. It is a powerful resume builder and great incentive to stay in school. Students are driven to get good grades and stay in school so they can return to Outdoor School each session. Many counselors go on to become staff members. Many of them go on to become educators or work in natural resource professions. Outdoor School is a great example of a program that supports the Cradle to Career goals that are also mentioned in the plan.

As kids are increasingly disconnected from nature and outdoor play, Outdoor School inspires kids, both 6th grades and teens, to want to be outdoors. Outdoor activities contribute to healthier kids. Spending time outdoors increases appreciation for nature, which increases their desire to protect the environment that they recreate in and love.

While the benefits cross into many areas of the plan, I believe that the most logical place to list the suggested action "Investment in Environmental and Scientific Literacy" would be in the section on "Facilities and Programs That Meet 21st Century Opportunities and Challenges". There is a group that has organized to seek long-term and sustainable funding for a regional Outdoor School program. It includes members from many of the organizations mentioned as partners in the Portland Plan, as well as community members. This would be a beneficial partnership to be supported as a means for meeting this suggested action.

I am excited about the plan you have put together and I look forward to being part of the effort to achieve its goals. I appreciate you considering my comment. And please let me know if there is any additional information I can provide.

Thank you for all of your hard work.

Briggy Thomas
131 NE Thompson St.
Portland, OR 97212
503-460-3930

December 20, 2011

Portland Planning and Sustainability Commission
1900 SW 4th Avenue
Portland, Oregon 97201
ATTN: draft Portland Plan

RECEIVED
PLANNING DEPT
2011 DEC 23 10 59 AM

Thank you for the opportunity to comment on the draft Portland Plan.

An introduction to Portland should be written by a recognized writer that could capture Portland and Portland's spirit. Portland's identity needs to be brought out. Who is Portland? Shy and cautious, wild? What does and will Portland look like? What is Portland's cultural and economic structure? - Central City; industrial/ employment districts; and residential neighbourhoods and main streets-. The synergy of work, life, play and gathering needs to be described both terms of the unique characters of specific areas and travel between. Connectivity of systems needs to be expressed for transportation, utilities, water and green systems.

The equity section does not recognize the dramatic changes of demography and ethnicity. The Plan fails to illustrate the linguistic and cultural divide. The "white" category includes many who are not white Western Europeans. In is not clear where Middle Eastern are categorized and no recognition is made regarding the vast cultural and linguistic divide for eastern and western European. This issue is critical as Portland's elective bodies, appointed bodies, and mangers do not reflect Portland's growing diversity.

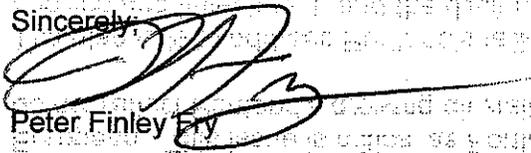
The plan fails to address Portland's failing infrastructure, the dramatic changes in transportation choices and investment, and the dysfunction of zoning patterns and the zones. Patterns have changed yet our regulatory systems have not. These include emergence of industrial office and production, evolution of the working waterfront, emergence of new cultural expression, and travel demand.

Portland historic antecedent should be expressed: Portland's structure as formed by the original towns and the preservation of historic districts and structures.

Portland's greatest asset is the rain. The plan needs to champion vertical swales and the use of rain to create kinetic art both physical, musical, and visually. We have the ability to make the City come alive in a vibrant and exciting way where people would go out to experience the effect of the rain on the City and enjoy the music and light of the rain's reflection. Cities such as Cleveland are restoring the natural hydrology by surfacing miles of streams.

Portland is rich in public involvement of non-profits, business and individuals. In fact most of Portland's successes have been initiated and implemented by citizens and not the government.

Sincerely,



Peter Finley Fry

Cc Mayor Sam Adams

COMMENTS FROM THE LINNTON NEIGHBORHOOD ASSOCIATION
ON THE
PORTLAND PLAN DRAFT

The professed primary goal of the Portland Plan is the advancement of “equity” within the city, which is described by the plan as all Portlanders having access to high quality education, living wage jobs, safe neighborhoods, a healthy natural environment, efficient public transit, parks and green spaces, decent housing, and healthy food. These are noble goals, worthy of a great city, but in some cases the needed detail is lacking. For example, while we applaud the incorporation of civic engagement in the plan, a decision which supports Portland’s long history of public engagement in the development of public policy, we are disappointed with the lack of specific suggestions as to how the City will improve civic engagement. (See “Engage the Community”, page 13.) There seems to be a decline in the city’s commitment to public engagement.

Meaningful opportunities for public participation require sufficient time for citizens to hear about, read, understand, and comment on proposed policies. We would like to see the city commit itself to reversing the gradual erosion of adequate public comment periods, particularly for land use decisions. Land use decisions are always a compromise between many barely compatible goals. In our view, in recent decades, the scales have been tipped in favor of the development community’s bottom-line. The problem is compounded by the increasingly shorter comment periods which have constrained volunteer-based organizations (which often meet on a monthly time cycle) from real participation in the process. Such barriers to participation provoke increasing cynicism and distrust of the system, particularly among disenfranchised communities.

In addition, to give true meaning to “early engagement,” would be to re-establish a neighborhood/community needs assessment program as the City once provided a generation ago. The Portland Plan is a worthy exercise, but once every 25 years is not often enough. Scheduled assessments would provide a cyclical opportunity for a community to assess and convey their priorities ranging from small scale amenities such as park or sidewalk improvements to updates of long-term neighborhood or community plans. The document also fails to describe the role of long established neighborhood and business associations in the civic life of the city. We recommend the Plan acknowledge their critical role and recommend as an action item a coordinated effort by City bureaus to build ongoing working relationships with both place-based and non-geographic community organizations.

One important step towards meaningful incorporation of the public into policy creation would be to replicate the City’s existing commitment to assign city staff liaisons from development bureaus to attend business association and trade organization meetings and build meaningful working relationships with their leadership. By having staff assigned to neighborhood and community-based organizations to attend their meetings and get to know volunteer leadership on a first name basis the staff can help flag issues of concern and convey the relevant information to the most appropriate City agency.

The City’s declining commitment to public engagement is revealed by the short two month long public comment period on the Portland Plan itself. The Linnton Neighborhood Association is unlikely to be the only volunteer-based organization that collectively struggled to

read, assess, discuss and write our comments by even the extended comment deadline. Particularly when the discussion includes twenty five year goals, four or even six months for community consideration seems reasonable.

A longer community process certainly would have helped with one of the largest problems with the Portland Plan. Despite its noble goals, the plan is so complicated and self-referential that it is incomprehensible to the casual reader, and unlikely to be of much use to the city or the community in the future. By way of illustration, the offered framework for the achievement of the equity goal has six parts¹, each of which includes a five year action plan (with 25 specific actions spread among the six parts). There are also three Integrated Strategies, the first about youth and education, the second about economic prosperity and the third about a “healthy connected city.” These three strategies each incorporate a goal, a list of 2035 (ie, 25 years from now) objectives, some guiding policies, and their own five year action plans. There are 46 specific items in the three combined five year action plans. Nor does it end there; in addition there are twelve citywide measures of success, each with their own bullet points and charts. The plan also lists 15 other “key related plans.”

What isn’t referenced in the Portland Plan, but should be, is the City Charter. The role of an informed citizenry in city government has long been celebrated in Portland, yet it is not codified in the city’s legal structure. That lack of codification may have contributed to the slow decline in opportunities for public engagement. To reverse that decline, the Plan should have as one of its many goals the revision of the Charter to ensure that widespread citizen involvement in city decision making becomes legally required, rather than just a good idea.

As complex as it is, the plan doesn’t provide much about programs or plans specific to Linnton. Linnton is mentioned (other than as a name on a map) in only one location in the plan and that appears in a discussion of “western neighborhoods” in which Linnton is described as having “a distinct and different character, due to its location between Forest Park, the Willamette River and industrial areas.” Nonetheless, there are implications for Linnton in many aspects of the plan.

One potentially positive aspect of the plan addresses the problems associated with substandard infrastructure in some neighborhoods. In Linnton, for example, streets cannot be brought up to city standards and much of other infrastructure, such as water, sewer and storm drainage, is insufficient to support growth and, in some cases, insufficient to support current uses. The plan expresses the intention (under five year action plan item #39 in the Healthy Connected City Section) to develop and implement area-specific development standards and design guidance. Setting Linnton specific standards which accommodate the topology and history of the neighborhood would ensure that as Linnton is built out infrastructure would keep up with the increasing demand for services. Linnton will never have room for forty foot wide streets, but it can have, if the city standards are adjusted to the realities of the neighborhood, streets and other infrastructure that is better than the existing and sufficient for growth.

¹ Those six parts are titled; 1) Close the gaps, 2) Deliver equitable public services, 3) Engage the community, 4) Build partnerships, 5) Launch a racial and ethnic justice initiative, and 6) Increase internal accountability

As to Linnton's concerns about the business district along St Helens Blvd and the concerns about the future of the riverfront and the need for community access to the river, the plan has no good news.

Linnton's business district needs help. This plan won't provide it. First of all, the plan, in the course of discussing Freight Mobility, among other things, makes freight movement a priority over single-occupancy vehicle travel on truck routes. For Linnton's business district, bisected by a truck route, such a priority signals the city's continued abandonment of its commitment to a walkable downtown in Linnton. Linnton lost its downtown 50 years ago to the expansion of St Helens Blvd from two lanes to four. Promises made then to restore our walkable downtown were never kept. Now, years later, Linnton fails to be acknowledged even as a small node in the "hub development" process. The nearest hub to Linnton is St Johns. If the city's plans and funding are focused on the designated hubs, smaller neighborhoods, such as Linnton, will continue to suffer. Linnton is used to industrial traffic, but reasonably expects industrial users of the highway to operate in a manner that does not compromise the livability of our business district. The plan should make the need for compromise explicit.

As to the future of Linnton's industrially zoned riverfront, the message in the plan, not just for Linnton, but also for all neighborhoods in or near industrial zones, is that Economic Prosperity trumps livability and even safety. For example, while the plan calls for continued efforts to acquire high-priority natural areas identified for potential parks or natural resource restorations, and this goal appears to support Linnton's goals of habitat restoration and community access to the river, the objective of providing all Portlanders with convenient access to the rivers is placed among the 25 year goals. No reasonable person believes that river access points, already hard to find, will be easier to buy in 25 years. As has been made clear in the creation of the North Reach Plan, there are limited and quickly vanishing opportunities for habitat and community access along the Willamette. The twenty five year timetable amounts to an abandonment of the goal.

And when it comes to a balancing of community and environmental needs with the potential for job growth, the community and the environment get the short end of the stick. For example, in the discussion of Traded Sector Job Growth² the plan states:

Work needs to be done to provide a more competitive and supportive environment for traded sector businesses to help strengthen the overall economy and to ensure that more Portlanders have the opportunity to secure stable living wage jobs.

In this context, "competitive and supportive" means less regulation, which means greater risks for the community, and lower taxes, which means others are paying more than their share. The community, through city government, already subsidizes the "traded sector" in a great variety of ways, and other parts of government offer additional subsidies. We should be slow to offer additional incentives to business, to come here or to stay here, before we determine if we

² Traded sector businesses are companies that sell their products and services to people and businesses outside the Portland region, nationally and globally, as well as to other local businesses.

are getting our money's worth out of the subsidies we already provide. Every tax break we offer is a street not paved, a park not cleaned, a restaurant not inspected, or a criminal not arrested.

There is no likely future in which job growth in the traded sectors will allow Portland to achieve the stated goal of 90% of our households being "prosperous." Moreover, the history of investment in traded sector businesses in Portland (as elsewhere) has been about job elimination rather than job creation. To improve the prospect of additional stable living wage jobs we need to discourage large acreage low employment projects and reserve land for businesses which use less land and more workers. We should not offer protected zoning or other subsidies to business which do not meet a jobs per acre threshold sufficient to achieve our prosperity goals. An assessment of all businesses currently occupying industrial land in Portland regarding their land use efficiency (ie, how much of the property is in use) and intensity (ie, how many living wage jobs per acre) would provide a benchmark upon which a rational subsidy/incentive program might be based. Particularly in the case of our limited riverfront land the city should encourage concentration and multiple use rather than sprawl.

The emphasis on industrial development is an old habit rather than a clear vision. Portland has a long history of spending to encourage industrial job growth. There have been few successes, and nothing in the current economic situation encourages a belief that giving away additional incentives will succeed where it has failed in the past. Portland will never be able to compete with other cities solely on cost; we will never be the cheapest. Nor should we seek employers whose arrival (or departure) will be determine only by the cost of land and regulation. The kind of businesses that will contribute to the community in the long term are those that come here for good schools, good government and a clean environment. Many such businesses will not bring with them the environmental risks associated with historically "industrial" businesses. Our poor past management of industrial development is demonstrated by the large supply of brownfields that impede new development of the waterfront, we should learn from those mistakes. As the plan notes, many potential redevelopment sites within Portland, because they are brownfields³, are constrained by high cleanup costs and greater risks relative to the greenfield sites which are easier to find outside the City. The plan seeks to solve this problem by annexing new "virgin" areas into industrial use. But as long as the city makes cheaper "shovel ready" land available no investment in brownfield remediation will occur. Rather than take the "Mad Hatter's Tea Party" approach and annex new clean land for industry to move to while the old sites are left fallow, the city needs to make brownfield reuse viable by, among other things, allowing the cost of clean land to rise.

Another industrial bias in the plan is revealed in the lack of disaster planning⁴. The plan fails to address the earthquake (just to name the most likely disaster) we know is coming, and which will devastate Portland (and Linnton in particular, as the flaming petrochemical storage

³ It is worth remembering that every brownfield is a gift to the community from some industrial user in the past, who provided jobs to some people for some years and then closed up and left us with a cleanup bill we are unable to pay.

⁴ Please review the comments on the plan made by LNA member Darise Weller in her oral and written testimony on this issue. The LNA adopts her statements.

tanks slide, burning, into the river). The majority of industrial installations in Linnton (and in the city at large) were built long before the actual risks were understood. Does the plan propose to bring those installations up to current standards? Apparently not. Yet a community in which industry (not to mention government) is unprepared for expected disasters is not a safe community.

In addition to its failure to address the environment/weather dangers to our community the plan, while it talks of community safety from crime, fails to address the critical lack of mental health care in our city. The perceived safety of our streets has declined in recent years even as the violent crime rate has dropped dramatically. Our failure to provide mental health services to the needy is the primary reason perceived safety has declined while actual safety has improved.

Another shortfall in the plan relates to the programs aimed at youth. Ensuring that all youth have the necessary support and opportunities to thrive is a goal that few would disagree with. We are particularly intrigued by the Plan objective for “Supportive Neighborhoods” and the many opportunities for neighborhood and community-based organizations to partner with the City to meet that goal. Yet most, if not all, of the action plans are limited to partnerships with government and business.

We applaud the objectives of coordinating efforts to maximize use of existing school and other public facilities for community use and we recommend that the policies and action plans better acknowledge the role of neighborhood and community-based organizations as key partners in developing such plans. Neighborhood associations have a long history of helping introduce youth alongside their families to the importance of a civic culture through such events as neighborhood block parties, picnics and fairs. Youth are often engaged in community building efforts such as neighborhood clean-ups, community garden, graffiti abatement and street tree planting efforts. We believe there are far more opportunities for partnerships between the City, school districts and neighborhood and community organizations for youth inclusion in the civic life of the city at the hyper-local level. Neighborhood associations can provide a great laboratory for high school and college youth to explore civic and social studies concepts in a real world setting simultaneously building self-confidence and community pride working alongside their families and immediate neighbors.

We recommend an action item that explicitly calls out the benefit of expanding resources such as the neighborhood small grants program that provides seed funds that include youth in the design, development and implementation of such community initiated projects. Perhaps any funds that would be directed towards action item 23, “Investing in public service campaigns” page 29, should be explicitly directed towards the existing neighborhood grants program that has proven to be very successful at expanding volunteerism.

The place-based strategies on page 29 should explicitly call out opportunities to engage neighborhood and community-based organizations, especially with Schools Uniting Neighborhoods. The SUN program itself sets a goal of working with partners from across the community but due to funding shortfalls has limited capacity to engage community beyond traditionally funded youth and school district programs. With some 75% of all Portlanders not having kids in K-12 schooling there is an untapped resource of community members who need to be engaged in volunteerism with their local neighborhood schools. Such neighborhood/ community collaboration with school districts will go a long way towards building public support

for public school funding.

In many areas the Portland Plan sets worthy goals for the growth of our city. It could be a much better plan than it is, however, and sufficient time for review by the community would have created that better plan. The LNA appreciates the opportunity to speak to the plan, but wishes it had more time to understand its complexity.

CONTACT PERSON:

Edward Jones,
Land Use Chair
Linnton Neighborhood Association
linntonlanduse@gmail.com

From: Heidi [<mailto:heidi.guenin@gmail.com>]
Sent: Wednesday, December 28, 2011 11:53 AM
To: Planning and Sustainability Commission
Subject: Portland Plan Comments

Below are my comments on the draft Portland Plan. The document looks great, and it's clear that a lot of time and attention went in to making it easy to read and understand. I appreciate the care that was taken to take the original nine topic areas and better integrate them without losing the key issues for each.

General comments:

Where does the Office of Equity fit in? As far as I can see, it's not mentioned but should be playing a critical role in future efforts to reduce disparities and other objectives put forth in the Portland Plan.

Partner acronyms are never defined - this would be helpful. Upstream Public Health doesn't use UPH as an abbreviation, though. Instead we usually just say "Upstream."
[Although I work for Upstream, this e-mail just reflects my personal views.]

In performance measures, would be good to include more information about the shortcomings of some of these measures (diversity and dissimilarity indices in particular) and what we could do in the future to overcome them.

More specific comments:

p. 11 - "understanding of historical contexts" doesn't quite get to the heart of the issue. We have systematically burdened or underserved communities of color and communities experiencing low incomes.

p. 11 - We say we'll collect "culturally-specific metrics, alternative data sources, and research methods," but how is this reflected in performance measures? What exactly does this mean - can we call out language, race, income, age, physical ability, etc.?

p. 13 - Re: "Recruit, train, and appoint minority members to city advisory boards who represent the city's diverse population." Also need to make sure the culture and methods of the boards themselves are a welcoming place that allows for new members to have an impact on decision-making. This might require limiting terms, changing by-laws, etc.

p. 14 - Action 19 is basically the same language as a bullet on the previous page under "Engage the Community." It would be good to add "empower" or other language that makes it clear this is more than a token effort.

p. 57 - There is some useful research on the self-sufficiency index, and I think it's a good measure, but it appears in the action plan without any context.

p. 63 - Objective 8 seems like two separate objectives and should be split into two separate objectives.

p. 64 - Include ability in description of groups in the second paragraph.

p. 69 - The objective related to Hollywood is very specific compared to others. Are there other specific projects that should be included in the 5 year action? Cully Park?

p. 75 - Five Year Action Plan #33 - how does the PBOT budget shortfall affect this? We must maintain a strong emphasis on sidewalks if it is our goal to reduce disparities and promote equity.

The phrase "sidewalk-accessible" is used in a couple places, but I'm not sure what it means.

3101 SE 55th Ave, Portland, OR 97206.
(provided on 12/29)

From: L davis [mailto:lweezi@yahoo.com]
Sent: Wednesday, December 28, 2011 12:09 PM
To: Stockton, Marty; Planning and Sustainability Commission
Subject: Inequitable Enforcement of City Laws, Rules, and Regulations

December 28, 2011

Ms. Marty Stockton
Office of the City Auditor
Portland, OR

Dear Ms Stockton,

Under Portland's form of city government, the Mayor and each city commissioner oversee certain city agencies and their employees.

Sometimes, a city commissioner may communicate to an agency head (or other agency employee(s)) not to enforce certain laws. We saw a recent example of this when Mayor Adams for many weeks ordered the Portland Police Bureau, an agency directly under his jurisdiction, not to enforce laws prohibiting unpermitted camping at Chapman and Lownsdale squares in downtown Portland; for a time, the Occupy Portland movement camped downtown with impunity.

Of course, people may disagree about the Mayor's decision in this instance. However, it does seem reasonable that the Mayor or a City Commissioner, under extraordinary circumstances, should have the discretion to order city employees under her or his jurisdiction not to enforce certain city laws.

But, should this discretion be unlimited? What if, instead of exercising such discretion for a few weeks or months, the Mayor (or other city commissioner) ordered certain laws not to be enforced for **years**?

Well, that's exactly the situation along N.E. Alberta Street: for years (since August of 2008, when then-Commissioner Adams closed a portion of N.E. Alberta), the city, through Mayor Adams, has suspended the enforcement of city codes that prohibit unpermitted street-closure events. We're moving into our **fourth year** in which Last Thursday, by Mayoral decree, will operate with impunity outside the relevant city codes, zoning laws, and permit processes that govern every other large street-closure event in our city. No other neighborhood in Portland has been asked to suffer for years this kind of inequity.

Whatever your feelings are about Occupy Portland, imagine that the Mayor had decreed that Occupy Portland could camp downtown for the next four years!

Should a city commissioner have this much unchecked power? Under the ancient principle (at the least, dating back to the Magna Carta of the 13th century) that, ultimately, **no person is above the law**, shouldn't there be reasonable limits on the executive power of a city commissioner (including the Mayor) to suspend the enforcement of city laws?

Certainly, if such reasonable limits were in place, many of the livability issues related to Last Thursday that nearby neighbors have been, and are still, facing would long ago have been resolved.

In envisioning a better future for Portland, the Portland Plan should propose reasonable checks on the power of city officials to suspend the enforcement of city laws and should propose new city ordinances to the effect that:

(1) If any City Commissioner communicates to any City employee not to enforce any provision of the Portland City Code (code) such a communication shall constitute an official suspension of code enforcement;

(2) Any Commissioner who officially suspends the enforcement of any code provision shall within 24 hours issue a public statement that shall state what code enforcement has been officially suspended and the manner, purpose, and limits of the suspension;

(3) A City Commissioner shall not officially suspend, either intermittently or continuously, code enforcement over a period of more than 60 days without the approval of a majority vote of the City Council;

(4) The City Council shall not officially suspend, either intermittently or continuously, code enforcement over a period of more than one year without the approval by a majority of voters of the City of Portland.

Thank you for your consideration.

Sincerely,

Rick Sills

5036 N.E. 10th
Portland, Oregon
97211



December 28, 2011

Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, OR 97201-5380

Attn: Portland Plan testimony

Dear Planning and Sustainability Commissioners,

Thank you for your work in developing a long-term vision for a more equitable Portland and for this opportunity to submit testimony.

At the December 13th Commission work session there was a brief discussion of the word “resilience.” In this exchange, Commissioner Baugh asked whether resilience was a merely new way to say sustainability, and Commissioner Houck affirmed his strong support for a resilience perspective. In agreement with Mr. Houck and in clarification to Mr. Baugh’s question, on behalf of Ecotrust, we submit this testimony.

In the scientific literature on psychological and social-ecological resilience, resilience is generally defined as a capacity. Resilience is thus best understood as practices or processes of developing personal and social capacities. Frequently cited attributes of these capacities include hardiness, resourcefulness and adaptability. More broadly, Ecotrust describes resilience in practice as the development of personal and social capacities to: plan for change, expand opportunities, develop rich relationships, design for learning and operate at multiple scales. Inherent in this description is the understanding that a resilient society not only adapts to change, but also proactively transforms its institutions so as to thrive – so as to support personal, social and natural well-being.

Whereas sustainability might be best understood as a set of principles, resilience offers a set of practices. We think that this distinction is significant and can inform a model of social and economic development that is consistent with the goals of the Portland Plan.

We welcome the opportunity to discuss these topics further and will follow up with copies of Ecotrust’s *Resilience & Transformation* when it is published in January 2012.

Sincerely,

A handwritten signature in black ink, appearing to read "Howard Silverman".

Howard Silverman
Senior Writer and Analyst, Ecotrust

A handwritten signature in black ink, appearing to read "Rick George".

Rick George
Policy and Indigenous Affairs, Ecotrust

cc:

André Baugh
Mike Houck
Susan Anderson
Joe Zehnder
Eric Engstrom
Kristen Sheeran
Astrid Scholz



December 28, 2011

Planning and Sustainability Commission
1900 SW 4th Ave.
Portland, OR 97201-5380
Attn: Portland Plan testimony

Dear Commissioners:

On behalf of more than 300,000 AARP members in the Portland area ages 50 and older, AARP Oregon offers these comments in response to the Portland Plan as currently drafted. Rather than recite in detailed specific points of concern already raised by comments/testimony submitted by both Elders in Action and the Portland State University Institute on Aging (of which we totally concur), we are sharing AARP's public policies developed by our national board of directors specific to Livable Communities. We also are sharing a brief example of how the Plan can address mobility options.

AARP Oregon has long been engaged in advocacy, education and community service that enhances our communities for all ages. We have been privileged working since 2006 with the City of Portland through the work on the World Health Organization's (WHO) "Age-Friendly Cities" initiative. Indeed, AARP is now nationally working with WHO to promote the principles of "all age friendly communities" across the United States.

What follows below are some basics including core principles and public policies AARP promotes and urge the City of Portland to further embrace in an overt and strategic manner. We must sustain Portland's place as a sustainable and creatively engaged community for all ages.

Introduction and one aspect of planning for sustainable mobility

AARP is a nonprofit nonpartisan membership organization of persons 50 and older dedicated to addressing our members' needs and interests. Our mission includes advocacy for access to a variety of safe, affordable, dependable, and user-friendly travel options. The aging of the U.S. population has profound implications for our transportation system. By 2030, one in five Americans will be age 65 or older. Mid-life and older persons prefer to "age in place," yet most live in suburban areas with inadequate public transportation and pedestrian infrastructure. As growing numbers of Americans give up their keys, they are in danger of becoming stranded in their homes, without access to services, civic, volunteer, and other opportunities in their communities. Today, more than 8 million Americans age 65 and older do not drive, and the number of nondrivers – or potential transit users – will grow as the population ages. By 2030, this could mean a seriously deteriorated quality of life for 14 million older Americans.

Older adults need transportation to the places and services that support their independence. For some, regular, fixed-route public transportation services are ideal. For others, because of health, disability status, or geography, more personalized services – such as paratransit, dial-a-ride, reduced-fare taxis, or rides in private vehicles available through volunteer driver programs – are needed. While everyone benefits from having multiple transportation options, it is especially important for older adults, people with disabilities, and children, who cannot or choose not to

drive but who wish to stay connected to community vendors, services, and social activities. Accordingly, AARP urges the adoption of policies that serve to provide a variety of affordable transportation options to create more viable communities that meet the needs of all residents throughout their lifespan in an effort to support successful aging.

AARP would also like to highlight a new resource that may be helpful in Portland's deliberation and subsequent implementation processes. Los Angeles County, California recently released a "Model Design Manual for Living Streets," which cities across the nation may use as a tool for complete streets implementation. The manual focuses on all users and all modes, seeking to achieve balanced street design that accommodates cars while ensuring that pedestrians, cyclists and transit users can travel safely and comfortably. This manual also incorporates features to make streets lively, beautiful, economically vibrant as well as environmentally sustainable. The manual is intended to serve as a resource for designers, planners, and engineers who are looking for tools to provide flexibility within their existing street standards. States and localities may adopt the entire manual; adopt certain chapters, in full or part; or modify any part to suit their individual needs.

The Living Streets design manual was funded by the Los Angeles County Department of Public Health's RENEW LA County initiative through a CDC Communities Putting Prevention to Work grant. It will help communities expand opportunities for people to walk and bicycle as part of an obesity prevention effort. In partnership with the Luskin Center for Innovation at UCLA, the Model Design Manual was authored by a team of national, regional, and local experts from traffic engineering, transportation planning, land use planning, architecture, public health, and other backgrounds. AARP's Jana Lynott, of the Public Policy Institute, was a co-author. For more information and to download a copy of the manual, visit www.modelstreetdesignmanual.com. AARP believes this could be a valuable resource as Portland considers implementation of the funded projects.

AARP Livable Communities Principles from AARP Public Policies Book 2011-2012

Policymakers on the federal, state, and local levels have important roles to play in designing and maintaining—and at times, retrofitting—communities so that they are active places where residents of all ages, including those 50 and older, can participate fully. The following principles set out the broad goals for policymakers, both in establishing such communities generally and in the specific areas of land use, housing, and transportation.

Create livable communities. Provide features and services designed to enhance the ability of residents with diverse needs to remain independent and actively engaged in community life including safe, appropriate, decent, affordable, and accessible housing, and comprehensive mobility options that include alternatives to driving (through transportation design, zoning, walkable neighborhoods, and technology infrastructure).

Improve health. Communities should provide access to healthy food options, opportunities for walking, biking and exercise, and connections to health facilities and related services and supports including home- and community-based supportive features and services. Governments should promote changes to the physical environment that improve health outcomes and minimize the negative health impacts of policies and

actions affecting the built environment, particularly those with disproportionate impacts on vulnerable communities and populations, including older adults.

Foster safety and personal security. Governments should support and promote community safety and security initiatives that promote neighborhood cohesion and maximize opportunities for residents to be active and engaged with neighbors, family, and friends. Individuals play a role in making communities safe and secure through Neighborhood Watch programs and other collaborations with law enforcement, along with community activities that promote neighborhood cohesion and governments should support such activities.

Engage residents in community planning and provide equal access to the decisionmaking process. Government land use, housing, and transportation/mobility decisions have broad effects on the lives of residents. Communities should put in place structures that ensure that these decisions are made only with the active input of a wide cross-section of community members, including representation of those unable to advocate on their own behalf. Community decisions on land use, housing, and transportation/mobility should be consistent with comprehensive plans that have been developed with ample public input. The costs and benefits of community decisions should be equitably shared within the community.

Protect civil and legal rights. Communities should promote policies and efforts to eliminate discrimination on the basis of income, race, national origin, disability, or other categories and ensure equitable rules, regulations, and funding decisions.

Coordinate planning processes. Community land use, infrastructure, housing, transportation, supportive services, and community health care planning each play a part in creating livable communities and promoting successful aging in place. Planning processes and decisions affecting these policy areas should be developed through a process that reflects their interconnectedness.

Invest in existing communities. Investment in existing communities must be efficient and beneficial to those who desire to age in place. Development resources should be strengthened and directed toward existing communities and community revitalization and economic development plans should include the needs of older adults.

Conclusion

The City of Portland has embraced the WHO Age-Friendly Cities model. AARP Oregon is pleased to work with City officials and Community leaders including the Advisory group led by Portland State University's Institute on Aging. We are also attaching the full AARP Public Policies Chapter addressing the many aspects of livable communities. We hope that the City will revise the drafted plan to best embrace these principles and strategies.

If you have any questions, please feel free to contact Bandana Shrestha in the AARP Oregon office at 503-513-7366 or bshrestha@aarp.org.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Gerald Cohen". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Gerald "Jerry" Cohen, J.D., M.P.A.
AARP Oregon State Director

Cc: Coralette Hannon, AARP State Advocacy & Strategy
Bandana Shrestha, AARP Oregon
Margaret Neal, Portland State University Institute on Aging
Alan DeLaTorre, Portland State University Institute on Aging
Vicki Herson, Elders in Action

Chapter 9

Livable Communities

Introduction	9-1
AARP Livable Communities Principles	9-1
AARP Land-Use Principles	9-2
AARP Housing Principles.....	9-2
AARP Transportation/Mobility Principles.....	9-3
Creating Livable and Sustainable Communities	9-4
Land Use	9-6
Connections Among Planning, Public Health, and the Environment.....	9-7
Natural Hazard Mitigation and Recovery.....	9-9
Community Redevelopment and Revitalization.....	9-10
Housing	9-12
Housing Affordability	9-16
Preservation of Subsidized Housing.....	9-20
Section 202 Supportive Housing for the Elderly Program.....	9-23
Low-Income Housing Tax Credit Program.....	9-24
State and Local Affordable Housing Issues	9-26
Rural Housing Programs	9-27
Manufactured Housing.....	9-28
Homelessness.....	9-31
Housing Accessibility and Choice	9-31
Universal Design/Visitability	9-32
Fair Housing.....	9-32
Supportive Services	9-33
Supportive Housing Options	9-34
Maintenance, Repair, and Modification Assistance for Older Homeowners.....	9-37
Legal Rights for Residents	9-38
Transportation	
Introduction	9-40
Transportation Planning.....	9-40
Safe and Livable Travel Environments.....	9-43
Safe Driving.....	9-48
Vehicle Design and Occupant Protection.....	9-53
Access to Transportation.....	9-55
Public Transportation and ADA Paratransit	9-55
Rural Transportation	9-59
Services for Older Adults and People with Disabilities.....	9-61
Coordination of Human Services Transportation	9-64
Transportation Reform, Funding, and Financing.....	9-65

Figure 9-1	Consumer Expenditures for Households Age 65 and Older, 2009	9-13
Figure 9-2	Disability in Age 50+ Households, By Income, 2009	9-16
Figure 9-3	Pedestrian’s Chance of Death if Hit by a Motor Vehicle	9-45

INTRODUCTION

A livable community is safe and secure, and provides affordable, appropriate housing; adequate transportation; and supportive community features and services. Once in place, these resources enhance personal independence, allow residents to age in place, and foster residents' engagement in the community's civic, economic, and social life.

Unfortunately, many communities present barriers that prevent older residents from participating fully in the life of the community and from accessing important services. As the population ages, the importance of community and workplace features that promote physical independence and enhance opportunities for community engagement for all residents becomes more apparent. Innovative design and modifications, as well as technological advances, can allow people of varying physical abilities to live more independent and meaningful lives. The physical design of workplaces, communities, and facilities can greatly enhance individual independence, dignity, and choice. The availability of accessible features, facilities, housing, road design, walkability, transportation, and supportive services influences not only whether a person can remain in the community but also the types of activities in which someone can participate.

Proper land-use planning and design are critical to developing livable communities. This chapter on livable communities broadly highlights the major land-use, housing, and transportation policies that support successful aging. (Supportive services are discussed in Chapter 8, Long-Term Services and Supports.)

AARP LIVABLE COMMUNITIES PRINCIPLES

Policymakers on the federal, state, and local levels have important roles to play in designing and maintaining—and at times, retrofitting—communities so that they are active places where residents of all ages, including those 50 and older, can participate fully. The following principles set out the broad goals for policymakers, both in establishing such communities generally and in the specific areas of land use, housing, and transportation.

Create livable communities. Provide features and services designed to enhance the ability of residents with diverse needs to remain independent and actively engaged in community life including safe, appropriate, decent, affordable, and accessible housing, and comprehensive mobility options that include alternatives to driving (through transportation design, zoning, walkable neighborhoods, and technology infrastructure).

Improve health. Communities should provide access to healthy food options, opportunities for walking, biking and exercise, and connections to health facilities and related services and supports including home- and community-based supportive features and services. Governments should promote changes to the physical environment that improve health outcomes and minimize the negative health impacts of policies and actions affecting the built environment, particularly those with disproportionate impacts on vulnerable communities and populations, including older adults (see also Chapter 7, Health).

Foster safety and personal security. Governments should support and promote community safety and security initiatives that promote neighborhood cohesion and maximize opportunities for residents to be active and engaged with neighbors, family, and friends. Individuals play a role in making communities safe and secure through Neighborhood Watch programs and other collaborations with law enforcement, along with community activities that promote neighborhood cohesion and governments should support such activities.

Engage residents in community planning and provide equal access to the decisionmaking process. Government land use, housing, and transportation/mobility decisions have broad effects on the lives of residents. Communities should put in place structures that ensure that these decisions are made only with the active input of a wide cross-section of community members, including representation of those unable to advocate on their own behalf. Community decisions on land use, housing, and transportation/mobility should be consistent with comprehensive plans that have been developed with ample public input. The costs and benefits of community decisions should be equitably shared within the community.

Protect civil and legal rights. Communities should promote policies and efforts to eliminate discrimination on the basis of income, race, national origin, disability, or other categories and ensure equitable rules, regulations, and funding decisions.

Coordinate planning processes. Community land use, infrastructure, housing, transportation, supportive services, and community health care planning each play a part in creating livable communities and promoting successful aging in place. Planning processes and decisions affecting these policy areas should be developed through a process that reflects their interconnectedness.

Invest in existing communities. Investment in existing communities must be efficient and beneficial to those who desire to age in place. Development resources should be strengthened and directed toward existing communities and community revitalization and economic development plans should include the needs of older adults.

AARP Land-Use Principles

Enhance access. All communities should consider the connections among land use, housing, and alternative transportation/mobility options. Communities should coordinate decisions in these areas to enhance residents' independence and active engagement and promote successful aging in place. Land use, housing, and transportation plans should be evaluated and periodically updated to ensure that they meet the needs of an aging population.

Create communities with a strong sense of place. The built environment should be in character with the natural environment and respect community values. Preserve valued historic and community resources to create and reinvigorate intergenerational pride in the community and help reverse patterns of decline.

Prioritize investment in sustainability. Increase energy efficiency, reduce infrastructure costs, foster long-term affordability, enhance transit availability, and reduce the community's carbon footprint and the negative health effects of climate change. (See Chapter 10, Utilities: Telecommunications, Energy and Other Services).

Promote mixed-use development. Land-use planning that connects residents to jobs, services, retail, recreation, and entertainment through an interconnected network of "Complete Streets" sustainably increases transportation options and social interactions.

Foster lifelong-learning opportunities. Encouraging the intergenerational use of public facilities provides residents with lifelong-learning opportunities that contribute to personal growth and economic productivity.

AARP Housing Principles

Improve home design. Provide safe, decent, and accessible housing that promotes independence and aging in place through home modification and repair, appropriate design features in new and rehabilitated housing (through principles such as universal design, visitability, and energy efficiency), and the use of innovative home products.

Promote affordable housing options. Ensure that land use and other policies support the private and public sectors in providing a variety of housing sizes and types. Promote funding and policy for programs that lead to an adequate supply of affordable rental and ownership options integrated with the community to meet the needs of people of all ages, family compositions, and incomes.

Strengthen federal housing programs. Ensure that policy and funding for housing assistance and preservation programs continue to support residents who choose to remain in their homes as they age and that low- and moderate-income households have access to well-designed, safe, decent, affordable, and accessible housing integrated throughout well-designed communities.

Increase capacity for public-private partnerships. Reauthorize or create programs and policies at the federal, state, and local levels to ensure that the private sector has the capacity and tools to effectively partner with governmental agencies to increase the range of housing choices available to older people.

Promote financial security of housing assets. Promote and expand affordable homeownership options, safeguard home equity, and promote the innovative use of housing assets to maintain and improve the independence and quality of life of older people.

Foster home and community-based service delivery. Encourage the delivery of home- and community-based supportive services to assist older people to maintain independence and actively engage in their community.

AARP Transportation/Mobility Principles

Create transportation options. All individuals should have a range of safe, accessible, dependable, and affordable transportation options, including alternatives to driving that enhance mobility, promote independence, facilitate employment opportunity, and foster social engagement.

Promote affordable transportation options. Provide transit services that equitably connect people to jobs and services, including low- and moderate-income or older people, who may not have access to cars.

Ensure the transportation system is accessible. Provide travel infrastructure and facilities that accommodate older drivers' and pedestrians' needs and enhance safety for all users across all modes of travel. Equipment, physical environment, and service standards for both public-transit providers and private carriers should maximize mobility choice and access for consumers of all ability levels and across the income spectrum.

Promote healthy communities through sustainable transportation infrastructure. Enhance public health by coordinating transportation and land use decisions to create communities where it is safe and convenient to replace trips in private vehicles with walking, bicycling, and public transportation.

Foster coordinated transportation services and assets. The coordination of community transportation services and assets can improve the availability, quality, and efficient delivery of transportation services for all residents, and in particular older adults, people with disabilities, and individuals with lower incomes.

Strengthen federal leadership in transportation. Ensure that federal transportation laws reflect a strong national purpose. Federal transportation funding should stem from equitably designed funding sources and be based on performance measures that improve mobility for all. Investment decisions at all levels of government should be transparent to all.

CREATING LIVABLE AND SUSTAINABLE COMMUNITIES

Making communities more livable is a goal that every urban, suburban, and rural community can adopt. Achieving this goal requires reflecting the needs of the entire community, including older adults, in the plans and policies that government adopts, and the integration of decisions, policies, and actions across several areas of government, including (but not limited to) housing, transportation, land use, and the environment—all of the areas where government policy influences how our communities develop and how people interact with them. Coordinated policy decisions can better address the realities of transportation and housing costs and create more efficient communities. For example, mixed-use development can provide benefits by bringing a range of community features and services together, including housing, commercial development, jobs, and retail, thus replicating some of the benefits of traditional small-town development by bringing people closer to the community elements that they need. This can reduce the amount of driving that residents need to do, and creating walkable neighborhoods can provide more opportunities for exercise and healthy behaviors.

In larger, dense urban and suburban settings, transit can provide a hub that greatly improves transportation options. Such transit-oriented development (TOD) is compact, featuring mixed land uses, and is located within a quarter to half-mile of a public transit station (often a fixed-rail system). Among the potential benefits of TOD are expanded transportation options, increased household savings (as less money is spent on daily transportation) and improved access to jobs, healthy food, and medical care. Access to transit can foster greater engagement among residents who do not have cars, and TOD communities may also improve residents' and workers' health by encouraging walking and biking and minimizing air pollution from vehicle traffic.

Maximizing these benefits requires a focus on equity, so that the needs of all in the community are considered. Equitable TOD seeks to develop healthier, more affordable neighborhoods that offer convenient and safe access to jobs, stores, schools, and services; expand transportation options connecting these neighborhoods to the regional economy (e.g., job centers); and ensure that all people, regardless of age, income, race, ability, and similar considerations, can participate in development decisions and share in the benefits. Small towns can benefit from mixed-use, walkable development on a smaller scale where a range of community features and services exist, and transportation and people are

closely connected to the community elements they need. The mixing of land uses and the development of walkable neighborhoods can create “location efficient” places, where residents are not forced to drive. Successful mixed-use development and TOD require coordinating several government functions, and working with the local community, including the private sector. Silos between government agencies can prevent these kinds of coordinated activities and the efficiency and benefits that can come from them.

Since 2004 AARP has promoted the creation of livable communities for all ages, and the coordination of land use, housing, and transportation plans and policies. In 2009 the federal government created a Sustainable Communities Partnership among the Department of Housing and Urban Development, the Department of Transportation, and the Environmental Protection Agency. These agencies agreed to coordinate federal housing, transportation, and other infrastructure investments, and support related efforts at the state and local levels. The federal partnership’s “livability principles” reflect several of AARP’s principles of a livable community as defined above. As these agencies have agreed to align their programs, enhance integrated planning and investment, develop measures of livability and take other steps to help states and localities to create more livable and sustainable communities, this partnership presents an opportunity to ensure that people of all ages, including older adults, benefit from this more coordinated development. To ensure that this happens, the needs of older adults must be addressed as part of the planning and policy development process.

While the benefits of policies such as those promoting mixed land-use developments are evident, there are several concerns for policymakers and community members. These policies should be used to benefit people of all ages and incomes in all types of communities. As the demand for mixed land-use communities, coupled with limited housing supply, has often resulted in high housing cost, the public and private sectors need to ensure that mixed-use and TOD communities provide affordable housing. Housing designed for the needs of older adults should not be excluded from these areas and isolated in areas far from these benefits, so a range of housing types should also be provided. Transportation systems serving these communities should also be designed to meet the needs of older residents. These and other concerns are reflected in the policy recommendations in this section, as they provide a roadmap that explains how work on livable and sustainable communities can lead to lifelong, age-friendly communities.

CREATING LIVABLE AND SUSTAINABLE COMMUNITIES: Policy

Creating livable communities	FEDERAL STATE LOCAL	<p>Federal, state, and local housing and community planning, land-use, and development policies should promote the development of livable communities that enhance safety, security, independence, and active engagement in community life. These policies should encourage:</p> <ul style="list-style-type: none"> • mixed-use development and location of housing within easy walking distance of shopping, recreation, public transportation, and services; • development strategies that provide a variety of housing types and sizes interspersed throughout the community to accommodate the needs of people of all ages, family sizes, and incomes; • technology infrastructure that can support information dissemination, service delivery, remote monitoring, and other methods to promote community-based independent living (e.g., the delivery of affordable broadband technologies); • the coordination of housing, transportation, infrastructure, and service decisions at the local, regional, and state levels; • safe and accessible public facilities (including parks, public libraries, public restrooms, and other public areas) interspersed throughout the community and usable by people of all abilities; • safe and accessible roads and intersections for all users; • lifelong-learning opportunities in local institutions of higher education and intergenerational use of public schools and community facilities; • innovative zoning and effectively enforced design and construction standards and building codes to improve access and maintain the livability of communities; and • a variety of techniques to promote the broad-based participation of a diverse cross-section of residents, including older people. Special attention should be paid to providing opportunity for input from representatives of those who are not able to advocate on their own behalf.
Sustainability Partnership	FEDERAL	<p>Activities undertaken by the federal Sustainable Communities Partnership should incorporate the needs of community members of all ages, incomes, and levels of physical ability. As this is accomplished, the principles of the partnership should be incorporated into all relevant federal housing and transportation programs as a way to promote livable communities.</p>
Location efficiency	FEDERAL STATE LOCAL	<p>Congress should direct HUD to incorporate the transportation costs associated with the location of housing into affordability measures and standards, and make information about the combined housing and transportation costs publicly available.</p> <p>States and municipalities should shape their housing and mortgage incentive programs to encourage residents to live near jobs, transit hubs, or other locations that reduce transportation costs and sprawl.</p>
Regional planning support	FEDERAL STATE LOCAL	<p>Congress, states, and local governments should support regional planning to make communities more livable and eliminate barriers to federal coordination in promoting sustainable development.</p>
Mixed-use development	STATE LOCAL	<p>States, metropolitan planning organizations, and local jurisdictions should investigate the benefits of mixing land uses and providing</p>

Mixed-use development (cont'd.)	STATE LOCAL	incentives, including increasing densities around transit stops, to encourage more diverse neighborhoods, easier access to a variety of needs and amenities, and greater transportation network efficiencies.
Affordability in mixed-use developments	STATE LOCAL	To ensure a diverse mix of households throughout the community, states, metropolitan planning organizations, and local jurisdictions should include affordable housing requirements and incentives in mixed-use areas served by high levels of transit.

LAND USE

Effective land-use planning begins with a local comprehensive plan, also known as a general land-use plan, which is in essence a statement of policy and vision for the future of a community. A community's planning commission and governing board uses this long-range plan (typically 20 years) as a guide to the physical development of the community. Often the comprehensive plan includes policy and direction on transportation and housing. The plan should be developed through ample public involvement. While public hearings are typical public involvement opportunities—and often required by law—many communities have arrived at strong public support of their plan through community visioning activities, scenario planning, and the use of citizen advisory committees.

A community's zoning ordinance, land subdivision ordinance, building codes, capital improvement program, and official maps are a few of the tools available to planners and decisionmakers in implementing the comprehensive plan.

Historically, 20th-century land-use planning has been geared toward separating commercial, residential, retail, and industrial uses. This approach has been extensively critiqued. Restrictive land-use regulations drive up housing costs by skewing development toward more expensive homes, requiring capital

investment in new infrastructure, and restricting the type and density of housing that can be built. A shift back toward more mixed-use areas is taking place in many locales, allowing residents to walk or take public transportation between homes and commercial areas (see the discussion above on TOD and mixed-use communities). Incentives for developing and preserving low- and moderate-income housing (e.g., set-asides, inclusionary zoning, and density bonuses for developers) are employed to address affordability concerns (see this chapter's section, Housing Affordability).

Expanding housing choices for older people increasingly involves updating state and local regulations and land-use policy. For instance, some municipalities require that a percentage of units in new developments serve low- or moderate-income residents. Others have tax set-asides to fund affordable housing or provide density bonuses to developers who agree to include affordable housing. Zoning and building codes may be revised to promote mixed-use development and remove barriers to housing alternatives, such as accessory apartments and shared housing. Existing infrastructure may be redeveloped to improve the physical design of communities to better meet the housing and mobility needs of older people and those who have low and moderate incomes.

LAND USE: Policy		
Public involvement in planning	FEDERAL STATE LOCAL	Ample and effective public involvement should precede government decisions affecting land use, housing, and transportation. Opportunities for such involvement should extend beyond typical hearings and can include community visioning, scenario planning, advisory committees, and opportunities to provide input through electronic media. Public meetings should be held in multiple locations, “close to home,” and accessible to those with physical limitations and those who will arrive by auto, public transportation, or foot.
Planning coordination	FEDERAL STATE LOCAL	States should enact comprehensive planning statutes, regulations, and incentives that promote coordinated land use, infrastructure investment, housing, and transportation planning and service delivery.

<p>Planning coordination (cont'd.)</p>	<p>FEDERAL STATE LOCAL</p>	<p>States should require localities to plan for a variety of affordable and appropriate housing options interspersed throughout the community.</p> <p>State and local areas should periodically review infrastructure and zoning requirements to assess their impact on the availability of affordable housing and mixed-use development. The findings of these assessments should be subject to public hearings and comment.</p> <p>The federal departments of Housing and Urban Development and Transportation and other federal agencies should provide support for states and local governments that require technical assistance to conduct these activities successfully.</p>
<p>Planning for an aging population</p>	<p>STATE LOCAL</p>	<p>Government actions impacting development should support the independence and active community engagement of older people through a supply of affordable and suitable housing options, well-designed communities and infrastructure, and availability of community services.</p>
<p>Zoning</p>	<p>STATE LOCAL</p>	<p>States and local areas should utilize affordable housing districts, inclusionary zoning, density bonuses, and other zoning regulations that promote the construction of quality affordable housing.</p> <p>States and local areas should enact legislation based on AARP's Accessory Dwelling Units: Model State Act and Local Ordinance to promote appropriate options for accessory dwelling units.</p> <p>States should encourage changes in local zoning regulations to permit the development and location of accessory housing units, manufactured homes, multifamily projects, shared homes, board and care homes, Elder Cottage Housing Opportunities units, and other alternative housing arrangements consistent with neighborhood character, appropriate planning practice, and fair housing law.</p>

Connections Among Planning, Public Health, and the Environment

Planning (for both land use and transportation), public health, and environmental quality are closely linked, and the medical and planning communities have joined forces to better understand and highlight this connection (for example, see the book *Urban Sprawl and Public Health: Designing, Planning, and Building for Healthy Communities*, by Howard Frumkin et al.). The negative effects of poor planning are particularly evident in automobile-centered communities characterized by dispersed development commonly known as sprawl. Such communities often do not offer safe and convenient pedestrian, bicycle, and public transportation options. They often lead to higher levels of traffic accidents, death and related injury. And they often exacerbate inequity in low-income urban and rural communities whose transit-dependent residents find it difficult to access

jobs, health care, and supermarkets located in wealthier, auto-oriented suburbs. Residents who drive long distances to work or shopping may have less time for leisure, family, and civic activities and may suffer the health consequences of being more sedentary (including heart disease, obesity, and diabetes). And residents who do not drive may forgo medical appointments and become socially isolated, leading to weaker community bonds and places where people can gather to form relationships.

Poorly planned land-use patterns and transportation infrastructure also degrade air quality (which results in respiratory illness among residents of all ages) and water quality (which means potentially polluted drinking water and recreational areas). Such environmental issues are particularly important for older people, who may have health conditions or functional impairments that make them more susceptible to unhealthy environmental conditions. Federal laws such as the Clean Air Act, the Safe Drinking Water Act, and the Clean Water Act have

made major contributions to improving the environment and have influenced decisionmaking at the state and local level regarding pollutants. Moreover, the Environmental Justice movement has studied several harms that are concentrated on particular communities, including populations living in communities with high levels of contaminants and the development patterns that have resulted in increased health hazards in vulnerable communities, including “urban heat island effects,” that increase the impacts of summer heat waves in urban areas which often disproportionately impact older adults with low incomes. (See Chapter 7, Health.)

For the most part, land use and transportation planning in the US has been conducted evaluating the full spectrum of health implications. While it seems common sense that major decisions regarding the built environment should be judged against their

potential health benefits and burdens, mechanisms and mandates for such consideration do not exist, and city and regional planning agencies do not have the resources or expertise to assess the health impacts of planning. As such, public health practitioners have begun using Health Impact Assessment (HIA) as a tool to fill this gap. HIA is a structured yet flexible process that translates data into practical information that decisionmakers can use to anticipate and address the health effects of proposed programs, policies, or projects. The HIA approach brings together relevant public input and available data and uses a range of analytic methods to provide practical, science-based information. By integrating relevant health information into their assessment of a new proposal, decisionmakers can advance well-informed policies that avoid unintended consequences and unexpected costs.

CONNECTIONS AMONG PLANNING, PUBLIC HEALTH AND THE ENVIRONMENT: Policy		
Planning	FEDERAL STATE LOCAL	<p>Congress should designate an agency in the White House or the Department of Health and Human Services to lead and coordinate Health Impact Assessment (HIA) efforts, including provisions to build technical capacity at local, state, and federal levels; funding for demonstration grants; and establishment of guidelines and standards for HIA practice.</p> <p>Local jurisdictions should prepare comprehensive land-use plans to guide community design and development decisions. These plans should address the housing and transportation needs of the community in light of changing demographic conditions. They should also recognize the link between sound planning and public health, and articulate goals and strategies for addressing air and water pollution, as well as global climate change.</p> <p>Governments should conduct HIA for land use, transportation, and community design projects, all of which can have significant and wide-ranging impacts on the environment and health.</p>
Promoting environmental protection	FEDERAL STATE LOCAL	<p>America’s natural resources should be preserved to ensure the quality of life of future generations. The nation should direct adequate resources toward resolving environmental problems and provide technical support and funds to states, localities, and regional groups to maintain and enhance environmental protection.</p> <p>Congress should promote federal research on indoor-air quality and should develop acceptable pollutant-tolerance levels.</p> <p>Federal agencies must have sufficient resources to set standards, conduct research and development activities, perform inspections, monitor compliance, prosecute violators, and assist in remedying violations of environmental laws.</p> <p>Government agencies should promote citizen awareness of environmental issues and encourage environmentally conscious behavior and volunteer efforts.</p>

Promoting environmental protection (cont'd.)	FEDERAL STATE LOCAL	Appropriate agencies should investigate products and designs that may contribute to pollution both in the home and the community. Government agencies should ensure that all policies and actions with environmental impacts should consider and mitigate any negative effects of those policies on older people.
Impact of climate change	FEDERAL STATE LOCAL	Governments should mitigate adverse and disproportionate impacts of extreme temperature events and climate change that affect older adults. The needs of low-income, urban, rural, and racial ethnic minority populations, should be addressed by such policies and actions, and those communities should participate in any related policy development.
Regulation and public participation	STATE LOCAL	States and local governments should: <ul style="list-style-type: none"> • be granted some flexibility to devise methods to assist or reinforce federal efforts to preserve and enhance soil, water, and air quality, and maintain and preserve parks, forests, agricultural areas, and wetlands; • enact and implement public participation provisions where needed in health, safety, and environmental laws to solicit and include the public's opinion in environmental decisions that affect health, safety, or welfare, particularly in minority, rural, or lower-income communities; and • inform residents about their roles in creating and preserving safe, clean, and healthy environments (e.g., through radon detection, water conservation, recycling, etc.).

Natural Hazard Mitigation and Recovery

Community planning also plays a role in reducing the damage caused by natural disasters. Such hazard mitigation activities reduce the long-term risks to life and property from events such as blizzards, ice storms, flooding, hurricanes, earthquakes, wild fires, tornadoes, landslides, tsunamis, and volcanic eruptions. As reported by the US Government Accountability Office, Hurricane Katrina alone caused more than 1,500 deaths and an estimated \$81 billion in property damages. Obligations from the Federal Emergency Management Agency's (FEMA) disaster relief fund in fiscal years (FYs) 2004 and 2005 totaled over \$43 billion—more than the approximately \$37 billion spent during the previous 10 years. FEMA's disaster relief fund was appropriated more than \$13 billion in FY 2008, almost 80 percent of which were emergency appropriations to respond to floods, tornadoes, hurricanes, and ice storms. Experts predict that future natural hazard events in the US could be even more damaging and costly. Global climate change is expected to increase the frequency and severity of storm events. The US population increasingly is becoming more concentrated in high-risk coastal areas. And, natural burn cycles have been interrupted by residential development in forested areas.

Older people are likely to be disproportionately vulnerable during disasters because they are more likely than are people of younger ages to have chronic illnesses, functional limitations, and sensory, physical, and cognitive disabilities. In addition, they often take multiple medications, rely on formal or informal caregivers for assistance, and, especially at advanced ages, experience general frailty. Other factors that increase older people's vulnerability in emergencies and disasters include living alone and in isolated rural areas. In Louisiana roughly 71 percent of Hurricane Katrina's victims were older than age 60, and 47 percent of those were over age 75. Most of these victims died in their homes and communities; at least 68—some of whom were allegedly abandoned by their caretakers—were found in nursing homes.

Hazard mitigation planning can help communities identify the natural hazards to which they are susceptible and develop a strategy for reducing their vulnerability. Many of the strategies identified in hazard mitigation plans are implemented through land-use planning, development regulations, and building codes. Major impediments exist to implementing natural hazard mitigation activities, such as conflicting local interests, cost concerns, and a lack of public awareness of the risks of natural hazards and the importance of mitigation.

Well-planned post-disaster recovery efforts are also needed when disasters do occur.

NATURAL HAZARD MITIGATION AND RECOVERY: Policy		
Natural hazard mitigation	FEDERAL STATE LOCAL	<p>The Federal Emergency Management Agency, in consultation with other appropriate federal agencies, should develop and maintain a national comprehensive strategic framework that incorporates both pre-disaster mitigation and post-disaster recovery efforts. The framework should include items such as common mitigation goals, performance measures and reporting requirements, the role of specific activities in the overall framework, and the roles and responsibilities of federal, state, and local agencies, and nongovernmental stakeholders.</p> <p>State and local governments should use the tools available to prevent development in high-risk zones such as in flood zones, on steep slopes, or on unstable soil.</p> <p>Local government should implement disaster-resistant building codes, design regulations, and infrastructure plans.</p>
Disaster recovery	FEDERAL STATE LOCAL	<p>Federal, state and local governments should put technology infrastructure in place that will enable rapid electronic communications and easy, transparent access to necessary information before, during and after a disaster.</p> <p>Federal, state and local governments should explicitly plan for the needs of older people and people with disabilities in their disaster recovery efforts and include these individuals in planning exercises.</p>

Community Redevelopment and Revitalization

Communities are not static, but ever changing. Land is consumed as residents build places to work, shop, and live, and populations change over time. These effects can be both positive (leading to sustainable growth) and negative (leading to population and infrastructure declines). Communities may also suffer from poorly thought out or discriminatory public policies and disaster response plans.

Older residents are often hit hardest by declines in a community’s quality of life, either because they have put down roots and prefer not to leave or, for reasons of reduced mobility or lack of financial resources, they cannot leave. Well-planned redevelopment is one way cities, towns, and their residents can attempt to revitalize as they reshape parts of their community to accommodate their current and future needs more effectively. But while redevelopment is a land-use strategy that can address some issues, it is one part of a revitalization process that often requires many strategies. Effective planning and land-use decisions can help to ward off deterioration and declining property values while encouraging redevelopment that protects residents of all ages and incomes.

Many established communities seek to revitalize their economies and improve their housing and residents’ quality of life. Redevelopment efforts provide an opportunity to promote mixed-use development, affordable housing, and other elements of civic design; encourage citizen participation in planning; and use new approaches to preserve housing and prevent gentrification and the displacement of long-time residents. Since redevelopment can have adverse consequences, such as pricing out long-time residents or local businesses, community involvement, advocacy, and oversight in the process is especially critical. Regional cooperation is also crucial, as competition between nearby jurisdictions trying to attract businesses can lead to undesirable long-term fiscal and economic outcomes. Such attempts to “take” business from a neighboring locale can lead to long-term losses for both communities. Conversely, cooperation can make regional economic development possible and provide the best chance for growth in many communities.

Federally, programs such as Community Development Block Grants (CDBG), HOPE VI/Choice Neighborhoods, and the Sustainable Communities Partnership help communities by providing funds that can be used for neighborhood redevelopment (see this chapter’s section Housing Affordability).

State and local governments also use a range of policies that help to finance and support redevelopment. Without sufficient flexibility in programs, promising innovations and solutions may be limited. As example, rural areas are limited in their use of CDBG funds; initiatives that serve wide geographical areas and offer significant benefits to low-income residents may not be focused enough to receive federal funding.

Eminent domain—Eminent domain is the authority of government to expropriate private property for public purpose. It is generally the result of direct condemnation or the deliberate taking of property for roads, public buildings, or other projects that will benefit the public. The 2005 US Supreme Court decision in *Kelo v. City of New London* also affirmed that the use of eminent domain for economic development was constitutional.

However, the use of eminent domain can have a profound impact on those who are displaced, even though the federal constitution requires “just compensation” for taken property. Displacement can be particularly problematic for older people, who may have long-standing social ties and systems of informal support in their community and for whom relocation is frequently physically or economically difficult. Moreover, residents in areas where eminent domain takes place are significantly more likely to be older, low income or minority.

Balancing the public interest with the interests of those who lose their homes and businesses is difficult. AARP’s livable communities principles help raise several important questions that should guide local governments’ decisionmaking process:

- To what extent will an eminent domain action allow residents to remain in or return to their community?

- How can public participation and decision by majority be balanced if the larger community benefits at the expense of a few property owners?
- Does the proposed development reduce or expand the supply of diverse and affordable housing options?
- How should displaced owners be compensated?
- Are adequate safeguards in place to ensure consideration of the broader public interest?
- Have other policy tools been considered before the power of eminent domain is exercised?

Legislative attempts to address the possible abuse of eminent domain usually limit its use in certain circumstances. But the leverage that eminent domain gives to cities is often necessary to complete redevelopment projects that help to create livable communities. There is a careful balance between the necessary regulation of eminent domain to protect the property rights of individuals and the need for communities to have all necessary tools to help fight decline.

Regulatory takings—Attempts to reform eminent domain and prevent abuse are often combined with reforms of “regulatory takings,” or regulations that effectively result in the taking of private property by government. Reforms to these regulations are often introduced as “checks on eminent domain” but may simply be reframed attempts to undermine local governance through antiregulatory measures. Such reforms could affect basic governmental powers such as environmental protection, zoning, protections of those with disabilities, and other government functions less directly related to livable communities. As such, they should be viewed with caution (for additional discussion of this issue, see Chapter 2, Budget and the Economy: Takings).

COMMUNITY REDEVELOPMENT AND REVITALIZATION: Policy		
Revitalization strategies	FEDERAL STATE LOCAL	Governments should ensure that all monies dedicated to redevelopment projects require that governments address AARP’s livable communities’ principles, including the provision of opportunities for public input, a thorough community planning process, and a thorough analysis of how the costs and benefits will affect all stakeholders of such actions. Governments should permit sufficient flexibility in redevelopment funds’ eligibility criteria to allow those funds to be applied to multiple community investment opportunities
Eminent domain reform	FEDERAL STATE LOCAL	Measures to reform eminent domain should allow for the exercise of such power in ways that follow AARP’s livable communities principles and should not include elements designed to eliminate the ability of government to reasonably regulate land use or perform other necessary functions.

Funding revitalization projects	STATE LOCAL	States and local governments should consider a range of incentives and policy options for funding revitalization projects but must consider the long-term and regional economic impacts of their use.
Infrastructure investment	FEDERAL STATE LOCAL	Governments should consider the infrastructure needs affecting all members of communities as part of community development and revitalization, including water, sewer, transportation, power, and broadband. Congress and the states should ensure that funds are available for community development and revitalization initiatives that include a range of community infrastructure investment options.

HOUSING

The years since 2007 have seen significant declines in housing markets across the country. As mortgage lending practices allowed many homeowners to enter into high-risk loans, the drop in home values and related shifts in the financial markets and the national economy helped create a national housing crisis. While the drop in prices allowed some to buy homes for the first time, the nationwide decline in housing values challenged the widely held notion that real estate was a risk-free investment, and made practices based on constantly rising home values unsustainable. The financial products that allowed homeowners to mortgage, refinance, and take value from their homes were less available by the end of 2010. Moreover, the rate of foreclosures rose to an unprecedented level, while home prices, equity, and sales all fell. This change requires a broad rethinking of housing strategies by individuals and policies by policymakers at all levels of government.

This crisis has affected different areas and people at different economic levels across the country. It is an issue in formerly “hot” markets, which saw large increases in values in the years before the declines; in relatively stable areas; and in areas that have been struggling economically for years. An older homeowner in a formerly hot market may have counted on rising property values to fund a move to assisted living, only to find that dropping values and slow sales make that impossible. Overall, older homeowners experienced a drop in housing mobility of almost 40 percent between 2005 and 2009. The homeowner in a stable market who planned to use the equity in his or her home to pay for modifications to allow aging in place may have found that home equity loans are no longer a possibility—but may still face rising property tax assessments. In a struggling area, homeowners may find that mass foreclosures and abandoned properties have hastened

the decline in property values and led to more social isolation and a greater fear of crime, even if the homeowners were able to pay their mortgage on time.

Housing market changes affect renters as well. Those who rent from property owners facing foreclosure can find themselves evicted and without a place to live, even if they have always paid their rent on time. They may then have to compete for rental housing in markets that did not have enough affordable, appropriate rentals prior to the crisis. Some renters in those markets must deal with limited options and/or higher rents if they are looking for a specific type of unit to meet their physical needs, or a unit in a suitable location.

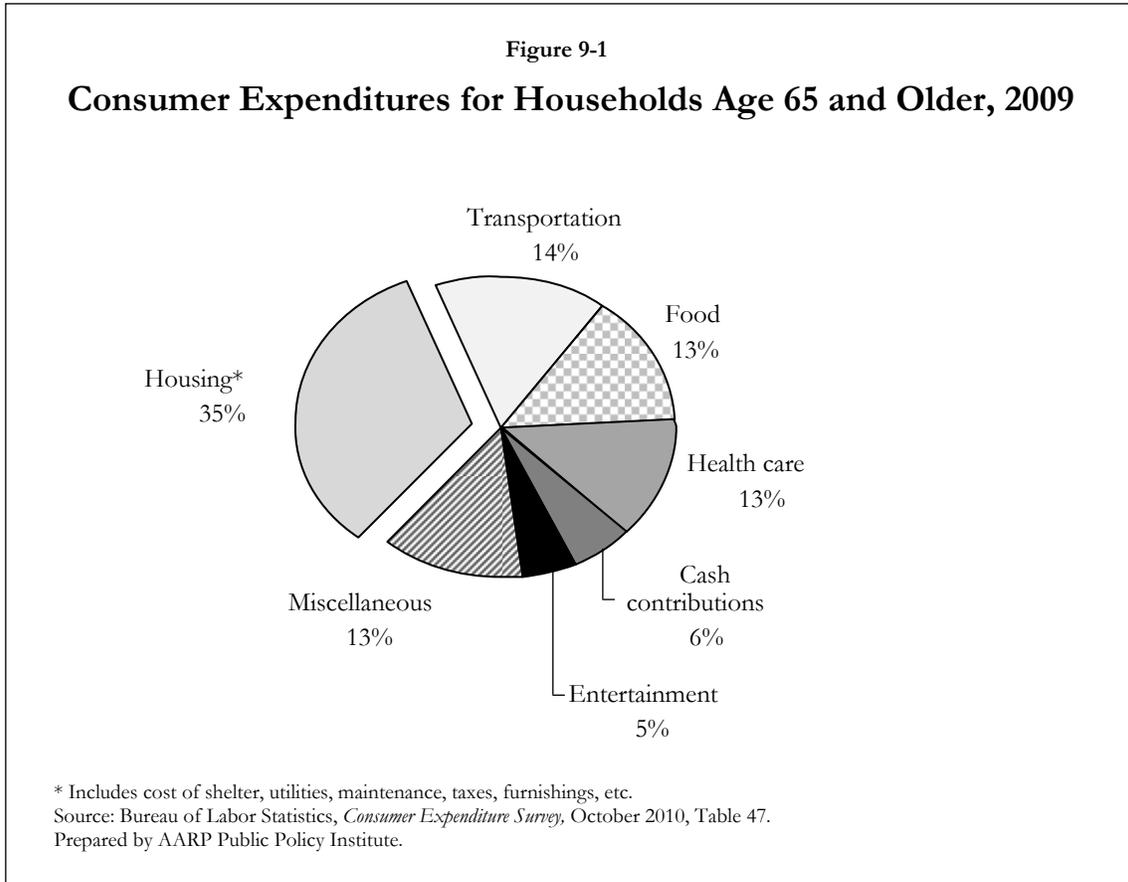
These changes also make more pressing the challenges that face people age 50 and older, since many had developed strategies to survive or take advantage of the past financial environment and housing markets. Although housing can be used as shelter, an investment, or a way to transfer wealth between generations, low- and moderate-income people need affordable housing. The ability to live independently for as long as possible requires stable, adequate housing and services that meet peoples’ needs; indeed, the loss of one’s home can be one of the precipitating events that lead to institutionalization.

The availability, affordability, and variety of housing options can affect older people’s ability to remain independent and actively engaged in the community. Housing is inextricably connected to quality of life and health issues, as it serves as shelter and provides comfort and security. To the approximately 79 percent of people age 50 and older who own their home, it can provide a measure of financial security.

Many older people experience serious housing problems because of high housing costs and

inaccessible home design features that decrease physical safety, cause isolation, and do not support aging in place. The financial and physical burdens of keeping a home can result in a decline in physical and mental health. Conversely, health problems may lead to difficulties in maintaining a home. Loss of one's

home may result in a loss of important community ties, or in institutionalization, which has been linked to a decline in physical and mental health. In addition, some people experience discrimination when they seek to move from their long-term home to retirement living.



Enjoying the benefits of home and community may be difficult for older people without the provision of home- and community-based supportive services and programs (see Chapter 8, Long-Term Services and Supports), appropriate transportation options that provide adequate alternatives to driving (see this chapter's section Transportation), and consumer legal protections in home lending and home improvement services (see Chapter 11, Financial Services and Consumer Products). The role of infrastructure to provide emerging technologies, such as broadband Internet service (see Chapter 10, Utilities: Telecommunications, Energy and Other Services), is emerging as increasingly important to support independence.

Housing affordability—Housing is the single largest expenditure category for older households (Figure 9-1), and this cost is a particularly serious problem for renters. For some older people living on a fixed or limited income, the high costs of renting or

owning a home can pose an insurmountable problem. In 2008, fully one-third (33 percent) of households age 65 and older spent 30 percent or more of their current income on housing. Every additional dollar spent on housing costs and utilities results in less money for other critical needs such as food, health care, and home care; this presents a particular burden for older Americans, who are more likely to be struggling to make ends meet. As a result many have to borrow. In fact the Harvard Joint Center for Housing Studies found that average debt among renter households headed by those age 55 and older surged by 76 percent between 1995 and 2004, and has likely grown larger with the economic downturn at the end of the decade.

Among homeowners, affordability has been compromised by rising utility costs (see Chapter 10, Utilities: Telecommunications, Energy and Other Services), and in many instances, higher costs for property insurance (see Chapter 11, Financial

Services and Consumer Products). For long-time homeowners whose property values have risen since their purchase, escalating property taxes can add to the affordability challenge (see Chapter 3, Taxation). Housing costs for homeowners increased in 49 states between 2007 and 2008, and homeowners across the income range are facing affordability pressures. Between 2001 and 2008 the percentage of severely burdened homeowners in the two middle-income quartiles almost doubled, ballooning from 1.9 million to 3.7 million. In 2008 middle-income homeowners continued to be twice as likely as middle-income renters to pay more than half their incomes for housing (for additional discussion, see this chapter's section Housing Affordability).

Housing availability—The percentage of renters has increased in recent years, growing by 10 percent between 2004 and 2009, with larger increases as home prices declined. This comparatively large increase is traceable to several factors, including foreclosures, the tightening of credit standards as a result of the housing market collapse, uncertainty generated by falling home prices, and a downturn in the national economy. For former homeowners, lower credit scores resulting from foreclosures can take years to repair. This, combined with the overall tightening of the credit market, may continue to sustain the drive in rental demand for years to come. A poor credit history may also present a barrier to obtaining rental housing; about one-third of applicants with foreclosures are rejected at large rental properties.

Despite the increasing demand for rental housing, construction of new rental units has declined steadily since 2000; moreover, units constructed since 2000 account for only 10 percent of all rental housing stock. One-sixth of the rental inventory was built before 1940 and is home to many of the lowest-income renters; one-quarter of unassisted renters live in housing built prior to 1940. One-third of the units renting for less than \$400 per month in 2005 were built before 1940, and another third were built between 1940 and 1970. The nation faces a steady attrition of its oldest rental units, with 9 percent of the pre-1940 housing permanently removed from the housing stock by 2005. About 14 percent of the low-cost rental stock built before 1940, and 10 percent of the stock built between 1940 and 1970, was permanently removed between 1995 and 2005.

Although rehabilitating modest, older rental units is less expensive than replacing them, new construction and tenant-based support is often favored over federal and state preservation programs. The loss of affordable units will have a direct impact on lower-

income households because once removed, these units are difficult to replace with new units of similar size and cost.

Home as an asset—A homeowner's residence is usually his or her single largest asset. Between 1995 and 2009 the homeownership rate for households age 65 and older increased from 78.1 percent to 80.5 percent (down from its 2006 high of 89.9 percent). Yet, the national homeownership rate dropped to 67.4 percent in 2009 due to the increase of two million renters in the face of the housing market collapse.

Home equity provides older people with financial security that helps them meet their needs as they age. It can serve as collateral for property upgrades, modifications, and repairs; provide resources in the face of major unpredictable health care expenses (such as long-term care and supportive services); and provide shelter or assets to future generations through inheritance. While homeownership resulted in a net increase in wealth for 85 percent of homeowners in 2005, real home equity fell from its \$14.5 trillion peak that year to \$6.3 trillion in 2009, wiping out more than half of all housing wealth. Home equity is now at its lowest point since 1985, and mortgage debt has climbed from 65 percent of home equity in 2000 to 163 percent in 2009.

Because of the home's financial importance, protecting an owner's investment is a critical policy goal. Home-repair and modification programs can help safeguard this physical asset, as can improved construction standards for manufactured homes. Reverse mortgages and other financial instruments can, with adequate consumer protections, provide reliable options for gradually drawing down home equity to provide income and support (see also the Real Property Taxes section in Chapter 3, Taxation, and the Home Mortgage Lending and Reverse Mortgages sections in Chapter 11, Financial Services and Consumer Products).

Tapping home equity through second mortgages has led to higher cost burdens. In 2006 approximately 20 percent of middle-income homeowners with second mortgages paid more than half their incomes for housing—nearly twice the share of those with only a first mortgage. Ninety percent of low-income homeowners with second mortgages, and 70 percent with only first mortgages suffer severe cost burdens. For homeowners earning more than the median income, the likelihood of having a severe cost burden more than doubled between 2001 and 2006, in part because homeowners converted consumer debt to mortgage debt, a practice that exposes homeowners to greater foreclosure risk.

Housing adequacy and appropriateness—

Adequate and appropriate housing is structurally and mechanically safe and sound, has features that meet the physical needs of the residents and their guests, is affordable, and is located in a safe community that provides adequate transportation options, access to employment opportunities, access to food options, and opportunities for social engagement. Many older adults, particularly those of low income, cannot find housing that meets these needs and may suffer from a range of consequences.

The physical features of a residence can be critical to a person's ability to age in place. Much of the nation's current housing stock may prove inappropriate as the population ages, especially for people experiencing increased frailty. Home modification is one method to help meet the changing needs of an aging resident. There is also growing recognition that including adaptable and accessible designs in homes as they are built may generate significant financial and social benefits in the future. It is more cost efficient to add these elements during construction, as opposed to retrofitting homes after a specific need occurs, and such features permit people to age in place rather than being forced to move to more expensive assisted living or other institutional settings. Older adults have smaller households on average, and despite the shrinking size of the average American household, home sizes have grown over the last few decades. Older adults who desire to move may not be able to find their ideal housing type in their preferred location.

Services and community features—Regardless of a home's features, many older people, especially those who live alone, eventually need some supportive services in order to remain independent. It is much more cost-effective to provide these services in the home and community than in institutional settings. Complicating this, however, is the fact that 74 percent of households age 65 and older are now outside central cities and are dispersed in suburbs, small towns, and rural areas, according to the 2007 American Housing Survey. Such dispersion presents formidable challenges to the nation's ability to ensure that an aging population will have access to essential goods, services, and facilities.

Safe, affordable, and convenient means of transportation to and from home is an important concern, as is the provision of in-home or near-home health care, home-delivered meals, neighborhood

shopping, and opportunities for socialization. These issues are more pronounced in rural areas, but many older residents in suburban and urban settings can also experience problems. A 2004 AARP survey of people age 50 and older found that 51 percent of residents in small towns and rural areas gave their community a grade of D or F in offering dependable public transportation, compared with 14 percent in urban settings and 24 percent in the suburbs. Similarly 48 percent of people age 50 and older in small towns and rural areas gave their community a grade of D or F when it came to having a drugstore within a half mile of home, compared with 19 percent who did so in urban and suburban settings.

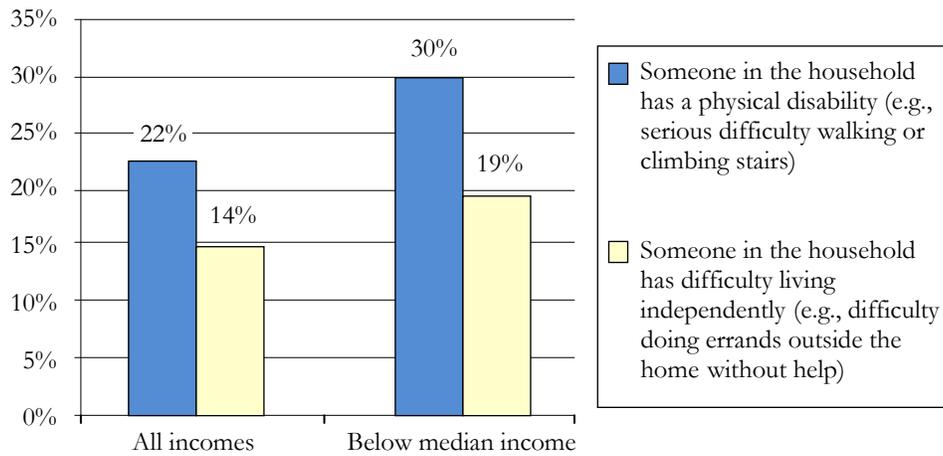
The growing population of people age 75 and older will present special challenges. Individuals age 75 and older who head households are more likely than those ages 50 to 74 to be renters, live alone, and experience poverty, health problems, and substandard housing. Meeting these multiple needs will require housing subsidies, more extensive provision of in-home health care, and community support services including transportation and mobility options.

Infrastructure to provide for supportive technology can also play an important role. For instance, broadband infrastructure can help support remote health monitoring for people in their own home and provide important links to a virtual community for those who might otherwise feel isolated (for a detailed discussion of broadband technologies, see Chapter 10, Utilities: Telecommunications, Energy and Other Services—Internet Services—Broadband Services).

Older people who can no longer stay in their homes will require specialized housing with more extensive services; such arrangements include assisted living, congregate housing, and group homes. Unfortunately many older people with moderate or low incomes cannot afford such specialized supportive housing on their own, and current subsidy programs are limited. One crucial challenge for policymakers will be determining how to extend supportive housing opportunities to frail older people with modest means (this chapter focuses on housing as a point of delivery for services; see also Chapter 8, Long-Term Services and Supports). The problem is especially acute for older renters, who not only have fewer financial resources but also are more likely to live alone and have difficulty with everyday activities (Figure 9-2).

Figure 9-2

Disability in Age 50+ Households, By Income, 2009



Source: US Census Bureau, *American Community Survey*, September 2009.
Prepared by AARP Public Policy Institute.

Housing Affordability

The US is currently facing an affordable housing crisis. According to the US Department of Housing and Urban Development (HUD), the nation has approximately three million fewer affordable housing units for low-income people than are needed to house them. In 2008 there were only 61 affordable units for every 100 people with extremely low incomes (up from 40 in 2005). However, approximately half of those units are not available to the lowest-income renters because they are occupied by higher-income renters or are being held vacant. This means approximately 9.2 million of the lowest-income renters are competing for only 3.4 million affordable and available rental units. This severe shortage is a significant problem for older people, since approximately 32 percent of renters over 65 years old live in poverty.

The severe shortage of affordable housing directly contributes to the homelessness of up to 650,000 people nationally every night. About 3.4 million households (4 percent of low-income homeowners and 9 percent of low-income renters) live in overcrowded housing; approximately 850,000 live in substandard housing without complete kitchen and bath facilities. Additionally, approximately six million households in the US with incomes of less than 50 percent of the local area median are forced either to live in substandard (e.g., too small, unsafe,

unsanitary) housing or to spend more than half of their income on rent—well above the 30 percent recommended by HUD to ensure sufficient money for food, medicine, medical care, transportation, and other basic necessities. Such “worst-worse case housing needs” increased by more than 16 percent, or 800,000 households, between 2003 and 2005. Moreover, the housing-cost burden increases with age: 33 percent of people age 50 to 64 pay more than 30 percent of their income for housing costs, while 54 percent of people over age 85 pay more than half their income.

The collapse of the housing market and sharp increase in foreclosures has also had a devastating impact on older people. The public perception is that older Americans are financially secure in their homes, but hundreds of thousands are not and face uncertainty over their futures as homeowners. In fact older homeowners living on fixed incomes—who tend to be “cash-poor” but “equity-rich”—were targeted by unscrupulous originators looking to strip them of their home equity. Such originators offered refinance loans that allowed homeowners to tap into their home equity to pay for critical expenses (such as home repairs, long-term care services, and emergencies). Inappropriate lending practices, including insufficient underwriting procedures, resulted in unaffordable loans for many older homeowners (see also Chapter 11, Financial Services and Consumer Products: Banking and Credit—Home Mortgage Lending).

The results of these unscrupulous lending practices are readily apparent. A study by the AARP Public Policy Institute (PPI), *A First Look at Older Americans and the Mortgage Crisis*, shows that for the six-month period ending in December 2007, 684,000 older Americans age 50 and over were either in foreclosure or delinquent in mortgage payments. This represents more than a quarter (28.1 percent) of all foreclosures or delinquencies (at least 30 days late). The home mortgage crisis deepened in 2008 after the six-month period studied by AARP. Overall, delinquencies grew from 5.82 percent to 10.06 percent of home loans during the period between the last quarter of 2007 and first quarter of 2010, and foreclosures grew from .83 percent of all loans to 1.23 percent during that time. Foreclosures for older homeowners likely grew as well over that period.

Older African-Americans and Hispanics were hit harder than whites. Among mortgage holders age 50 and over, African-American and Hispanic borrowers both had foreclosure rates of .51 percent, compared with .19 percent for Caucasians. Older Americans holding subprime first mortgages were 17 times more likely to be in foreclosure than older holders of prime loans. (For additional discussion of foreclosures see Chapter 11, *Financial Services and Consumer Products: Banking and Credit—Home Mortgage Lending*.)

The declining availability and affordability of private-market housing and the rising cost-to-income ratios for housing have increased the importance of federally subsidized housing for older renters with low incomes. It is difficult to measure how many older renters occupy federally assisted housing. HUD does not maintain a comprehensive database, and household surveys do not reliably measure various forms of assistance. However, AARP estimates that there are between 1.4 million and 1.7 million older renter households in federally assisted properties, and that approximately 40 percent of families in privately owned federally subsidized housing and 30 percent of public housing units are headed by a person older than 65. Moreover, according to one report, the number of seniors with unmet housing needs is almost six times that of older residents in rent-assisted housing.

Most federal housing assistance comes through HUD, but a substantial share is provided by the tax code (through the Low-Income Housing Tax Credit) or the Department of Agriculture (through Section 515 rental housing). HUD has no office or personnel dedicated to coordinating these diverse housing

programs. As a substantial proportion of subsidized housing is occupied by older individuals, such coordination could create better outcomes for this population. And housing assistance has represented a small and shrinking share of the federal budget: From 1997 to 2007 housing assistance programs fell from 10 percent to 8 percent of the nation's discretionary spending.

Finding housing, even with a rental subsidy, can be difficult, particularly in tight rental markets. The supply of affordable housing, already limited, is further reduced by landlords' unwillingness to rent to those with Section 8 vouchers. Indeed, it is much harder to find affordable housing using a Section 8 voucher in tight rental markets than it is in other markets. For example, in Los Angeles, only 47 percent of people who attempted to find housing using a Section 8 voucher in 2000 were successful, compared with 69 percent nationwide. In jurisdictions that require all landlords to accept Section 8 vouchers, people of all age groups are much more successful in using their vouchers. Overall, however, AARP's PPI has found that being over 65 reduces the probability of success of finding housing by 14 percent. The availability of suitable affordable housing is further limited for those who have disabilities.

Federal programs—In recent years challenges to providing federally assisted affordable housing occur as a result of reductions in congressional appropriations. In many markets where housing costs rise faster than inflation, the effect of decreased federal appropriations can be a reduction of the number of affordable units and/or a shift of assistance away from renters with low incomes.

The Housing and Economic Recovery Act of 2008 (HERA) and the American Recovery and Reinvestment Act of 2009 (ARRA) provided several new tools to help mitigate the foreclosure crisis and increase housing affordability, including creating a new national housing trust fund; a new neighborhood stabilization program; modifications to the Home Equity Conversion Mortgage reverse mortgage loan requirements (see Chapter 11, *Financial Services and Consumer Products*), the Low-Income Housing Tax Credit, and the Federal Housing Administration (FHA) loan programs; prohibitions on seller-funded down payments creating an FHA foreclosure rescue program (called Hope for Homeowners) and a first-time homebuyer's tax credit and other provisions. Billions of dollars were provided in funding for the Public Housing Capital Fund, the HOME program to complete

stalled Low-Income Housing Tax Credit projects, Rural Housing Direct loans, the HUD Energy Efficiency Program and other programs. Together, these changes and new programs were intended to address several of the effects of the housing crisis and provide options for states and localities to promote affordable housing. As the financial and

housing crisis evolved, results have been mixed: Fannie Mae and Freddie Mac were placed under the conservatorship of the Federal Housing Finance Agency and the expected contributions to the National Housing Trust Fund were suspended and other programs have had varying impacts for homeowners and the housing market.

HOUSING AFFORDABILITY: Policy		
Foreclosure prevention	FEDERAL STATE LOCAL	<p>State and local governments should establish foreclosure prevention task forces composed of representatives from government, the housing industry, and groups advocating for the rights of consumers to establish proper forms of assistance.</p> <p>State and local governments should establish one-stop homeowner assistance hotlines.</p> <p>States should establish assistance programs for renters who live in properties that were foreclosed upon.</p> <p>In the event of foreclosure, the federal government and states should ensure that renters are not summarily evicted, but are ensured sufficient time to seek and find new, affordable, appropriate housing.</p>
Impact of foreclosures and neighborhood stabilization	STATE LOCAL	<p>State and local government agencies should consider the impact of multiple foreclosures on communities and develop strategies to mitigate the negative impacts on renters, homeowners, and neighborhoods.</p> <p>Foreclosure mitigation strategies should consider the needs of older adults, provide safety, ensure service delivery, and prevent isolation.</p> <p>New programs should provide for the purchase and rehabilitation of foreclosed homes both to stabilize the neighborhoods around them and as a source of additional affordable housing.</p>
Supporting affordability	FEDERAL STATE LOCAL	<p>Governments should enact policies that support:</p> <ul style="list-style-type: none"> • diverse housing options affordable to households of different income levels, • the creation of private and public incentives to promote affordable housing, and • the use of high-quality home products and materials that promote safety in affordable housing.
Supporting accessibility and choice	FEDERAL STATE LOCAL	<p>Governments should create incentives for developing affordable housing that promotes successful aging in place through features such as universal design, visitability principles, green buildings, and transit-oriented development.</p>
Improving the effectiveness of the federal Department of Housing and Urban Development (HUD)	FEDERAL	<p>Congress should work closely with the HUD secretary and all affected parties to consolidate programs and enable the agency to improve service delivery, safeguard assets, and control program costs. Any reorganization of HUD and its programs should include sufficient departmental funding and staff resources.</p> <p>HUD should:</p> <ul style="list-style-type: none"> • establish a high-level office or a designated senior departmental staff officer to develop and coordinate policy on housing and services for older people;

<p>Improving the effectiveness of the federal Department of Housing and Urban Development (HUD) (cont'd.)</p>	<p>FEDERAL</p>	<ul style="list-style-type: none"> • develop and maintain a publicly available national database of federally subsidized housing and promote the use of this information with other agencies and local partners as appropriate; • develop multiyear strategic plans, annual performance plans, and annual performance reports (consistent with the Government Performance and Results Act of 1993); and • continue to develop and award points in its competitive bidding process for projects that incorporate features (such as universal design, visitability, green buildings, and transit-oriented development) and services that permit aging in place and full access to the community.
<p>Community development block grants (CDBG) and Home Investment Partnership Program (HOME)</p>	<p>FEDERAL</p>	<p>Congress should ensure that money set aside from the Community Development Block Grant program or other sources is available to fund service coordinators and supportive housing arrangements affordable to frail older people with low and moderate incomes. Block grants established under reinvention and housing reform proposals should comply with HUD's consolidated planning requirements. HUD should invalidate the certification of any consolidated plan that fails to address the needs of low-income, minority, and older people and people with disabilities, or that denies citizens reasonable opportunities to participate in plan development. Congress should require HUD to withhold Community Development Block Grant funds or Home Investment Partnership Program funds from jurisdictions that fail to affirmatively further fair housing or remove regulatory barriers (such as inappropriate zoning) cited in the consolidated plan.</p>
<p>Voucher programs</p>	<p>FEDERAL</p>	<p>Congress should not convert the Section 202 Supportive Housing for the Elderly program or the Section 8 housing voucher program, both of which have a proven track record of good performance, into a block grant nor should Congress consider the voucher program as a replacement for the production of specialized supportive housing. However, vouchers may be useful in helping older people whose diminished incomes make aging in place a challenge. Congress should pass the Section 8 Voucher Reform Act, which would stabilize the funding formula and help ensure that the number of available vouchers is not decreased each year.</p>
<p>Federally subsidized housing</p>	<p>FEDERAL</p>	<p>In any modernization legislation, Congress should encourage the development of housing units, including through Section 202 and other programs, which incorporate features (such as universal design, visitability, green buildings, and transit-oriented development) that permit aging in place and full access to the community.</p>
<p>Public housing</p>	<p>FEDERAL</p>	<p>Congress should provide operating subsidies and modernization funds for public housing, sufficient to maintain units that can be operated in a high-quality and cost-effective manner, and maintain long-term housing affordability. Congress should prevent the loss of housing assistance to older people living in public housing that is demolished or disposed of, including under the HOPE VI program, through a one-for-one replacement requirement. The "right of return" to allow current residents to return to new or remodeled units should be maximized.</p>

Utility allowances	FEDERAL LOCAL	HUD and local public housing authorities should ensure that utility allowances keep pace with rising utility costs.
Rental vouchers	FEDERAL	Congress should increase the number of vouchers available to assist renters who have severe rent burdens. Assistance also should be available for payment of security deposits and first and last months' rent. The use of vouchers should be allowed in shared housing.
Aging in place	FEDERAL STATE	Congress and states should authorize the use of funds for modifications to enhance service delivery, accessibility, and safety from both accidents and crime for older tenants who are aging in place.
National Housing Trust Fund	FEDERAL	Congress should provide dedicated ongoing funding for the National Housing Trust Fund created by the Housing and Economic Recovery Act of 2008. Such funding should not come at the expense of other housing programs. HUD should ensure that states use these funds to promote housing opportunities for people of all ages, including older people. HUD should award points in its competitive bidding process for projects that incorporate features (such as universal design, visitability, green buildings, and transit-oriented development) and services that permit aging in place and full access to the community.
Community Reinvestment Act of 1977	FEDERAL	Congress should strengthen the Community Reinvestment Act of 1977, particularly its consumer protection, disclosure, and rating requirements.
Housing for all	FEDERAL	Congress should provide funding to promote the goal of a decent, affordable home and suitable living environment for every American family.

Preservation of Subsidized Housing

Older Americans are particularly vulnerable to rising rental costs. According to the Harvard Joint Center for Housing Studies, nearly 2.5 million senior renters, or 53 percent of all seniors who rent, are paying more than they can afford for housing. In addition 1.4 million senior renters are paying more than 50 percent of their income on housing costs and meet the definition of “severely cost burdened.” Moreover current production of affordable housing is unable to keep pace with growing demand. Therefore federal government programs such as project-based Section 8, Section 202 Housing for the Elderly, and Section 811 Housing for Persons with Disabilities are crucial funding sources for subsidized housing.

Furthermore many affordable housing units are threatened, because of rising property values that give landlords incentive to opt out of the affordable housing market as their contracts expire and to charge the highest market rents or sell their buildings. Lower-income older people need housing options in

areas that are close to transit, shopping, and other community resources.

Rental-assistance contracts—Renewals of rental-assistance contracts are taking a growing share of the Department of Housing and Urban Development’s (HUD’s) discretionary budget. At risk of losing their homes if contracts expire are residents in projects funded under Section 8 rental-assistance contracts (46 percent of whose families are headed by people age 62 and older) and those living in the former Section 221(d)(3) Below Market Interest Rate projects and Section 236 projects (approximately 30 percent of whose families are headed by people age 62 and older). According to HUD about half of all units in these projects are rented at below private-market rents. This explains why many landlords choose not to renew their contract.

Closely related to expiring Section 8 subsidies is the early payment (or prepayment) of federally insured mortgages. Most of these insured properties also have a Section 8 rental-assistance contract. Prepayment of the mortgage and opting out of the Section 8 program eliminates low-income-use restrictions on properties and displaces many tenants.

At least a quarter of residents in projects eligible to prepay their mortgages are older people.

Insufficient federal funding for the Section 8 program, combined with late payments to owners and a shift to providing payments for time periods shorter than the contract periods, further limits the program’s viability.

More than 150,000 units of affordable housing have left the assisted housing stock since 1997 because owners opted out of rental-assistance contracts, according to the Joint Center for Housing Studies. To stem the potential loss of federally subsidized housing, Congress included two provisions in the fiscal year (FY) 2000 HUD appropriations bill. The first gave HUD additional discretion to increase allowable subsidies as an incentive for owners to renew their subsidy contracts. The second authorized “enhanced vouchers” for older or disabled tenants in projects that elect not to renew their contracts, so that current tenants could afford the new market rents.

Although these provisions prevent the loss of many subsidized housing units and cushion the blow to residents in the remaining properties, they are not complete solutions. HUD’s current budget does not enable the agency to retain all the properties renting below prevailing market rents, and tenant-based assistance is less effective than project-based assistance in markets with tight vacancy rates and high rents.

Mark-to-market program—Projects with rents above the prevailing market level in their area may also disappear from the housing stock. Though less common, these projects are expensive for HUD to support. The mark-to-market program, established in 1997, reduces and restructures debt for these projects and renews Section 8 assistance at lower rent levels. Although HUD takes a one-time capital loss from the debt restructuring, the agency subsequently saves money through the lower rent subsidy. But in the course of the program, some residents may be displaced if the landlord declines to participate.

HOPE VI program—Affordable public housing is also at risk. Since 1993 the HOPE VI program, formerly known as the Urban Revitalization Demonstration Program, has helped public housing authorities modernize their units. In many cases this has meant demolishing and replacing public housing with mixed-use, mixed-income housing. Although many public housing authorities have used HOPE VI grants to provide affordable supportive housing solutions for older Americans, the program can cause displacement, and there is no requirement that units be replaced one for one. Although the program has been targeted for elimination in recent years, Congress funded the program at \$124 million in FY 2010, with up to \$65 million available for a demonstration of a new initiative, “Choice Neighborhoods,” which is designed to create housing and livable communities from distressed neighborhoods and requires one-for-one replacement.

PRESERVATION OF SUBSIDIZED HOUSING: Policy		
Restructuring federally assisted housing	FEDERAL	Congress and HUD should restructure the existing portfolio of federally assisted housing in ways that are least disruptive to tenants and that exhibit a long-term commitment to improving the portfolio’s quality and viability and maintaining long-term affordability.
Improving the efficiency of the US Department of Housing and Urban Development (HUD)	FEDERAL	<p>HUD should continue to upgrade its data management systems, including its data on resident characteristics, for its multifamily inventory to ensure accurate estimates of funding needed to renew expiring contracts and provide early warning to keep projects out of default.</p> <p>HUD should rectify problems in troubled Section 8 New Construction/Substantial Rehabilitation properties. Among other actions, the agency should conduct an impact analysis of troubled projects and the use of recaptured funds to provide rental assistance to tenants.</p> <p>HUD should consider partnerships with state housing finance agencies, nonprofit housing corporations, and tenant organizations to oversee troubled projects.</p>

Project-based Section 8 housing	FEDERAL	<p>Congress should provide sufficient funding to meet the needs of the Section 8 program.</p> <p>Congress should provide assistance sufficient to maintain Section 8 rental-assistance contracts, particularly those in areas near accessible, safe, and useful transit.</p>
HUD-assisted housing	FEDERAL	<p>Congress should provide matching grants to encourage states and localities to preserve their HUD-insured or -assisted housing.</p>
Rental assistance	FEDERAL	<p>Congress should provide adequate funding to renew all expiring rental-assistance contracts.</p> <p>Congress should authorize a capital grant and/or loan program to meet the rehabilitation needs of older rent-assisted projects and preserve the availability of prepayment-eligible units for low-income households.</p>
Acquisition funds	LOCAL	<p>Cities should develop acquisition funds to preserve affordable housing, particularly in areas near transit, services, or amenities.</p>
HOPE VI program	FEDERAL	<p>HUD should ensure that residents displaced from public housing as a result of modernization under the HOPE VI program are provided with alternative, affordable options with appropriate services.</p> <p>Congress should require one-for-one replacement of any units lost to HOPE VI. The “right of return,” i.e., allowing current residents to return to new units, should be maximized, and long-term affordability for those residents should be preserved.</p>
Mark-to-market program	STATE LOCAL	<p>State housing finance agencies should serve as participating administrative entities in the mark-to-market program and form partnerships with local governments and nonprofits to preserve assisted housing. State and local housing agency activities could include:</p> <ul style="list-style-type: none"> • supervising project restructuring and analyzing the need for project assistance based on the availability of affordable housing and the relative cost of project subsidies and vouchers; • helping tenant organizations, nonprofit housing corporations, and local housing authorities purchase units at risk of opting out of federal subsidy programs and retain them for low-income tenants; and • using funds from community development block grants and the Home Investment Partnership Program to support nonprofit community or tenant organizations seeking to purchase or manage units at risk of prepayment.
Calculating fair-market rents	FEDERAL	<p>HUD should modify its formula for calculating fair-market rents in shared housing to encourage the use of vouchers in such housing by public authorities.</p>
Expiring mortgages and assistance contracts	FEDERAL	<p>Congress should provide adequate funding for enhanced vouchers or other assistance to maintain housing affordability for existing low-income residents of properties with expiring affordability restrictions, including federally subsidized mortgages and rental-assistance contracts.</p>

Section 202 Supportive Housing for the Elderly Program

The Section 202 Supportive Housing for the Elderly program is the principal federally funded construction program for housing designed specifically for people age 62 and older. Having placed residents in more than 300,000 units, the program has played a key role in expanding the range of housing choices available to older people.

For fiscal year (FY) 2010 Congress provided \$825 million for the Section 202 program, up from \$765 million in 2009. The appropriation included \$90 million for service coordinators and \$40 million for conversions to assisted living. Notably, current housing production under the Section 202 program is still well below the levels of the early 1990s, when the program received more than \$1 billion annually. The decline in production is a significant concern in light of continuing demand.

According to a 2006 study sponsored by AARP, Section 202 properties have, on average, a waiting list of 13 months. The average vacancy rate was a low 2.6 percent, far below the national average of 9.6 percent for all rental apartments. Furthermore, housing advocates are concerned with development delays in a large percentage of funded projects. A recent analysis by the Government Accountability Office found that construction on more than 70 percent of projects did not start within 18 months of the money being allocated, as Department of Housing and Urban Development (HUD) guidelines require. Among the reasons for the delays were financing shortfalls, inadequate training of HUD field staff, and inadequate oversight at HUD headquarters.

The American Homeownership and Economic Opportunity Act of 2000 allows sponsors with Section 202 loans to prepay their mortgage as long

as they maintain their commitment to serve low-income people and use at least 50 percent of the savings to help residents. Savings can be used for modernization, construction of an addition to a facility, and supportive services. The act also permits nonprofit Section 202 facility sponsors to enter into limited partnerships with for-profit entities in order to qualify for low-income housing tax credits. The credits are designed to help fund rehabilitation and new construction of Section 202 housing and represent an important step toward allowing Section 202 sponsors to leverage other financing sources.

But the existing stock of Section 202 housing also needs additional direct federal funding so sponsors can modernize and retrofit projects to serve increasingly frail residents. According to the 2006 AARP survey Section 202 managers estimate that 36 percent of their residents are frail or disabled. In this way, Section 202 housing provides an important source of housing for low-income older adults across a wide range of abilities and needs, simultaneously serving both frail and nonfrail populations in an integrated community. Despite considerable progress in adding service coordinators, many projects lack the staff and supportive features needed to serve the growing number of frail residents who reside in Section 202 housing. Since FY 2000 Congress has addressed this problem by providing funds to convert some of the Section 202 inventory to assisted living residences (for more on this issue, see Chapter 8, Long-Term Services and Supports). In addition, the availability of affordable housing units for older adults may be further reduced by the potential loss of older Section 202 projects, as Section 8 project-based rental-assistance contracts—and the low-income-use restrictions attached to them—begin to expire.

SECTION 202 SUPPORTIVE HOUSING FOR THE ELDERLY PROGRAM: Policy		
Capital funding and the Section 202 program's purpose	FEDERAL	<p>Congress should ensure that Section 202's role in providing capital funding for the construction of housing units for older adults is maintained.</p> <p>Congress should ensure that Section 202 housing serves the wide range of older adults with low-incomes and does not focus only on the frail or those without frailties.</p>
Increasing and improving Section 202 properties	FEDERAL	<p>Congress should provide funds and allow innovative financing methods to increase production levels under the Section 202 program and to assist in the rehabilitation of existing units. This includes the continuation of capital grants for the production of new units.</p> <p>HUD should encourage the development of Section 202 units in areas near transit and in areas with services and amenities.</p>

Increasing and improving Section 202 properties (cont'd.)	FEDERAL	<p>However, new nonfederal funding methods and requirements should not reduce federal funding.</p> <p>Congress should modify the Section 202 program to encourage the development of service-intensive housing, the development of mixed-use and mixed-income projects, and the adaptive reuse of abandoned, military surplus, donated, or historic properties for congregate housing.</p> <p>In addition to much needed direct federal funding, Congress should provide for matching grants to states and localities that use nonfederal funds to improve and upgrade Section 202 properties.</p> <p>The Department of Housing and Urban Development (HUD) should adopt strategies to reduce the development time for Section 202 housing, including streamlined procedures and improved field staff training.</p> <p>In addressing the renewal of Section 8 rental-assistance contracts associated with Section 202 projects, HUD and Congress should take into account the need to recapitalize existing projects for basic modernization and to serve older people with low incomes. Income requirements should be relaxed only for projects that can demonstrate either that they are meeting a need for service-enriched housing or that there is no need for housing targeted to people with low incomes.</p>
Operating assistance for Section 202 projects	FEDERAL	<p>Congress should establish an operating assistance fund to allow Section 202 projects built after 1974 to continue to serve low-income older people after the expiration of Section 8 contracts.</p> <p>Refinancing options should address the need to retrofit projects to accommodate aging residents and to provide operating subsidies sufficient to serve very low-income households.</p>
Minority sponsorship	FEDERAL	<p>HUD should encourage increased minority sponsorship of Section 202 projects and provide technical assistance to minority sponsors.</p>
Frail older people and people with disabilities	FEDERAL	<p>HUD should enhance the Section 202 program by working with states and localities to develop greater capacity to serve frail older people and people with disabilities through Federal Housing Administration credit enhancement, existing block grants, matching grants, and improved local planning, while maintaining the program's ability to provide housing for older adults across the spectrum of ability and need for supports.</p>

Low-Income Housing Tax Credit Program

The federal Low-Income Housing Tax Credit (LIHTC), enacted as part of the Tax Reform Act of 1986, provides tax benefits for investing in the production of low-income rental units. According to a 2006 AARP Public Policy Institute report, around 30 percent of the 23,000 LIHTC properties placed into service between 1987 and 2006 are intended primarily for older people.

High demand—The AARP survey also found that demand for units in tax credit properties was high, as

demonstrated by long waiting lists and vacancy rates substantially lower than the national average for all rental units. Furthermore 38 percent of older people in tax credit properties intended primarily for older people were frail or disabled, indicating that a significant resident population may have difficulty aging in place and could benefit from supportive services. Projects that provide services are eligible for the LIHTC, but payment for mandatory services must be included in gross rent. However, as with other forms of subsidized rental housing, there is a ceiling on the rent a landlord can charge. This ceiling is based on assumptions about reasonable housing costs in the area where the unit is located and does

not account for the cost of supportive services in that area. So including the cost of services as part of a resident’s rent can easily push the rent beyond the allowable ceiling.

In addition tax credits may be used only for residential rental properties. Because variation in state laws led to inconsistent classification under the federal tax credit program, in 1998 the Internal Revenue Service (IRS) ruled that assisted living residences may be treated as residential rental property if, among other requirements, there are no continual or frequent nursing services available to residents. The ruling did not consider whether nursing services were optional or required. The IRS also did not establish a threshold for “frequent.” Some states have been more flexible than others in interpreting the federal guidelines.

Increasing usefulness of the LIHTC—Housing providers have recommended several ways to make the credit more useful in developing housing for older people. These include:

- adjusting the credit calculation to make projects or units for single-person households more feasible by allowing individual determinations of qualifying income and rent payments for shared-living arrangements,
- allowing greater flexibility in the definition of “residential rental property” so that projects with supportive services may more readily qualify for credits, and
- exempting assisted living residences from the 30-percent-of-income rent cap.

Expanding the program— Prior to the economic and housing crisis of 2007 and 2008, demand for tax credits was high. The Departments of Labor, Health and Human Services, Education, and Related Agencies Appropriations Act of 2001 substantially

raised the volume caps on tax credits and private-activity bonds for the first time since 1986. The legislation also indexed the caps for inflation. As a result the program has been able to expand production. In 2005 tax credits were allocated for more than 71,000 units, compared with 62,500 units in 2000.

Prior to the housing crisis demand for tax credits significantly outpaced supply. According to the National Equity Fund, many state housing agencies were seeing requests for two to three times the number of available credits. But the struggling economy has meant that fewer investors need tax credit investments, including Fannie Mae and Freddie Mac (which accounted for a significant portion of the market for housing credit equity investments before the federal takeover). As the economy improves and the modifications to the LIHTC program in the Housing and Economic Recovery Act of 2008 are implemented, the market for tax credits should also improve, but the production of affordable housing has significantly slowed.

Projects built with tax credits prior to 1990 must comply with affordability restrictions for 15 years; projects built in or after 1990 effectively have a 30-year compliance period. In 2002 the first properties to use the tax credit reached the end of their restricted-use period. There is a risk that some property owners will choose to discontinue their low-income occupancy and rental-restriction agreement.

Most properties, however, will probably remain affordable because of requirements in other government programs—such as Section 8, rural housing rental-assistance programs, and state and local programs—that were extended to many tax credit properties.

LOW-INCOME HOUSING TAX CREDIT PROGRAM: Policy		
Modifications to the Low-Income Housing Tax Credit (LIHTC)	FEDERAL	<p>Congress should modify the LIHTC to provide greater flexibility in the development of housing projects for older people.</p> <p>Congress should change the definition of the income rent cap under the LIHTC program for service-enhanced housing, such as assisted living, by either raising the 30-percent-of-income rent cap, which is inappropriate for housing models that include basic services in the monthly rent, or modifying the definition of “rent” so that it does not include the cost of basic services.</p>
Allocation of LIHTC	STATE LOCAL	<p>States should create incentives in the allocation plans for LIHTCs that encourage creation of affordable housing in neighborhoods meeting the needs of older people, including locations near transit, services, or amenities, and the inclusion of universal design features (including visitability).</p>

State tax credits	STATE	States should encourage development of housing for people with low incomes through state tax credits and the use of state bond proceeds and redevelopment funds.
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State and Local Affordable Housing Issues

States and local governments play essential roles in expanding affordable housing options for older people and protecting their rights as housing purchasers. All states and the District of Columbia have housing finance agencies (HFAs) that issue tax-exempt bonds to finance mortgages for the construction of affordable single-family and multifamily housing. A number of HFAs and state units on aging have special programs to develop congregate housing and assisted living residences and provide home-repair services and reverse mortgages to older homeowners. In addition 38 states and more than 350 localities have established housing trust funds that support a wide variety of housing activities, including new construction, home repair, and rental rehabilitation. The Housing and Economic Recovery Act of 2008 includes housing trust fund legislation and appropriations, so that in 2010 each state will have a fund (see this chapter’s section Housing Affordability—Federal programs).

States also have established planning and service-provision authority for cities and counties; this power can have a profound effect on the livability of local communities. A big problem, however, is the inconsistency among coordinating agencies that oversee various activities, such as housing, transportation, and social services. These agencies have a diverse and sometimes complex set of highly competitive funding streams and eligibility criteria. Further they often perceive themselves as having dissimilar constituents and solicit community participation differently.

State and local use of federal housing assistance—States and localities play an important

role in priority setting, policy coordination, and the administration of federal housing programs such as the Home Investment Partnership Program (HOME). Under federal consolidated planning regulations, state and local governments analyze the nature and extent of older people’s housing needs. They then develop strategies to coordinate various housing and social services, identify regulatory barriers, and develop action plans to improve housing conditions. Priorities set by these plans guide funding allocations for key federal housing and community development programs, including HOME, community development block grants, and the Section 202 Supportive Housing for the Elderly program. States are also responsible for allocating federal low-income housing tax credits to meet critical rental housing needs.

Protection of renters using federal housing subsidies—Many states and localities have recognized the need to assist recipients of federal rental assistance who may have difficulty finding affordable rental housing. Statutes designed to protect people from discrimination based on their source of income, including Social Security, Section 8 vouchers, or other benefits, have increased the ability of renters to locate housing, though disparate treatment of these people continues.

Rent control—Studies indicate that over time, rent controls increase the disparities in rent burdens among households and do not provide a long-term solution to affordable housing. Although rent control does not effectively solve the affordable housing problem in many parts of the country, it may be desirable for states and localities to retain existing rent control ordinances for a limited time in areas with severe housing shortages or where development pressures result in the significant loss of affordable units.

STATE AND LOCAL AFFORDABLE HOUSING ISSUES: Policy		
Housing trust funds	STATE LOCAL	States should establish and/or expand existing housing trust funds and development banks for low-income housing services (such as home repair, rehabilitation, rental assistance, and new construction of affordable housing) and should prohibit the use of such funds for other purposes. These funds should promote housing options in livable communities, including locations near transit options, and the inclusion of universal design and visitability features.

Surplus government properties	STATE LOCAL	<p>Surplus state, county, municipal, school district, and military properties should be available for development or conversion into housing for low-income families, homeless people, and older people and people with disabilities. Converted properties should be properly tested for toxic substances, which must be abated to a safe level before the sites are used for housing.</p> <p>Local governments, through public housing authorities, other agencies or partnerships with nonprofit entities, should convert or develop suitable surplus public properties into housing for the above-mentioned vulnerable populations as part of a strategy to protect and preserve housing options for them in the long-term.</p>
Rent control	STATE LOCAL	<p>If state and local governments enact legislation to end rent controls, they should provide a transition period during which rent increases would be limited and should continue rent protections for low-income households (those with incomes at or below 80 percent of the area median).</p> <p>Existing rent controls should be reviewed frequently to evaluate their effectiveness, including the extent to which they create disincentives to affordable housing and maintenance. Such controls should also permit a reasonable return to owners, minimize disparities in rent burdens among households, and prevent exploitation of such controls by those who do not need this assistance.</p>
Real estate/ property taxes	STATE LOCAL	<p>Programs should be established that minimize tax burdens on older low-income property owners and renters (who pay property taxes indirectly). Programs that establish tax credits and other assistance in order to provide relief to low-income older taxpayers can help them to stay in their homes.</p>

Rural Housing Programs

The Department of Agriculture’s Rural Housing Service (RHS) Section 515 program provides low-interest loans to fund the construction of apartments for low-income renters in rural areas. Section 515 units serve an extremely low-income population in need of affordable housing.

In 2004 the RHS published a property assessment report of its Section 515 portfolio. The report found that as of 2003 there were 434,296 Section 515 units in nearly 16,000 properties with an average property age of 23 years. Of the tenants in those properties, 58 percent were age 62 and older and/or disabled. Many of these older people will require personal care services to maintain their independence in a residential environment. Yet physically frail or cognitively impaired Section 515 residents cannot receive supportive services from the housing provider (i.e., under a staff model of care) without violating RHS rules, which require residents to be fully independent. Staff models of care can serve residents who lack the ability or support to organize their own care. In addition they often provide the services at a lower cost because of economies of scale.

The Section 515 program has undergone severe cuts since the mid-1980s. Much of the existing affordable Section 515 stock is at risk of being lost, as assistance contracts expire and owners convert their units to market rates. The consequences of prepayment can be serious for existing residents, who are given priority on the waiting list for Section 515 housing elsewhere but may find alternative units unavailable in their area. To address the aging Section 515 portfolio, and the loss of stock as providers leave the program, the 2004 RHS report contained a number of recommendations. These included tenant protections, such as housing vouchers to help tenants remain in place or seek new housing elsewhere when the property they live in leaves the program. There were also several housing-revitalization scenarios. However, some worry that the recommendations would effectively eliminate existing policy under the Emergency Low-Income Housing Preservation Act, which helps keep older properties in the program.

There is also concern that the recommendations would not go far enough in providing tenant assistance when properties leave the program.

The RHS Section 504 program provides home-repair assistance to homeowners in rural areas. It has had four times as many eligible applicants as funds

available. Among all homes with moderate or severe physical problems occupied by older households in 2005, 30 percent were located in rural areas.

RURAL HOUSING PROGRAMS: Policy		
Section 515 program	FEDERAL	<p>Congress should restore a substantial portion of the funding lost from the Section 515 program during the budget cuts of the past decade, including funds to expand critically needed new construction.</p> <p>Congress should fund tenant-based housing assistance for those residents who face displacement from Section 515 housing due to expiring assistance contracts or prepayments. Tenants who are displaced should be offered relocation assistance.</p> <p>Congress should preserve Section 515 properties for low-income individuals by maintaining the applicability of the Emergency Low-Income Housing Preservation Act.</p>
Section 504 program	FEDERAL	<p>Congress should increase funding for the Section 504 program to make up for losses in purchasing power due to inflation since fiscal year 1996.</p>
Rural Housing Service (RHS)	FEDERAL	<p>The RHS should target assistance under the Sections 515 and 504 programs to underserved groups, particularly older farm workers and older minorities.</p> <p>The RHS should drop its prohibition against staff models of providing personal care (including medication management).</p>

Manufactured Housing

Manufactured housing provides a major source of unsubsidized housing for low- and moderate-income households. In 2009 there were almost 8.8 million manufactured homes occupied as a primary residence, of which 2.7 million were owned or rented by someone age 55 or older. In addition there were approximately one million manufactured homes held as vacation or second homes, of which two-thirds were owned by someone age 50 or older. In 2009 approximately 52,000 new homes were placed on lots nationwide.

Housing affordability—Manufactured housing plays a critical role in serving the housing needs of older Americans who might otherwise find it difficult to live affordably. AARP estimates that the median income of households headed by someone age 50 or older living in manufactured housing in 2005 was approximately \$22,000, compared with about \$44,000 for residents 50 and older in conventional single-family housing. Although about 60 percent of residents 50 and older living in a manufactured home have low incomes, as defined by the Department of Housing and Urban Development (HUD), they typically receive no direct housing subsidy. The affordability issue is complicated by the financing,

utilities, maintenance, and repair costs of such housing. In all of these areas there is need for significant enhancement. Improvements to the Manufactured Housing Construction and Safety Standards can go a long way toward reducing maintenance and repair costs.

Reforms—The 1994 National Commission on Manufactured Housing made recommendations on modernizing the National Manufactured Housing Construction and Safety Standards Act of 1974. The commission advised:

- creating a balanced consensus committee to update relevant federal construction and safety standards in the HUD code,
- developing an expedited standards adoption process to ensure that changes in the HUD code are made in a timely manner,
- eliminating the requirement that manufactured homes have a permanent chassis, and
- enacting a federal requirement that manufacturers provide one/five-year warranty coverage—one year for all structural defects and five years for certain structural defects that occur during the manufacture, installation, and transportation of a home.

Though many of the reforms have yet to be addressed, significant progress was made with the passage of the American Homeownership and Economic Opportunity Act of 2000. It created a 21-member Manufactured Housing Consensus Committee to recommend revisions to the manufactured housing standards. The committee includes equal representation from industry, consumers, and others involved in manufactured housing (such as building code experts).

Other legislative efforts to enact reforms have failed, owing to opposition from segments of industry. HUD now faces a serious weakening of its ability to oversee the federal manufactured housing standards and enforcement program because of inadequate funding and staffing. These resources are further stretched due to new program responsibilities created by the American Homeownership and Economic Opportunity Act of 2000.

Program financing—Complicating the issue is the manufactured housing program’s unique budget structure. Unlike most federal programs, which receive money from public funds, this program meets its congressional appropriation by raising money through a per-unit labeling fee. The fee is collected from manufacturers, who in turn pass the cost to purchasers. When production fails to meet expectations, HUD faces a shortfall of funds unless it is able to increase the fee (a move generally opposed by industry). If production exceeds expectations, any fees collected above the congressional appropriation are held for the following year.

Handling consumer complaints—Under the federal program states create administrative agencies to enforce federal construction and safety standards and handle consumer complaints. In addition state licensing requirements, installation standards, warranty protections, and landlord-tenant laws for communities of manufactured homes can

provide home purchasers essential consumer protections. Yet many states lack adequate oversight of manufactured home communities (also known as mobile home parks). As a response AARP sponsored the development of a model statute by the National Consumer Law Center, known as the Manufactured Homeowner’s Bill of Rights. It covers a variety of issues, including rents, tenant rights, and park conversions. Landlord-tenant issues have become particularly important in many communities where low vacancy rates, a diminishing supply of lots (known as a closed park situation), and rent increases make it difficult to place a manufactured home.

Issues facing owners of manufactured housing units—Owners of manufactured housing face several issues that differ from conventional, “stick-built” housing owners. Manufactured housing unit owners may own their unit but not the underlying land, and their tenure may be threatened if the land is sold or changes uses. In states that have minimal protections for unit owners, residents may fear retaliation from park owners for attempting to form resident associations (including eviction without reasonable cause), and where owners can deny a potential buyer the right to keep a home in location, park owners have a great deal of leverage over unit owners. A lack of protections can limit the ability of unit owners to exercise control over their homes.

Manufactured homes built before the Manufactured Home Construction and Safety Standards were implemented in 1976 are generally considered to be substandard and can have energy efficiency and safety issues. Funds from the Weatherization Assistance Program (WAP) can be used for manufactured housing to improve efficiency, and advocates for manufactured homeowners promote a range of policy options that can improve financing and land ownership options for homeowners, and thus increase home values.

MANUFACTURED HOUSING: Policy		
Bankruptcy protection	FEDERAL	Congress should pass legislation to protect the owners of manufactured homes who face bankruptcy proceedings from debt obligations that exceed the current market value of the collateral.
Financing	FEDERAL STATE	The Federal National Mortgage Association and Federal Home Loan Mortgage Corporation, in cooperation with Department of Housing and Urban Development (HUD), the Federal Housing

Financing (cont'd.)	FEDERAL STATE	<p>Administration (FHA), the Veterans Administration (VA), and the Rural Housing Service (RHS), should expand access to financing beyond the existing retailer network through the greater use of conventional mortgage financing with more competitive rates and should provide adequate protection for consumers.</p> <p>States should consider provisions that improve the financing options for manufactured housing, including allowing manufactured housing to be treated as real estate regardless of land ownership.</p>
Resident ownership of communities	STATE	<p>States should establish programs and policies to help residents of manufactured home communities purchase their community and establish cooperative ownership, including codifying the first right of purchase or providing tax incentives for purchase by selling residents.</p>
Consumer protection	FEDERAL STATE	<p>HUD should ensure adequate funding for its activities and those of state agencies designated to act on its behalf to implement and enforce consumer protections developed in accordance with the American Homeownership and Economic Opportunity Act of 2000.</p> <p>States should enact legislation to protect the rights of all owners of manufactured homes based on the Manufactured Homeowner's Bill of Rights developed by the National Consumer Law Center.</p> <p>States should enforce antitrust statutes regarding retailer tie-ins and restraints of trade.</p>
Warranties	FEDERAL STATE	<p>Congress should reject efforts to circumvent stronger state laws through federal preemption and should pass a warranty requirement for the home and installation.</p> <p>Warranty and installation requirements under the FHA, VA, and RHS mortgage insurance programs for manufactured homes should be upgraded.</p> <p>HUD should revise the Manufactured Home Procedural and Enforcement Regulations to provide regulatory relief to manufacturers that voluntarily provide purchasers with a five-year warranty, as recommended by the National Commission on Manufactured Housing.</p> <p>States should license manufacturers (both in and out of state) and establish manufactured home recovery funds to assist with warranty repairs if a manufacturer goes out of business or refuses to provide warranty service.</p>
Rent stabilization	STATE	<p>States should permit local governments to initiate and enforce rent stabilization programs in manufactured housing parks where a closed park situation exists.</p>
Funding assistance for closures	STATE	<p>States should establish funding assistance to help owners of manufactured homes who must relocate due to a manufactured home park closure or sale.</p>
Replacement of dilapidated homes	FEDERAL STATE	<p>States should establish programs to facilitate the replacement of dilapidated and substandard manufactured homes with new energy-efficient homes for low-income households.</p>

Homelessness

Some 700,000 people are homeless on any given night in the US, and 3.5 million people a year experience at least a brief period of homelessness. Among the homeless who sought community services in 2008, 16.8 percent were 51 and older, according to the 2008 annual homeless assessment report to Congress. By comparison approximately 30 percent of the US population is age 50 and older. The disparity is due partly to Social Security, pensions, Medicare, and other programs that help

alleviate conditions that might lead to homelessness. But mortality may also have a role: Older homeless people have a higher frequency of health problems and frailty than younger homeless people and are therefore less likely to survive exposure in a severe climate. Homelessness and nursing homes are a last resort for older adults with unaddressed housing needs and policy interventions can reduce the numbers of older adults who are in these circumstances (for a discussion of nursing homes, see Chapter 8, Long Term Services and Supports).

HOMELESSNESS: Policy		
Federal program coordination	FEDERAL	Congress should consolidate and coordinate programs for the homeless and establish national policy targets for reducing and eliminating homelessness in this country.
McKinney-Vento Homeless Assistance Act of 1987	FEDERAL	Congress should fund assistance to the homeless, as authorized by the McKinney-Vento Homeless Assistance Act, at least at current levels. The Department of Housing and Urban Development should encourage the use of the act and other funds to support early-intervention and outreach programs and develop a continuum of transitional and supportive housing arrangements for homeless people.
Funding and assistance	STATE	States should provide additional housing funds and support services for people who are homeless or mentally ill. Greater emphasis should be placed on early intervention, such as emergency assistance to prevent evictions, and the development of a continuum of transitional and supportive housing arrangements.

Housing Accessibility and Choice

Housing should be adequate to meet the needs of all individuals. Adults age 50 and older have specific housing needs and preferences. The expected growth of the older population between 2010 and 2050 (from 40 million and 13 percent of the population to 89 million and 20 percent of the population) means that more housing suitable for older adults will be in demand. Policymakers must act now to ensure that housing meets the needs of their communities as they age.

One estimate published by the *Journal of the American Planning Association* projects that by 2050, 21 percent of households will have at least one resident with a physical limitation. For homes built in 2000, there is a 60 percent probability that they will house a resident with a physical limitation, and a 91 percent probability that a disabled visitor will come to that home. Homebuyers who do not anticipate their future needs can be trapped if their physical ability declines and they cannot afford to move or

modify their homes. Renters who are prevented from making reasonable accommodations to their units can be similarly trapped, and any home that is inaccessible to visitors increases the chances of isolation for the resident, as family and friends are prevented from entering or using the space. Residents in these situations may be prevented from participating fully in their communities and deprived of the economic and social opportunities necessary to support successful aging. Housing can also impede or support health outcomes, as a home's design can impact safety and the ability of residents to lead active lifestyles.

A wide range of housing options that support an individual's choice to age in place, age in community, or move to assisted living should be available, as the availability of accessible, affordable, and integrated multi-generational housing options is critical to promoting and sustaining independence and successful aging in communities. A range of housing stock that meets the needs of older adults is a key

part of creating livable communities. Many obstacles, however, stand in the way of this goal, whether discrimination by a landlord, physical barriers, or substandard housing stock. Alternatively, advances such as universal design elements and supportive services can contribute greatly to the quality of life for all, at a relatively reasonable cost. The public and private sectors must work together to increase the number of homes that work for people as they age.

Universal Design/Visitability

Universal design elements and features are usable by people of all ages and abilities without adaptation or specialized design. Some that incorporate the universal design philosophy include wide doorways, adequate maneuvering space in kitchens and bathrooms, switches and handles that are easy to reach and operate, and slide-out shelves. These and other features enable people to remain in their homes throughout their lifespan, even as their needs change over time. A person with a disability that affects their personal mobility, hearing, or vision will benefit from these features, but universal design features are also designed to be seamlessly integrated into their environment without having an “institutional” design that can limit the appeal of a home.

Physical barriers in the home can also prevent people who have mobility disabilities from visiting the homes of friends and relatives, thereby limiting important life-enriching interactions. Visitability

features are a subset of universal design features that address access to the main part of the house, such as wide doorways, a zero-step entrance, and access to a toilet facility with adequate space for maneuverability. These core access features provide benefits to household members and enable others with mobility limitations to visit the resident. This prevents housing design from being a barrier that prevents a person with a physical disability from visiting a home.

There are several similar design strategies that include a set of universal design-inspired features that are to be included in new or remodeled housing; these go by a variety of names, including “lifespan,” “livable,” “inclusive,” and others. Often these strategies include features and structural elements that are cost-prohibitive to add or change after a home is finished, but provide benefits at a relatively low cost when included during construction. Such strategies could be pursued if the costs and benefits to current and future homebuyers and residents are considered.

As these features are designed to be seamlessly integrated into homes for any person, they can make a home usable for a resident with a short-term mobility impairment or a sudden onset of physical disability. Some local jurisdictions have begun promoting these features in new construction through code requirements or incentives to consumers and builders in order to deal with the needs of residents and visitors.

UNIVERSAL DESIGN/VISITABILITY: Policy		
Visitability	FEDERAL STATE LOCAL	Policymakers should require visitability and other features that provide a basic level of access in government-funded housing and should remove legal restrictions that impede the adoption of related ordinances for newly constructed housing
Building codes	STATE LOCAL	State and local governments should require that building codes incorporate universal design principles in newly constructed housing.
Remodeling	STATE LOCAL	Where incentives are used to promote remodeling, regulations should encourage the incorporation of universal design features
Technical assistance	FEDERAL	The Department of Housing and Urban Development should provide technical assistance to states and local governments to help implement and encourage the adoption of universal design and visitability features.

Fair Housing

The Fair Housing Amendments Act of 1988 requires all new multifamily housing to meet basic accessibility requirements. The act also requires landlords to permit tenants to make physical modifications to their unit or a common area—for example, by installing a ramp or grab bars, or

lowering a countertop—subject to certain rules. In addition landlords are required to make certain reasonable accommodations in their rules and policies to permit tenants full use and enjoyment of the premises. Section 504 of the Rehabilitation Act of 1973 imposes similar requirements on housing programs receiving federal funds and requires that

the housing provider pay for necessary physical modifications and reasonable accommodations (the act provides some limits on the financial expenditures required). The Americans with

Disabilities Act of 1990 applies to the public areas of buildings, including multifamily residential buildings, such as first-floor public or retail space, laundry areas, and rental offices.

FAIR HOUSING: Policy		
Housing for people with disabilities	FEDERAL	The Department of Housing and Urban Development should consult with a wide range of individuals working in adaptive housing to develop a hierarchy of adaptable features for different types of disabilities.
Fair housing statutes	FEDERAL STATE	<p>The Fair Housing Amendments Act of 1988, Section 504 of the Rehabilitation Act of 1973, and other civil rights statutes should protect people from all forms of housing discrimination and be fully enforced.</p> <p>Enforcement agencies should create an expedited complaint process for cases in which time is of the essence, such as when the alleged illegal denial of housing results in a person being retained in a nursing home or other institution.</p> <p>Congress should address any judicial decision that limits the protections of individuals under the Fair Housing Act and other civil rights statutes.</p> <p>States should revise or modify their fair housing statutes or regulations to conform to federal law, which no longer requires that residential housing offer “significant facilities and services” to qualify as “housing for older people.”</p>

Supportive Services

Federally subsidized housing programs typically do not offer supportive services, even though such programs provide housing to people who need services. Approximately 20,000 federally subsidized housing projects serve between 1.4 million and 1.7 million older people, whose median age is about 75. Many projects have both an average tenant age of 80 years or more and residents at increasing levels of frailty. The Census Bureau’s Survey of Income and Program Participation indicates that in 2003, 37 percent of people age 62 and older in subsidized rental housing were limited in at least one activity of daily living (such as moving around the home, transferring from bed or chair, bathing, eating, dressing, or using the toilet) or one instrumental activity of daily living (such as using the telephone, keeping track of bills, preparing meals, doing light housework, taking medicine, or getting outside the home). This compares with 26 percent of older people in unsubsidized rental properties and 16 percent of older people in their own homes.

Many housing projects that accommodate older people have expanded their mission by providing supportive services. The Department of Housing and

Urban Development has funded thousands of service coordinators in housing projects for older people, enabling many residents to age in place longer. Nonetheless many projects cannot offer services such as congregate meals and help with chores and personal care without substantial modifications or additions. There may also be financial challenges to doing so. Because fair-market rent guidelines are based on conventional types of rental housing, many projects do not generate enough operating revenue to provide adequate common areas for service provision. Yet increasing the ability of federally subsidized projects to deliver services can help to develop an efficient network of support for low-income project residents as well as the broader community. Additionally, in recent years there have been important strides made in new approaches to strengthen the individual’s ability to age in place. It is vitally important that we transfer relevant models, services and supports that will allow older adults to continue to live connected to their natural communities in federal and state sponsored housing. Examples of approaches that can improve the likelihood of aging in place are Naturally Occurring Retirement Communities (NORCs) and Beacon Hill Village.

SUPPORTIVE SERVICES: Policy		
Increasing supportive services	FEDERAL	<p>Federal housing policy should concentrate greater resources on frail older people, particularly those who live alone, racial and ethnic minorities, people living in underserved rural and inner-city areas, and people with disabilities.</p> <p>Congress should establish a supportive services grant program to replace the Congregate Housing Services program and Housing Opportunities for People Everywhere for Elderly Independence program. Project services should include access to necessary health and social services for residents aging in place.</p> <p>The Department of Housing and Urban Development (HUD) should initiate a systematic review to identify federally assisted housing projects in which residents are likely to require supportive services. The agency also should establish central application points at the local level for people needing housing and supportive services.</p> <p>HUD should initiate a review of relevant approaches to promoting the older adult's ability to age in place. It should establish a demonstration fund to test new models in federal housing for older adults and apply what is learned from its review.</p>
Congregate housing	FEDERAL	<p>Congress should expand programs for supportive services in congregate housing for both new and existing subsidized projects. Programs should collect client-based data to quantify the cost-effectiveness of a seamless system of housing services that maximizes residents' ability to age in place.</p>
Housing with services	FEDERAL	<p>HUD should develop higher fair-market rent standards for assisted living residences and other forms of service-enriched housing.</p> <p>HUD programs for the construction or conversion of residences for older adults of new homes should include a range of housing options, including service-enriched housing.</p>
HUD/ Administration on Aging (AoA) coordination	FEDERAL	<p>HUD and the AoA should better coordinate their efforts to facilitate client-based data collection and program development regarding residents' service needs, facility retrofitting, development of supportive housing, and the cost-effectiveness of providing supportive housing that maximizes residents' ability to age in place.</p>

Supportive Housing Options

“Supportive housing” refers to residential settings that offer services such as group meals, transportation, and help with housekeeping and personal care. Because the services are provided in a residential setting, there are many housing-related issues that make these settings different from institutions such as nursing homes (this chapter addresses residential issues, such as development financing, affordable rents, and design; see Chapter 8, Long-Term Services and Supports, for discussions of supportive services, including staffing, quality of care, and medication issues).

Supportive housing options increase an individual's ability to live longer in a community setting and age

in place. They are expanding as a result of consumers' desire to remain outside of institutional settings, policymakers' desire to provide fiscally responsible quality care for increasing numbers of older people, and providers' interest in developing new settings for service delivery.

Reflecting the pace of change within the supportive housing industry, definitions of “supportive housing” are continually shifting. Currently no federal guidelines exist to standardize terms and reduce inconsistencies across states. For instance “adult foster home” and “personal care home” generally refer to smaller settings that provide care, but the terms can have considerably different meanings from place to place. Further not all options exist or are

regulated in every state. Despite this lack of clarity, basic differences can be described among several common types of supportive housing.

Congregate housing is typically an apartment building for people who are living independently and want common services, such as one meal a day or light housekeeping. Congregate housing does not generally provide personal care or oversight.

Continuing care retirement communities (CCRCs) provide shelter, social activities, health care, and supportive services under a variety of contractual arrangements that often include substantial up-front fees with guarantees of increasing levels of services as needed. CCRCs are usually campus-like complexes, with most residents living in private apartments, and usually include an assisted living building and a skilled-nursing home.

Assisted living residences are residential group settings providing personal care to residents who need assistance with daily activities such as bathing, dressing, taking medication, and preparing meals. Assisted living residences are not licensed as nursing homes and typically house fewer than 100 residents in apartment-like rooms with central dining facilities and activity rooms. Assisted living residences usually provide more help than do other supportive housing options. The philosophy of assisted living emphasizes providing physically and cognitively impaired older people with personal and health-related services needed to age in place in a home-like environment that maximizes dignity, privacy, independence, and autonomy.

At present most legislative and regulatory activity in the supportive housing arena concerns implementing the philosophy of assisted living in the daily lives of residents. Major goals include:

- **Maximizing the ability to age in place**—State definitions of “assisted living,” as well as implementation of related regulations, vary significantly. Some states require mandatory discharge when a resident’s physical or mental capacities deteriorate beyond a specified level, while other states allow or even require more intensive services.
- **Balancing safety and autonomy**—Assisted living residents may wish to participate in

potentially risky activities or behaviors, just as they did before entering the facility. Some facilities use negotiated risk agreements to balance residents’ need for autonomy and independence with the provider’s responsibility to ensure resident safety (and perhaps the family’s peace of mind).

- **Maximizing privacy**—Privacy is important for maintaining dignity, and private rooms protect residents’ autonomy. A 1998 AARP study indicates that assisted living residents and other older people are willing to make considerable sacrifices in amenities and activities in order to have a private room. In a 1997 AARP survey of older Americans, more than 80 percent of respondents indicated that they would rather have a smaller private room than a larger shared room.

Recognizing the important role of assisted living, many states have been active in adopting Medicaid waivers, which help states finance assisted living for residents with limited assets and income (see also Chapter 8, Long-Term Services and Supports).

Ensuring quality assisted living services—In 2001 the Senate Special Committee on Aging requested that a number of stakeholders in the assisted living debate develop recommendations to ensure quality assisted living services. The Assisted Living Workgroup ultimately grew to include nearly 50 organizations, including AARP, and represented assisted living consumers and providers, health care professionals, accrediting organizations, the disability community, and aging and long-term care organizations. In April 2003 the group completed its report and presented it to the Senate. A two-thirds majority of the group supported many important recommendations on creating high-quality, supportive, and independent environments. Among the issues addressed were building codes, safety, and accessibility of common areas. A majority of the group also signed on to recommendations supporting private rooms.

To continue and expand the work of the Assisted Living Workgroup, 11 organizations, including AARP, founded the Center for Excellence in Assisted Living (CEAL). CEAL promotes high-quality, affordable assisted living by disseminating research and information and providing technical assistance.

SUPPORTIVE HOUSING OPTIONS: Policy		
Housing for people with disabilities	FEDERAL	Congress should direct the Department of Housing and Urban Development (HUD) and the Centers for Medicare & Medicaid Services to develop a comprehensive strategy to support home- and community-based housing services for people of all ages with disabilities, including standard definitions for available options.

Data on supportive housing	FEDERAL	Congress should direct the Census Bureau to define and collect data on supportive housing settings, including board and care homes, assisted living residences, and congregate housing. Survey measures and data reports should recognize the residential nature of these settings and not classify them as nursing homes or other institutions.
Meeting demand for supportive services	FEDERAL STATE	<p>The Federal National Mortgage Association and the Federal Home Loan Mortgage Corporation should fund and encourage development of supportive housing facilities for older people.</p> <p>Reform of the Federal Housing Administration (FHA) should include broadening the agency’s general authority to develop mortgage products that promote innovation in and expanded access to supportive housing. The FHA should also use risk-sharing authority and technical assistance to develop the capacity of state housing finance agencies, government-sponsored enterprises, and other financial institutions to promote innovative approaches to delivering supportive housing services.</p> <p>States should encourage assisted living developments in order to meet consumer demand. State guarantees should be used to mitigate risks associated with state Medicaid reimbursement policies.</p> <p>As supportive housing services increase, states should examine ways to integrate funding streams to further the development of client-based systems that lead to a seamless housing and services system.</p> <p>To promote innovation, cost-effectiveness, and responsiveness to consumer needs, states should foster competition among providers. Certificates of need, license moratoria, or other artificial restrictions on the supply of assisted living or other types of supportive housing should not be used. Rigorous license review should be used to promote quality, not restrict supply.</p>
Quality supportive services	FEDERAL STATE	<p>Standards, regulations, and underwriting criteria for supportive housing should promote resident autonomy and decisionmaking while ensuring quality services, including the enhancement of communication to residents regarding services.</p> <p>Federal and state funding and underwriting criteria for supportive housing should promote residents’ privacy and autonomy by requiring adequate private rooms and baths, kitchenettes, and sufficient public rooms for services and community activities.</p>
Assisted living options	STATE	<p>The philosophy and consumer-oriented approach of assisted living should become the model for all types of supportive housing. Consumer protections must provide basic safety for consumers, encourage a home-like atmosphere, and offer an individualized approach that ensures personal dignity and autonomy.</p> <p>States should define “assisted living” as supportive housing with:</p> <ul style="list-style-type: none"> • a residential setting that provides or coordinates flexible personal care services, 24-hour supervision, assistance (scheduled and unscheduled) with activities of daily living, and health-related services; • a services program and physical environment designed for aging in place (that is, the facilities minimize the need for residents to move within or from the setting to accommodate their changing needs and preferences); • an organizational mission, a service program, and a physical environment designed to maximize residents’ dignity, autonomy, privacy, and independence;

Assisted living options (cont'd.)	STATE	<ul style="list-style-type: none"> • a process for legitimate negotiated risk agreements between facilities and residents, allowing residents to enhance their autonomy and independence and providers to maintain a safe and appropriate environment; and • private living units—with sleeping, living and food preparation areas, storage facilities, and a bathroom—shared only at the resident’s request. <p>Providers with existing facilities that need renovation to create private baths, kitchenettes, and other improvements should have incentives for making such changes.</p>
Continuing care retirement communities (CCRCs)	STATE	<p>States should:</p> <ul style="list-style-type: none"> • require CCRCs to provide all services promised to residents in their rental or sales agreement, unless it is voluntarily modified by a resident or resident council following a specified procedure set out and disclosed to residents prior to admission; • establish standards for sound financial planning and management practices to ensure the CCRC’s ability to deliver the services promised to residents; • address such issues as reserve funding, refund policies, escrow accounts and interest, marketing practices, audits, accounting practices, plain-language disclosures, and the role of resident councils in administering facilities; and • require CCRCs to notify state licensing agencies of any developments that could lead to bankruptcy or a change in ownership, with severe penalties for failure to provide required notifications.
Financial assistance to residents	STATE	<p>States should provide consumer-based financial assistance, including Medicaid home- and community-based waiver funds, to allow low-income older people access to assisted living. State assistance should be coordinated with federal assistance programs.</p>
Consumer protections	STATE	<p>Regulations should explicitly recognize a resident’s dwelling as private, thus providing them with the consumer protections of the Fair Housing Amendments Act of 1988.</p> <p>States should permit residents the right to pursue a private right of action when a provider violates their legal rights.</p>

Maintenance, Repair, and Modification Assistance for Older Homeowners

Aging in place is the preferred housing option for the vast majority of older people. However, a number of barriers hinder efforts to make this a viable alternative for older homeowners, particularly those with low incomes. These barriers include excessive housing expenditures, inadequate home maintenance, and a low rate of home modifications to accommodate health or mobility limitations.

Home-repair and home-modification programs can eliminate or reduce the barriers to aging in place. They also help improve energy savings and durability (see Chapter 10, Utilities: Telecommunications, Energy and Other Services—Energy—Low-Income Energy Assistance Programs, for a discussion of

weatherization assistance). They also offer an effective means of avoiding or delaying costly institutional care while helping to preserve a community’s valuable housing stock. But many older homeowners have difficulty getting the home modifications they need. According to a 2000 AARP survey, the leading reasons that homeowners age 65 and older do not modify their homes is that they are unable to do so without help (42 percent) or cannot afford to (32 percent). These problems are particularly acute for older minorities, rural residents, and women homeowners who live alone.

Department of Housing and Urban Development (HUD) regulations prohibit home-repair contractors from arranging loans for homeowners under the Federal Housing Administration (FHA) Title I home

improvement loan program. HUD investigations have found that contractor- or dealer-originated loans have resulted in a variety of abusive practices, especially against older homeowners. These abusive practices include shoddy and incomplete work, fraudulent billing, kickbacks, and overpricing. In

addition HUD data show that the rate of claims against the FHA’s insurance fund was three times higher for dealer-originated loans than for those made directly by a financial institution. Consumers are not adequately informed about the protections that exist or the danger of abuse.

MAINTENANCE, REPAIR, AND MODIFICATION ASSISTANCE FOR OLDER HOMEOWNERS: Policy		
Title I	FEDERAL	The Department of Housing and Urban Development should strictly enforce its regulations governing the Title I home improvement loan program.
Funding for repairs/modifications	STATE LOCAL	States and localities should use the Home Investment Partnership Program, community development block grants, and Medicaid waiver funds to repair and modify the residences of low-income older homeowners.
Deferred payment loan programs	STATE	States should establish deferred payment loan (DPL) programs that enable older homeowners to improve the accessibility and habitability of their homes.
Weatherization	STATE	States should require public utilities to dedicate some portion of earnings to a weatherization fund that offers grants and DPLs to low- and moderate-income homeowners. Technical assistance should be available to assist older homeowners in making necessary improvements and repairs. States should develop new programs or expand existing ones that complement the Low-Income Energy Assistance Program by providing improved weatherization and residential energy savings for low-income households.

Legal Rights for Residents

An individual’s private home has long-standing federal legal protection, and the notion is twice recognized in the Bill of Rights for its unique role in providing legal security. Over the years additional legal protections have been clarified through statute and case law.

The needs of residents and the nature of the home continue to evolve, and legal protections for residents are a major policy issue at the federal, state, and local levels. In many cases these protections concern mortgages and other types of loans that have a direct impact on residents’ economic well-being (see also the discussion on reverse mortgages and predatory lending in Chapter 11, Financial Services and Consumer Products).

In addition to accessibility, civil rights are an important component of fair housing law. Without protections from unfair treatment on the basis of age, gender, race, religion, sexual orientation/gender identity, or disability, it may be difficult for some residents to remain in and active within their community.

Supportive housing—The Fair Housing Amendments Act of 1988 prohibits landlords from discriminating on the basis of disability in admitting or evicting residents or from otherwise limiting a tenant’s rights as long as the tenant complies with the lease. The act has potentially important implications for housing and residential care providers, including those requiring residents to move to a higher level of care when they need a walker or wheelchair, become incontinent, or need a variety of other kinds of assistance. The act could also have major ramifications for local safety ordinances that bar residents from remaining in a facility if they cannot self-evacuate within a specified time. Legal challenges citing discrimination have been and will continue to be mounted against these restrictive policies and will significantly change the character of some facilities.

The “housing-for-older-persons” exemption to the Fair Housing Amendments Act—In 1996 Congress amended the 1988 act to eliminate an unworkable provision requiring housing facilities to provide “significant facilities and services” in order to qualify as “housing for older persons” and exclude families with children. However, many states that

enacted fair housing statutes mirroring the language of the federal law have not yet modified this requirement in light of the federal change.

While age restrictions have played an important role in creating housing solutions for older people, an increasing number of older people are caring for their children or grandchildren. In 1970 about 2.2 million children lived in grandparent-headed households. By 2009 that number had grown to almost 4.5 million. In more than a third of these households, neither parent was present. Additionally, because the age at which females can continue to bear children has risen with improvements in health and medicine, older people may have their own children under the age of 18. Between 1980 and 2007, for example, the number of births among women age 40 to 44 rose from 3.9 per 1,000 to 9.5 per 1,000 (see also Chapter 12, Personal and Legal Rights, for more on grandparents' rights).

Common interest developments—Many important community decisions are made not at the government level, but by common interest developments (CIDs). These are distinguished from more informal neighborhood associations by their ability to collect fees and enforce community rules. CIDs include many homeowner associations, condominium and cooperative associations, and manufactured home cooperative community associations. Because they collect fees from residents to maintain common property and provide common services, they are sometimes characterized as quasi-governmental. However, many basic rights are not

guaranteed within CIDs unless specifically addressed by state laws governing such organizations. AARP estimates there are approximately 12 million households residing in CIDs, of which nearly half are headed by someone age 50 or older. CID members should enjoy the rights to security against foreclosure, alternative dispute resolution (such as mediation), disclosure of rules and charges, peaceful advocacy in association matters, well-defined voting rights in the association, and oversight of officers.

Animal ownership—Two types of laws establish tenants' right to have assistive animals and pets. The federal Fair Housing Act requires that landlords allow animals as reasonable accommodation for people who have a disability that requires such an animal. For example a visually impaired person may have a service animal (e.g., a Seeing Eye dog).

Housing law requires that older people in federally subsidized housing be allowed to have a pet, subject to the reasonable rules and regulations of the housing sponsor. Advocates of pet companionship point to evidence that older people who have a pet live longer, go to the doctor less often, recover more quickly from illnesses, and have a more positive outlook than those who do not have a pet. Further, expanding the right to own pets increases the stock of housing that pet owners may choose from. For these reasons, in 2001 California became the first state to extend the right of pet ownership to residents of condominiums and manufactured home parks, subject to reasonable rules and regulations.

LEGAL RIGHTS FOR RESIDENTS: Policy		
Housing for older people	FEDERAL	The Department of Housing and Urban Development (HUD) should issue regulations that simplify and facilitate the designation by public housing authorities of buildings for older people. HUD's evaluation process should ensure that sites for federally assisted senior housing offer the best possible access to needed supportive services and allow project residents the opportunity to participate easily in the life of the community. HUD's cost-containment regulations should not dictate the use of cheaper housing sites at the expense of long-term accessibility for residents.
Common interest developments (CIDs)	STATE	States should enact laws to protect the informed ability of residents to participate meaningfully and affect decisionmaking in common interest developments (CIDs) and should develop procedures to help ensure the rights of residents and protect their home equity during disputes with a CID board or management.
People with disabilities	FEDERAL STATE LOCAL	Governments should provide additional funds to build and modernize public housing in order to provide adequate supportive housing options for people with physical and mental disabilities.

People with disabilities (cont'd.)	FEDERAL STATE LOCAL	Civil rights laws must continue to protect the right of consumers with disabilities to choose from the full range of physical settings and service models available in supportive housing.
Grandparents in subsidized housing	FEDERAL	Policy on subsidized housing should be sensitive to the changing family needs of older people who care for children and grandchildren.
Pet ownership	STATE LOCAL	State and local governments should promote policies that allow pets in housing, subject to appropriate health and safety rules and regulations.

TRANSPORTATION

Introduction

Older adults need transportation to the places and services that support their independence. As they strive to make effective transportation investments, federal, state, and local policymakers must take into account older adults' mobility requirements and desire for mobility options, including travel on foot or bicycle and by car, bus, train, plane, and, in some areas, boat. Because of physical limitations, many older adults need specialized transportation services such as door-through-door paratransit and escorts into doctor's offices. All of these options must be safe, affordable, accessible, dependable, and user-friendly.

Transportation Planning

Government provision of transportation infrastructure and services begins with planning. Transportation planning has a profound effect on the character of a community and the availability of transportation choices. Transportation planning that focuses on providing mobility for all residents, regardless of functional ability, is essential to creating livable communities. Creating a livable community takes sustained coordination between transportation and land-use planners, and between elected officials and the residents they serve.

Proper planning can help to ensure that transportation modes are linked within a community and that neighborhoods are connected to the broader region via an efficient road and transit network. Increased mobility, improved safety, economic development, and reduced pollution and dependence on foreign oil are all benefits of sound transportation planning.

Transportation planning is conducted at all levels of government. Federal law authorizes state

transportation departments and metropolitan planning organizations (MPOs) to determine the uses of federal funds for roads and highways, public transportation, and bicycle and pedestrian programs. Local jurisdictions also conduct transportation planning, which often feeds into regional and state plans.

Federal efforts—The federal role in transportation planning is to provide funds, standards, and technical assistance for state and local decisions; project decisions are made at the regional and state levels. The US Department of Transportation (DOT) does not develop transportation plans. Instead it reviews the planning activities of MPOs and states in light of federal policy and law.

Federal policy is found in large part in the Safe, Accountable, Flexible and Efficient Transportation Equity Act—A Legacy for Users, 2005 (SAFETEA—LU) and is implemented by various DOT offices, including the Federal Highway Administration, Federal Transit Administration, Federal Railroad Administration, National Highway Traffic Safety Administration, and Federal Aviation Administration. SAFETEA—LU provided \$286.5 billion between fiscal years 2005 and 2009 for highway, public transportation, and road safety programs. The act was originally set to expire in September 2009; Congress has extended its provisions through the end of FY 2011.

In addition to funding through SAFETEA—LU, the transportation sector has benefitted from the federal American Recovery and Reinvestment Act (ARRA) signed into law in February 2009. ARRA included appropriations and tax law changes totaling approximately \$787 billion to support government-wide efforts to stimulate the economy. More than \$48 billion of those funds have been invested in

transportation infrastructure, including \$27.5 billion for highways, \$8.4 billion for transit, \$8 billion for high-speed rail, \$1.3 billion for Amtrak, and \$1.5 billion for National Surface Transportation Discretionary Grants (also called Transportation Investment Generating Economic Recovery or TIGER grants).

In October 2010 the DOT awarded a second round of TIGER II discretionary grants totaling \$600 million. Roughly 29 percent of TIGER II money was directed to road projects, 26 percent to transit, 20 percent to rail projects, 16 percent to ports, 4 percent to bicycle and pedestrian projects, and 5 percent to planning projects. These planning grants, totaling \$35 million, funded localized planning activities aimed at integrating transportation, housing, and economic development and prioritized regional and multimodal planning. TIGER II planning grants have been used to plan, prepare, or design surface transportation projects that would be eligible for funding under the TIGER II discretionary grant program. These planning grants have been coordinated with Department of Housing and Urban Development's Sustainable Community Challenge Grants as part of a collaborative effort to encourage and reward areas that are planning more innovative, better coordinated projects.

Regardless of funding source, before a project can receive federal funding it must be included in the regional long-range transportation plan (LRTP) and transportation improvement program (TIP). SAFETEA—LU funding is distributed to state transportation departments and transit agencies via programs such as the Surface Transportation Program (STP) and National Highway System. More than half of ARRA's transportation funding was eligible for spending under the existing STP program, chosen for its broad eligibility. STP funds may be used by states and localities for projects on any federally eligible public road or for transit capital. Projects that benefit cyclists and pedestrians, newer technologies such as advanced signal timing and traffic management, and environmental clean-up projects are also eligible for STP dollars. ARRA made passenger and freight rail eligible for STP funds for the first time, thereby increasing the program's flexibility.

Metropolitan areas—In metropolitan areas with populations of more than 50,000, MPOs are responsible for regional transportation planning. Eight out of ten people in the US live within one of these federally defined metropolitan areas, according to a 2003 Brookings Institution study. MPOs develop the region's LRTP and TIP. The former must cover

at least a 20-year planning horizon and be updated every four or five years, depending on a region's air quality. The LRTP process considers land-use development patterns, transportation capacity assessments, and demographic trends to ascertain the scope and location of transportation investments. Only projects for which funding is reasonably projected to be available may be included in this plan. The TIP enumerates project lists and funding levels over the short term (four years), and must be updated every four years, although many metropolitan areas update their TIPs more frequently.

MPOs increasingly allocate funds for public transportation investments (e.g., bus and light- or heavy-rail), as well as for "intelligent" technological improvements to existing facilities (e.g., traffic-signal programs that give priority to emergency and/or transit vehicles). In addition, transportation-demand management programs promote activities such as ride-sharing, use of alternative transportation (e.g., buses or rail, walking, and bicycling), and telecommuting.

State planning—State transportation departments are responsible for planning activities outside of metropolitan areas, though they also participate in the metropolitan planning process. The state transportation department develops the four-to-six-year state transportation improvement program (STIP). Projects listed in the regional TIP are incorporated into the STIP. States also prepare statewide long-range transportation plans.

Rural areas—Rural transportation planning is undertaken by small towns and cities, counties, regional planning organizations (RPOs), and state transportation departments. There is considerable variation among states since each has different laws and jurisdictional structures. Rural-transportation planning differs widely as well, because of state law, geography, economy, population density, and institutional roles. In general, rural transportation planning, project prioritization, and funding are handled by the state, a local or regional effort or a combination.

Counties, cities, and towns—Counties, cities, and towns also develop and maintain transportation infrastructure, typically through public works, transportation planning, or community development departments. Such local planning work often feeds into the regional TIP or STIP. The goal of local planners and engineers is to ensure the safe and efficient movement of people and goods in the jurisdiction through strategic capital investments and

operating improvements. Whether it be filling potholes, adding turn lanes, installing bus shelters, and increasing transit services, or looking at the connections between future land uses and transportation needs, local transportation professionals must strive to meet constituents' accessibility needs.

Public input—The SAFETEA—LU law strengthens the federal requirement for citizen participation in transportation planning and decisionmaking. For instance, MPOs must include a plan for public comment on LRTPs. The plan must include input from older adults, individuals with disabilities, and those with low incomes.

In developing LRTPs, states and MPOs are required to conduct public meetings at convenient and accessible locations at convenient times, employ visualization techniques to describe plans, and make public information about the plans available in an electronically accessible format. Visualization techniques, such as drawings, computer models, visual simulation, geographic information system (GIS) maps, and other state-of-the-art techniques can help the public understand complex problems and

projects, as well as their impact on transportation plans and programs.

Although states and MPOs are required to certify to the Department of Transportation (DOT) that their transportation planning processes include citizen participation, there is wide variation in how and to what extent community members participate. Critical to the planning process is identifying areas where older people live so that public transportation systems can provide appropriate routes and services. Also needed are infrastructure improvements for pedestrian access to goods and services and for safety-related upgrades to roads and highways, for drivers, passengers, bicyclists, and pedestrians.

SAFETEA—LU requires that funding under the Elderly and Disabled, New Freedom, and Job Access and Reverse Commute transit programs be distributed under a Coordinated Public Transit—Human Services Transportation Plan, developed with input from key stakeholder groups and the public. State Strategic Highway Safety Plans required by the act also allow the public to participate in design improvements, such as signage, lighting, and road markings, as well as measures to improve pedestrian safety.

TRANSPORTATION PLANNING: Policy		
Transportation planning	FEDERAL STATE LOCAL	<p>The Federal Transit Administration and the Administration on Aging should encourage state and local governments to provide older adults, including those with disabilities, with greater opportunities to participate in planning for community-based transportation systems and services.</p> <p>States, metropolitan planning organizations (MPOs), regional planning organizations, and local jurisdictions should:</p> <ul style="list-style-type: none"> • consider the effects of transportation planning and land-use decisions on the mobility of older people and people with disabilities; • coordinate planning and programming activities to ensure that the regional project priorities of MPOs are reflected in fiscally constrained state transportation plans; • examine the benefits of public transportation service improvements before undertaking major road-building projects; and • actively promote public participation by consumers, including older people, in transportation planning decisions on such issues as routing services, placing and designing highways and roads, transportation demand management, and investing in and deploying intelligent transportation systems.

Safe and Livable Travel Environments

More than 30,000 Americans are killed on our nation's roadways each year and far more are injured. In 2005 the cost of motor vehicle-related fatal and nonfatal crashes exceeded \$99 billion. Older road users, because of their increased frailty, are overrepresented in both vehicle and pedestrian crash fatalities. While adults 65 and older comprised less than 13 percent of the population, they were represented in 15 percent of vehicle fatalities and 19 percent of pedestrian fatalities in 2008. An older vehicle occupant is 18 percent more likely to die in a crash than someone under the age of 65. More staggering, an older pedestrian is 61 percent more likely to die than a younger pedestrian.

“Toward zero deaths”—To address fatalities on our roads a multi-pronged, evidence-based approach is needed. This includes new infrastructure and vehicle design, adequate law enforcement, and a cultural shift within our transportation institutions, as well as a change in public attitudes toward road safety. There is a growing movement worldwide, referred to as “toward zero deaths” (TZD), which believes that even one death on the roadways is unacceptable. Through the TZD approach, ambitious yet achievable interim road safety targets are set in order to improve performance and accountability. Australia, France, Holland, Netherlands, New Zealand, Norway, Sweden, and the United Kingdom and others have implemented national strategies, set targets, monitored progress, and made impressive strides in reducing the toll of crashes. For example, between 1970 and 2008 the Netherlands decreased the number of fatalities on its roads by nearly 80 percent and the number of injury crashes by 60 percent. Today a pedestrian is six times more likely to die in a motor vehicle crash in the US than in the Netherlands.

In the US there is no national TZD strategy in place; however, the Federal Highway Administration (FHWA) has embarked on a TZD initiative and is in the process of developing a national strategy aimed at significantly improving highway safety through engineering, enforcement, education, emergency medical service (EMS), public health, communications, and other efforts. The national strategy will be used as a framework by safety stakeholder organizations to enhance current national, state, and local safety planning and implementation efforts. The intent is to develop a mechanism for bringing together a wider range of highway safety stakeholders to work toward institutional and cultural changes.

To see how such an approach can be implemented at the state level, policymakers can look at the Minnesota TZD strategy. After achieving its 2008 goal of no more than 500 traffic fatalities statewide, Minnesota is on its way toward reaching a new (19 percent reduction) goal of no more than 405 traffic fatalities. The strategy is a partnership led by the Departments of Public Safety, Transportation, and Health, in cooperation with the Minnesota State Patrol, the FHWA, Minnesota county engineers, and the Center for Transportation Studies at the University of Minnesota. TZD initiatives include activities such as speed enforcement, public education, crash analysis research, expansion of the state network of trauma hospitals, and a safe rides program to assist individuals and communities in establishing alternative transportation programs.

Highway Safety Improvement Program (HSIP)—The Safe, Accountable, Flexible and Efficient Transportation Equity Act—A Legacy for Users (SAFETEA—LU) elevated the HSIP as a core federal-aid program, and authorized about \$1.3 billion annually (2006 through 2009) for infrastructure-related highway safety improvements. Funds may be used for projects on any public road or publicly owned bicycle and pedestrian pathway or trail, and each state's apportionment of HSIP funds is subject to a set-aside for construction and operational improvements on high-risk rural roads. The HSIP aims to significantly reduce traffic fatalities and serious injuries on all public roads. It includes a research and demonstration program to improve traffic safety for older drivers and creates a new program to improve traffic signs and pavement markings. This federal effort is complemented by the efforts of state DOTs to develop Strategic Highway Safety Plans (SHSPs) as required by the HSIP. The SHSP is a data-driven, four- to five-year comprehensive plan that establishes statewide goals, objectives, and key emphasis areas and integrates the four Es—engineering, education, enforcement, and emergency medical services—into highway planning.

The strength of each SHSP lies in its ability to help in identifying and analyzing safety data as a means of prioritizing safety efforts, evaluating results, and updating the plan. In 2010 the American Association of State Highway and Transportation Officials made available a new tool that will help traffic engineers determine the most effective safety improvements. The Highway Safety Manual allows safety to be quantitatively evaluated alongside other transportation performance measures such as traffic operations, environmental impacts, and construction costs, helping transportation planners, engineers, and policymakers improve performance and accountability.

For example, the costs of constructing a left-turn lane on a two-lane rural road can be compared with the improvement's safety benefits in terms of reducing a certain number of crashes. The first edition of the manual does not address issues such as driver education, law enforcement, and vehicle safety, although these are important considerations within the broad topic of improving highway safety.

Speed management—Excessive motor vehicle speed is a factor in almost one-third of all fatal crashes and represents approximately \$28 billion in economic costs each year. It is also a deterrent to walking, bicycling, and transit use, thereby reducing the overall livability of a neighborhood. Speed management can be accomplished through setting appropriate speed limits for the road design, roadside risks, traffic volume, and mix and presence of nonmotorized users. Enforcement of those speed limits is critical. Automated enforcement through cameras that capture speeding and red light running are cost-effective means of reducing road crashes. Studies indicate that automated speed enforcement results in an approximately 2 percent to 15 percent reduction in speed and a 9 percent to 50 percent reduction in crashes. The implementation of automated enforcement programs usually requires enabling legislation or code amendments.

While public opinion research indicates that most Americans support the use of automated enforcement—particularly when it is used on high-risk roads such as school zones or high crash locations—implementing agencies must address concerns regarding privacy and constitutionality. Legal experts generally agree that a vehicle operator when driving on a public roadway knowingly exposes him/herself to the view of others and cannot expect his/her privacy to be protected under either the First or the Fourth Amendments of the US Constitution. Photographic evidence generally is accepted by judicial courts as long as the technology used can be proven to be reliable. Often public concerns can be addressed by capturing vehicle images (e.g., the license plate) rather than images of the vehicle's occupants; treating speed violations as a minor offense rather than a moving violation with assigned points; and, providing the right and ability to appeal citations. To avoid the public perception that automated enforcement systems are speed traps, the automated enforcement site selection should be rational, transparent, and conspicuous.

Speed management through road design can serve to change driver behavior without enforcement measures. Traffic calming measures can be particularly useful where enforcement of speed control laws may be ineffective. Design features used

to mark transition zones on busy roads approaching towns and villages can influence drivers' speed.

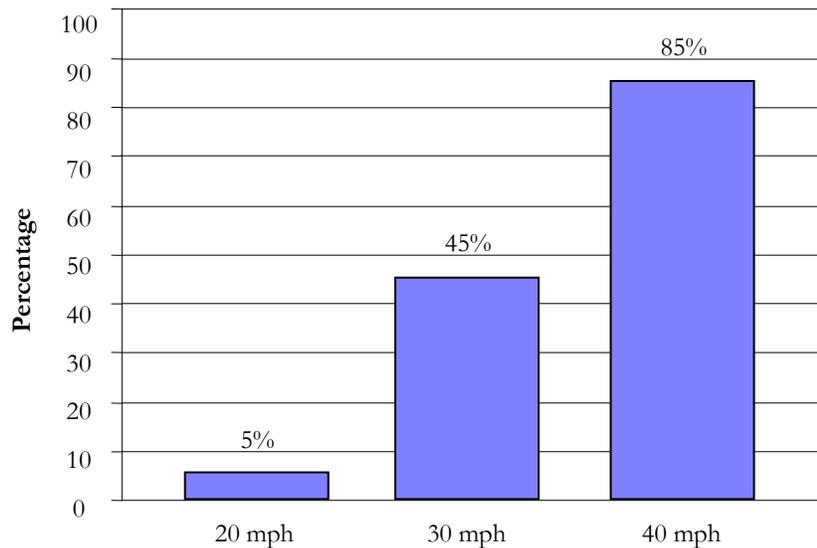
Slower-speed zones and modern roundabouts are examples of features that are useful in reducing the speed of vehicles. Several US cities, and numerous European ones, have reconstructed streets to slow vehicular traffic to address the inherent vulnerability of pedestrians and bicyclists. A pedestrian's chance of death can be reduced from 85 percent crossing a road where vehicles travel 40 mph to only 5 percent for 20 mph roads (Figure 9-3). Older pedestrians because of their increased fragility particularly benefit from low-speed environments. Drivers often worry that low-speed environments mean traffic congestion and delay; however, speed is not a good indicator of road capacity and travel time. Proper signal timing, roundabouts, narrower travel lanes, raised medians and street trees are all ways to reduce travel speed without compromising road capacity.

Complete streets—Much of the nation's work on road safety has focused on the needs of drivers and passengers of motor vehicles, but the notion of planning for "complete streets" addresses safety from the perspective of all users. "Complete streets" are those designed and operated for safe, comfortable, and convenient travel by pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. Such programs are augmented by transportation networks that provide a variety of services, thus allowing consumers a broad choice in how to travel safely and in line with their personal preferences, schedule, and budget. The focus of complete streets initiatives has been on changing transportation agency policies and procedures so that these multimodal accommodations become a routine part at the project-development stage.

Walking and bicycling—It is DOT policy to incorporate safe and convenient walking and bicycling facilities into all surface transportation projects, unless exceptional circumstances exist.

SAFETEA—LU authorizes funding from the Highway Trust Fund for pedestrian and bicycle infrastructure and safety projects, and calls for consideration of bicyclists and pedestrians in long-range transportation planning. The Transportation Enhancements program makes funding available for pedestrian and bicycle projects and encourages diverse modes of travel. In addition **SAFETEA**—LU created the Safe Routes to School program to encourage walking and bicycling to and from school. The program's competitive-formula grants of \$612 million for fiscal years 2005 to 2009, are designed to improve safety, reduce traffic, and curb air pollution around schools. Importantly, these benefits will extend to all segments of the population who walk and bike near project-area schools.

Figure 9-3
Pedestrian's Chance of Death if Hit by a Motor Vehicle



Source: The National Cooperative Highway Research Program (NCHRP) Report 500, Vol. 10: *A Guide for Reducing Collisions Involving Pedestrians*, 2004.
 Prepared by AARP Public Policy Institute.

Walking and bicycling are important both as transportation modes under the complete streets model and as activities that promote physical and mental health. In fact, walking ranks second only to the automobile as the most common mode of transportation for older adults. The 2009 National Household Travel Survey showed that urban nondrivers over age 65 made 21 percent of their trips on foot, as do 19 percent of those age 75 and older. Safe pedestrian pathways are a key component in transit systems as well, since walking is the most common mode of access to bus and rail systems.

However, the design of many communities does not encourage walking or bicycling, nor does it provide for the safety of people who travel by foot or bicycle. Residential areas are often far from commercial facilities, prohibiting pedestrian access to goods and services, and sidewalks are often nonexistent or in poor condition. Moreover, crosswalk signals are not timed for the slower pace of older pedestrians. A 2008 AARP survey of people over 50 found that almost 40 percent of those polled do not have adequate sidewalks in their neighborhoods, nearly 47 percent cannot cross their main roads safely, and 48 percent lack a comfortable place to wait for a bus. Older adults in particular need well-maintained and lit sidewalks. As one's eyesight wanes, it becomes more difficult to distinguish dips and cracks in the surface, particularly in poorly lit areas. Older adults also need adequate time to cross the street.

On a per-trip basis walking is in fact the most dangerous mode of travel. Although only 10 percent of all road trips are made on foot, 12 percent of all traffic deaths are of pedestrians. According to the Fatality Analysis Reporting System, people age 50 and older, who make up 31 percent of the population, accounted for nearly 41 percent of pedestrian fatalities in 2008. It is clear, however, that with public investment in infrastructure, pedestrian safety can be dramatically improved. For example, New York City reduced pedestrian fatalities by nearly 20 percent through sidewalk widening, curb extensions, and other traffic calming measures. The city plans to improve pedestrian safety further by installing countdown pedestrian signals at 1,500 intersections; re-engineering 60 miles of streets and 20 intersections for greater pedestrian safety; launching a pilot program to test the safety performance of a neighborhood 20 mph zone; implementing a pilot program to improve visibility at left turns along avenues in Manhattan; and continuing the city's Safe Streets for Seniors program.

Ensuring safe pedestrian travel also requires that streets, intersections, curbs, and other infrastructure comply with the Americans with Disabilities Act (ADA). The goal should be to make transportation facilities and services accessible and safe for all people, including older people and people with disabilities. The ADA standards for new construction and alterations adopted by the US Department of Justice (DOJ) in 1991, however, were generally applicable to buildings

and other facilities and did not fully address the design of sidewalks, street crossings, and related pedestrian facilities. The 2010 ADA Accessibility Standards are more comprehensive, however, the guidelines most applicable to transportation facilities are those found in the 2005 draft Public Rights-of-Way Accessibility Guidelines. These guidelines address a variety of issues, including crosswalks, curb ramps, street furnishings, signals, parking, access for blind pedestrians, wheelchair access to on-street parking, and constraints posed by space limitations, roadway designs, and terrain. The DOJ and DOT will adopt minimum design standards consistent with the Access Board’s guidelines for use in enforcing the ADA. In the interim, jurisdictions must continue to design and construct new and altered pedestrian facilities that are accessible to and usable by people with disabilities.

The DOT has identified the 2005 draft Public Rights-of-Way Accessibility Guidelines as the current best practice in accessible pedestrian design under the FHWA’s Section 504 regulation on federal aid.

Signal timing—The walking speed set for signal operations is one of the most important design and operational parameters affecting pedestrian safety. In December 2009 the FHWA approved an update to the Manual on Uniform Traffic Control Devices (MUTCD) that acknowledges the slower pace of older pedestrians. The National Committee on UTCD now recommends that signals give pedestrians seven seconds to leave the curb and proposes an assumed walking speed from curb to curb of 3.5 feet per second and a maximum walking speed of 3 feet per second. States have two years to adopt the new or revised national MUTCD as the standard for traffic control devices in the state or bring their state MUTCD into substantial conformance with the national standard. Each state, in cooperation with its political subdivisions, is required by federal law to have a program for the systematic upgrading of substandard traffic control devices and for the installation of needed devices to achieve conformity with the MUTCD.

Signs and pavement markings—Safety can be enhanced through signs that give adequate advance warning, larger signs with more legible fonts, more reflective sign materials (particularly on entrance and exit ramps), standardized and retro-reflective road

markings, better road and sign maintenance, and better-illuminated highways. Skid-resistant pavement at high-risk locations (curves, intersections, bridge decks, and pedestrian and school crossings) has been found to reduce crashes cost-effectively by more than 30 percent. The FHWA has developed guidelines for road and highway design to improve safety for older drivers. They are outlined in the Highway Design Handbook for Older Drivers and Pedestrians (FHWA Handbook). Contained in the guidelines are recommended treatments for signs, pavement marking, and other traffic control devices.

Intersection design—Proper design and regulation of intersections can reduce the danger of crashes occurring during left turns (the highest-risk situation for older drivers). These improvements help lower accident rates and health care and repair costs, which result in reduced auto insurance rates. In 2002 Detroit increased the size of street-name signs, repainted median strips, installed larger and brighter stoplights, upgraded walk lights, and added left-turn lanes along one busy street. In 2003 the city saw a 35 percent drop in injuries from crashes for drivers age 65 and older and a 4 percent drop for drivers age 25 to 64. According to the FHWA, roundabouts can reduce fatal crashes by 90 percent and injury crashes by 75 percent compared with conventional intersections. The increased safety of roundabouts is derived in large part from the elimination of left turns and the overall reduction of vehicle speed in the intersection. Several states, including Alaska, Arizona, Minnesota, New York, and Washington, have replaced many conventional intersections with roundabouts. The FHWA handbook includes roundabouts as an appropriate design treatment to accommodate older drivers and pedestrians safely.

Intersection design must address the safety of all users, particularly in urban areas. A 2008 study by AARP’s Public Policy Institute found that several other FHWA-recommended intersection treatments, while helpful to older drivers on rural higher-speed roads, conflict with the needs of pedestrians and bicyclists in urban areas. The 2010–2011 update to the FHWA handbook is an opportune time for the agency to provide new guidance on engineering treatments for older road users that are appropriate for urban areas.

SAFE AND LIVABLE TRAVEL ENVIRONMENTS: Policy		
Vision	FEDERAL STATE LOCAL	All levels of government should adopt a “toward zero deaths” vision for road safety and subsequently set ambitious yet achievable interim road safety targets to improve performance and accountability.

Speed management	FEDERAL STATE LOCAL	<p>Wherever feasible, infrastructure should be “self-explaining,” i.e., road design and appearance should provide a constant visual guide to drivers in choosing the appropriate speed.</p> <p>Government should provide sufficient funding for traditional police enforcement and permit the use of automated controls (electronic speed and red-light running enforcement). Automated controls should be designed to save lives rather than generate revenue. Site selection should be rational, transparent, and conspicuous.</p> <p>Automated enforcement systems should capture images of the vehicle (e.g., license plate) rather than of the vehicle occupants, in order to protect privacy.</p>
Highway Safety Manual	FEDERAL STATE LOCAL	<p>State, metropolitan planning organizations, and local agencies responsible for road design should apply Highway Safety Manual methodologies to their safety management and project development processes.</p>
Safety for all users	FEDERAL STATE LOCAL	<p>Congress, states, and local jurisdictions should adopt complete-streets policies and require that road projects are routinely designed, built, maintained, and operated to enable safe access for users of all ages and abilities, including pedestrians, bicyclists, motorists, and transit riders.</p> <p>Congress should strengthen requirements that support the safety of and infrastructure for walking and bicycling.</p> <p>Congress should continue to authorize and guarantee funding for the Transportation Enhancements program and should fully fund the Safe Routes to School program.</p> <p>Congress should direct the US Access Board and Federal Highway Administration (FHWA) to finalize the 2005 draft Public Rights-of-Way Accessibility Guidelines.</p> <p>State and local jurisdictions must comply with the Americans with Disabilities Act by removing access barriers that prevent people with disabilities from safely using the sidewalks.</p> <p>State and local jurisdictions must safely accommodate pedestrians with disabilities by implementing the best-practices guidelines in the 2005 draft Public Rights-of-Way Accessibility Guidelines.</p> <p>State and local jurisdictions should expedite upgrades to substandard traffic control devices and install needed devices to achieve conformity with the crosswalk signal-timing revisions in the 2009 federal Manual on Uniform Traffic Control Devices.</p> <p>States, metropolitan planning organizations, and local jurisdictions should focus on pedestrian safety and security in the design and operation of transportation facilities.</p> <p>State and local jurisdictions should adopt and implement transportation plans that accommodate pedestrians and bicyclists. Implementation should include evaluating roads to confirm their ability to accommodate all users; updating design, planning, and policy manuals; and training planning personnel to plan and design complete streets.</p> <p>States and local governments should require and fund safe and well-maintained facilities and environments for nondrivers. These include sidewalks, crosswalks, benches (as pedestrian resting places), and bike paths, as well as emergency communications systems and traffic management plans.</p>

<p>Driver and highway safety</p>	<p>FEDERAL STATE LOCAL</p>	<p>Congress should provide financial incentives for design modifications that improve the driving environment for older people. Design modifications should embrace complete-streets principles.</p> <p>Congress should require federally funded highways and roads to have clearly visible markings and signs, increased lighting, and safe entries and exits.</p> <p>Congress should permanently freeze the federal 80,000 pound gross vehicle weight limit.</p> <p>The Federal Transit Administration should ensure that the activities of the National Technical Assistance Center for Senior Transportation target both improvements in driver safety and alternative modes of travel by older adults.</p> <p>States and local jurisdictions should use funds for highway safety maintenance and improvement available under federal transportation law.</p> <p>State and local jurisdictions should make technological improvements; ensure maintenance of and improved placement and visibility of highway signs, roadway markers, and pedestrian signs; and pursue engineering practices that increase public safety for all. This can be accomplished, in part, by adopting and implementing recommendations found in the Federal Highway Administration’s Highway Design Handbook for Older Drivers and Pedestrians and by implementing a complete streets policy.</p> <p>Congress should direct the FHWA to adopt minimum criteria specifying skid-resistance levels for high-risk locations (curves, intersections, pedestrian and school crossings, and bridge decks), with particular attention to roads with posted speed limits of 40 mph or greater and wet climate regions. Skid-resistance levels for pavement and crosswalk paint used within pedestrian crossings should be set at a level to minimize the risk of falls.</p> <p>States should inventory high-risk locations of all paved roads with posted speed limit of 40 mph or greater for skid resistance and establish priorities for correction.</p>
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Safe Driving

Like younger people in the US, older individuals rely most heavily on automobiles for transportation. People age 50 and older make nearly 90 percent of their local trips by private vehicle. The number of older drivers is growing at a fast pace, and these drivers are keeping their licenses longer and driving more. In 2008, nearly 90 percent of people 65 and older were licensed drivers (94% men; 75% women).

Risk factors—Despite the increase in the numbers of older drivers, older driver crash deaths and fatal crash involvements declined steadily during the past decade (1997–2008). Declines in the rates of older driver fatal crashes were found per licensed driver and per mile traveled. Relative to drivers age 35–54,

driver fatal crash involvement rates declined at significantly faster rates for drivers age 70 and older, and an even more substantial decline was experienced by drivers 80 and older. Especially notable were greater declines in fatal crash involvement rates for intersection crashes and two-vehicle crashes among older drivers relative to drivers aged 35–54; such crash types have accounted for disproportionate numbers of crashes among older drivers in the past. A partial explanation may be that older drivers are policing themselves; for example, avoiding driving at dark or on high-speed roads. State licensing policies that reinforce these self-imposed limitations may contribute to the declines as well. Given that the odds of an older person surviving a crash have also improved, better individual health

and physical conditioning, improvements in vehicle crashworthiness, and enhanced emergency medical services and trauma care may also help to explain the reduction in crash rates.

Despite these welcome trends, people age 65 and older constituted less than 13 percent of the US population in 2008, but they suffered 15 percent of all traffic fatalities. A driver 70 years or older is still about 3 times as likely as someone age 35 to 54 to sustain a fatal injury in a crash. This is due in large part to their increased frailty. Older adults have the lowest crash rate per licensed driver of all driving age groups; however, when analyzed by crashes per mile driven, the data show a rise in crash incidence after age 70. This can be explained, in part, by the fact that older adults drive fewer miles than younger drivers, thus skewing the data somewhat. Additionally, older people injure more easily than their younger counterparts and are more likely to die when injured in a crash.

Risks to safe driving arise from various factors. They may be related to the condition of a driver's vehicle or be wholly circumstantial, such as road and highway conditions, traffic, weather, or time of day. But some safety risks are directly related to drivers themselves, such as cognitive impairment (e.g., reduced attention skills or inability to exercise proper judgment) and visual impairment (e.g., reduced visual acuity or peripheral vision). Physical functioning, such as reduced range of motion or motor control, may also affect driving capacity. While functional ability varies considerably among older individuals, as a whole this group is more likely than younger people to experience the kind of functional impairments that could affect driving skills. Research is ongoing to better understand other functional impairments that may compromise an individual's ability to drive safely. Better knowledge about the indicators of impaired driving skills, and strategies for remediation, would enable states to design licensing regulations that allow older adults to drive safely for as long as possible and accurately identify and effectively regulate unsafe drivers.

In the meantime, there are several methods for potentially reducing the numbers of unsafe older drivers. A discussion of the key strategies follows.

Self-regulation—Many people assess their own age-related changes in their driving ability. They adjust their driving to include such behaviors as driving only during daylight hours or at off-peak traffic times and avoiding left turns. Encouraging informed self-assessment and self-regulation is a key strategy to address unsafe driving behaviors.

State agency screening and assessment—Licensing drivers is a state function, and states differ in their rules for getting and renewing licenses (see Chapter 11, Financial Services and Consumer Products, and Chapter 12, Personal and Legal Rights, for information on federal identification and verification requirements that affect driver licensing). Many states require vision testing and rely on license-renewal applicants to self-report medical conditions that might put them at risk. All states have some avenue for referring drivers believed unsafe—whether by health professionals, law enforcement officials, or friends and family—to the department of motor vehicles. Many states that allow renewal by mail restrict that convenience to those with a clean driving record. Illinois and New Hampshire require older people to take a road test when renewing their license.

At state motor vehicle departments, trained staff can screen all individuals when they apply for or renew their license and provide them with health questionnaires. Many motor vehicle personnel say they rely on in-person renewal to identify individuals who may need further testing because they exhibit functional impairments, such as confusion or vision problems, known to affect driving skills. Most states give motor vehicle departments the discretion to require some kind of testing or obtain medical information to determine the existence or extent of a driving impairment. The training of motor vehicle staff helps them make informed and fair decisions about driver functioning that are not based on stereotypes about age or disability.

A study by the National Highway Traffic Safety Administration (NHTSA) and the Maryland Motor Vehicle Administration shows that functional screening conducted by trained staff can identify drivers who are at risk of an accident. Furthermore, the research concluded that drivers who fail a skills assessment do not necessarily have to stop driving. This process may establish a need for follow-up to diagnose underlying medical problems more accurately, to consider a formal on-road driving evaluation, to consider changes in driving habits that reduce exposure, and to explore the potential for remediation.

Medical professionals screening—The American Medical Association (AMA), in cooperation with the NHTSA, released the 2010 edition of *The Physician's Guide to Assessing and Counseling Older Drivers* to advise doctors on the links among health, aging, and continued driving competence. Health professionals can use the information to counsel patients to understand, maintain, or regain driving ability. The

guide also explains how to conduct a functional screening that may provide the basis for referring a driver to a rehabilitation specialist. However, most physicians do not favor mandatory reporting of patients who may be at risk. They believe it compromises the physician-patient relationship and they prefer to address concerns directly with their patients. Nonetheless the AMA states that “where clear evidence of substantial driving impairment implies a strong threat to patient and public safety, and where the physician’s advice to discontinue driving privileges is ignored, it is desirable and ethical to notify the Department of Motor Vehicles.” Referrals are more likely to happen, though, in states that protect health professionals from liability claims.

Organizations such as the American Occupational Therapy Association and the Association for Driver Rehabilitation Specialists are also developing community resources for assessing drivers and remedying impaired functioning where possible. For example occupational therapists trained and certified in driver assessment and rehabilitation may help older drivers overcome certain functional impairments that affect driving skills. Currently, however, certified driver rehabilitation specialists are few in number and unavailable in most communities, and many health professionals are unaware of the relationship between impaired functioning and driver risk.

Law enforcement reporting—Police officers can be a key resource in addressing the problem of unsafe older drivers. Yet officers often lack the training needed to identify potential impairments to driving beyond the use of alcohol or controlled substances. Training would increase officers’ knowledge of procedures for reporting at-risk drivers and help them understand the public safety benefits of writing a citation, as opposed to just issuing a warning.

Medical advisory boards—State medical advisory boards (MABs) can evaluate referred individuals and recommend appropriate, individualized licensing conditions. Recommendations might include restrictions on time of day or areas for driving, the use of assistive technology, and/or requirements to return for further testing if a progressive disease or condition is involved. MABs can also recommend rehabilitation or remediation techniques to enhance certain individuals’ fitness to drive. All 50 states have some form of MABs. Of these, only two licensing agencies directly employed their medical advisers; most were volunteer or paid consultants.

Evidence-based licensing guidelines—In order to identify and address drivers with functional impairments to driving, regardless of age, the American Association of Motor Vehicle Administrators (AAMVA) and the NHTSA are working to establish evidence-based guidelines for driver licensing.

One promising approach is tiered assessment. The California Department of Motor Vehicles is testing an evidence-based, three-tier driver assessment program. Under the system most or all renewal applicants appearing in field offices take brief screening tests (e.g., for visual contrast sensitivity) in addition to the two current standard licensing tests for visual acuity and knowledge of the rules of the road. Only if customers showed impairment on this first tier of tests would they go on to the second tier, which comprises an automated test of perceptual and cognitive speed and accuracy.

Renewal applicants doing poorly on the second tier, but not so poorly that it would be too hazardous to assess their skills while driving, enter the third tier, a road test. The road test includes exercises in resisting distraction, way-finding, scanning for hazards, and overall ability to maneuver a vehicle safely. As part of this third tier, renewal applicants receive educational materials on how to improve driving skills. Road test performance is the most important factor in deciding whether an applicant could be safely relicensed. People referred by law enforcement officials or medical professionals would take all tests necessary to evaluate their driving ability. A report of the results of the three-tier study is due to the California State Legislature by December 2011.

Alternative transportation—A number of states have created task forces to work on keeping older people safe and mobile. The groups raise awareness about the needs of older drivers and provide resources to help older drivers assess and maintain skills. They also may consider how to provide alternative transportation for those who are driving less or not at all. Among the states with current or past task forces are California, Maryland, Missouri, and New York.

Distracted driving—“Distracted driving” is any nondriving activity in which a person engages that has the potential to distract him or her from the primary task of driving and increase the risk of crashing. There are three types of distraction:

- visual—taking your eyes off the road,
- manual—taking your hands off the wheel, and
- cognitive—taking your mind off what you are doing.

There are myriad distractions: using a cell phone, eating and drinking, talking to passengers, grooming, reading maps, using a PDA or navigation system, watching a video, changing the radio station or CD, or using an MP3 player. While all distractions can compromise safe driving, texting on a smart phone or other device is the most alarming because it involves all three types of distraction. Drivers who use handheld devices are four times more likely to get into crashes serious enough to injure themselves. Using a cell phone while driving, whether it's handheld or hands-free, delays a driver's reactions as much as having a blood alcohol concentration at the legal limit of .08 percent.

The proportion of drivers reportedly distracted at the time of a fatal crash increased from 8 percent in 2004 to 11 percent in 2008. That year nearly 6,000 people lost their lives, and an estimated 515,000 people were injured, in police-reported crashes in which at least one form of driver distraction was reported on the

report. Driver distractions may become more prevalent. *Car and Driver* predicts that in the next five years, a quarter of all cars will have an Internet connection. Already, car manufacturers are experimenting with in-car WiFi and voice-recognition software that will allow drivers and passengers to listen to music streamed over the Internet via services such as Pandora and to keep in touch through social networks like Twitter and Facebook.

There are no federal laws governing distraction in cars. Thirty-eight states and territories have banned driving while using handheld devices or texting. The bans take the form of both primary laws (laws in which an officer can ticket the driver for the offense without any other traffic offense taking place) and secondary laws (where an officer can issue a ticket only if the driver has been pulled over for another driving violation). More prevalent and stronger state anti-driver-distraction laws and enforcement of those laws are needed to address this growing threat to road safety.

SAFE DRIVING: Policy		
Public education	FEDERAL STATE LOCAL	<p>Governments should support the expansion of public education programs on safe driving, including programs that encourage self-assessment and self-regulation, as well as increase the number of qualified professionals performing scientifically based driver assessment, rehabilitation, and education.</p> <p>The federal Department of Transportation (DOT) and the states should promote the development and dissemination of information for the public and health, aging, and transportation professionals on the interaction between health and driving functions.</p>
Research	FEDERAL	<p>Congress should fund additional research by the National Highway Traffic Safety Administration (NHTSA), the National Institute on Aging, and the Federal Highway Administration (FHWA) to determine the relationship between driving performance and age-related functional limitations.</p>
Certification standards	FEDERAL	<p>Congress and the NHTSA should support development of standards for driver assessment, education, and rehabilitation certification.</p>
Model licensing systems	FEDERAL STATE LOCAL	<p>The DOT (including the NHTSA and FHWA) and other agencies should cooperate in encouraging states to develop, implement, and evaluate model driver licensing systems. This could include improved driver assessment, individualized licensing options, and uniform medical guidelines for counseling and licensing functionally impaired drivers.</p> <p>State and local governments should use effective, evidence-based assessment models to identify at-risk drivers. The licensing agency should:</p> <ul style="list-style-type: none"> • require assessment of functional impairments, such as reduced vision or cognitive skills;

Model licensing systems (cont'd.)	FEDERAL STATE LOCAL	<ul style="list-style-type: none"> • provide counseling and referrals that enable individuals to seek professional evaluation and remediation for functional impairments; • require that individuals who exhibit functional impairments be given a road test tailored to identify impediments to safe driving; and • take appropriate action, including issuing licenses tailored to the individual, based on road test results. <p>State and local governments should establish medical advisory boards that evaluate individuals whose driving capacity may be impaired and advise motor vehicle administrators on medical issues. These boards should include physicians and other professionals who are financially compensated and immune from liability claims by individuals under review.</p>
License renewal	STATE LOCAL	State and local governments should improve public safety by requiring all drivers to renew licenses in person at regular intervals.
Alternatives to driving	STATE LOCAL	State and local governments should provide information and counseling on alternative modes of transportation.
Denial appeals	STATE LOCAL	State and local governments should create and use appropriate procedures for drivers who want to appeal license denials, suspensions, and revocations.
Enforcing suspended license laws	STATE LOCAL	State and local governments should support and promote increased enforcement and penalties for those who continue to drive after their licenses have been suspended or revoked.
Training, referral, and immunity	FEDERAL STATE LOCAL	<p>The federal government should continue to encourage activities leading to greater training of, and referral activity by, law enforcement and medical professionals, consistent with the American Medical Association's ethics policy.</p> <p>State and local governments should:</p> <ul style="list-style-type: none"> • support training of law enforcement personnel that emphasizes identification of at-risk drivers and referral to licensing authorities for further screening and assessment; • support training of physicians and allied health professionals to screen and assess at-risk drivers and to directly encourage patients to seek rehabilitation, further education, limitations on driving, or other measures to enhance safety as needed; • encourage physicians and allied health professionals to voluntarily report patients who pose a threat to their own safety or the public yet ignore a physician's advice to stop driving, consistent with the American Medical Association ethics policy; and • support immunity from liability claims for physicians and allied health professionals who act in good faith in reporting potentially at-risk drivers to licensing authorities.
Distracted driving	FEDERAL STATE	The federal government should adopt policies that promote safe driving, free of distractions, including those caused by the use of cell phones, text-messaging devices, or other electronic devices, for all drivers and operators of all modes of transportation that it has the authority to regulate.

Distracted driving (cont'd.)	FEDERAL STATE	<p>Congress should adopt legislation that encourages states to enact policies, including appropriate legislation and regulation, that promote safe driving behavior that is free of distractions for all drivers and operators of all modes of transportation that are under state regulatory authority.</p> <p>States should pass primary laws that prohibit the use of wireless devices for voice or text communication while driving and make fines for violations expensive enough to act as an effective deterrent.</p>
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Vehicle Design and Occupant Protection

In crashes of the same severity, older individuals are more likely to die than those who are younger. Increased seat belt use, front and side airbag installation, and safer vehicle design, along with improved highway systems design and operation, could reduce fatalities and injury severity. Some technological advancements in occupant-protection mechanisms that may improve safety include four-point seat belts, safety belt pre-tensioners, and advanced front-seat airbags (which adjust their explosive force to the passenger's weight).

Private vehicles—Although federal law requires airbags in all new automobiles, government research shows that airbags reduce crash fatalities in head-on collisions by only 1.5 percent for drivers age 70 and older, compared with 11 percent for all drivers. Further research is needed to explain the disparate benefits of airbags for different age groups and to develop airbags that mitigate injuries to older people and young children. Currently, National Highway Traffic Safety Administration (NHTSA) regulations allow owners who demonstrate particular vulnerabilities to have on/off switches installed for their airbags.

NHTSA research also shows a clear correlation between seat belt use and a reduced likelihood of crash fatalities for individuals age 55 and older. In addition the Insurance Institute for Highway Safety, which reported that the higher fatality rates for older drivers and passengers are the result of physical frailty, has called for improved occupant-protection mechanisms.

The Safe, Accountable, Flexible and Efficient Transportation Equity Act—A Legacy for Users (SAFETEA—LU) makes funding available to states to adopt and implement effective programs to reduce highway deaths and injuries resulting from individuals riding unrestrained or improperly restrained in motor vehicles.

Vehicle design features that increase comfort and safety also improve transportation for older people. For example the right design can make it easier to get in and out of an automobile or make it easier to see the instrument panel. Such adaptations can help overcome barriers to continued driving. A number of products for aftermarket installation are now sold as devices that can improve safety for individuals experiencing functional changes. These range from low-tech items, such as nonplanar mirrors (to improve awareness of hazards at the side of a car), to high-tech devices, such as hazard-warning and collision-avoidance technologies. However, research showing safety outcomes for older users is limited and generally proprietary to manufacturers.

Increasingly cars are equipped with new technologies, such as global positioning system devices or cellular telephones. While these can benefit drivers, for example, by helping with navigation or safety-related calls for assistance, they may also make the driving task more complicated or distracting and increase safety risks. Design features can minimize the negative consequences of multiple new technologies. Current research on the safety risks of multiple in-vehicle technologies is limited.

One promising new technology is electronic stability, which helps improve vehicle handling by automatically correcting for understeering and oversteering, which can potentially lead to loss of control. Electronic stability systems can also improve traction.

The NHTSA crash-tests cars every year and rates how well they protect drivers and passengers during front- and side-impact collisions. These ratings provide a useful basis for comparing vehicle safety. A high percentage of crashes involving older adults are side-impact collisions, making it particularly important that older people who purchase cars have information about the best protection from such incidents.

Intercity and charter buses—People over age 65 use intercity and charter buses more than any other age group for long-distance travel. These buses are

known as over-the-road buses (OTRBs); Greyhound buses are the most familiar example. OTRBs are subject to federal Department of Transportation (DOT) motor carrier safety regulation. Intercity and charter buses also provide transportation to recreational opportunities for many older people.

However, safety experts increasingly are raising questions about occupant safety in these vehicles. Because of charter-bus crashes in which there were multiple fatalities, the National Transportation Safety Board (NTSB) is considering whether to require charter buses to have seat belts.

VEHICLE DESIGN AND OCCUPANT PROTECTION: Policy		
Seat belts	FEDERAL STATE	<p>Congress should continue to authorize seat belt and occupant-protection incentive grants for the states.</p> <p>Federal and state governments should actively promote seat belt use, especially by older individuals.</p> <p>States should use funds for occupant-protection and safety programs available under federal transportation law and continue to mandate the use of seat belts in motor vehicles.</p>
Airbags	FEDERAL STATE	<p>The Department of Transportation (DOT) and the states should require automakers to fully disclose the possible consequences of airbag use by vulnerable vehicle occupants and provide public information and education on ways to improve safe use.</p>
Safety standards	FEDERAL	<p>Federal rules should require driver and passenger airbags in automobiles, minivans, and light trucks.</p> <p>Congress should require automobiles, minivans, and light trucks to meet stricter safety standards, through innovations such as improved interior components to prevent head injury; antilock brakes; stronger side impact, rollover and roof-crush protections; and anti-lacerating glass.</p> <p>Congress should require the development and implementation of federal standards designed to improve safety for vulnerable occupants of vehicles.</p>
Buses	FEDERAL STATE	<p>The DOT should accelerate regulation of occupancy safety in charter and intercity buses.</p> <p>The DOT should test occupancy-protection systems for charter and intercity buses, including safety belts, to determine which most effectively protects older people and individuals with disabilities and should require the installation of that system.</p> <p>States should ensure the safety of intercity and charter vehicles.</p>
Research	FEDERAL	<p>Congress should require and fund research into the factors that contribute to the differences in fatality rates for older and younger people involved in car crashes and to address safety issues.</p> <p>Federal standards governing vehicle design, control, and operation should incorporate available and emerging technologies to promote safe driver performance and vehicle crashworthiness.</p> <p>The DOT should conduct, support, and publish research on improving the effectiveness of airbags and seat belts for vulnerable populations, including older people and children; on vehicle designs that enhance both safety and usability for older people; and on the effects of installing and using new technologies marketed as safety improvements, focusing on at-risk subpopulations, as appropriate.</p>

Research (cont'd.)	FEDERAL	<p>The National Highway Traffic Safety Administration should require that prospective vehicle buyers be provided with safety ratings information.</p> <p>Federally funded transportation safety research should extend to all modes of transportation, including automobiles, public transportation, specialized transportation (paratransit), walking, and bicycling. Research and development of safety mechanisms and strategies should identify and address the needs of frail and vulnerable individuals.</p>
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Access to Transportation

All people should have access to a variety of safe, affordable, dependable, and user-friendly travel options. For some people, regular, fixed-route public transportation services are ideal; for others, because of health, disability status, or geography, more personalized services—such as paratransit, dial-a-ride, reduced-fare taxis, or rides in private vehicles available through volunteer driver programs—are needed. While everyone benefits from having multiple transportation options, it is especially important for older adults, people with disabilities, and children, who cannot or choose not to drive but who wish to stay connected to community vendors, services, and social activities.

More than 8 million Americans age 65 and older do not drive, and the number of nondrivers—or potential transit users—will grow as the population ages. More than half of these nondrivers stay home on any given day. And many of those who do drive are likely to stop using their cars at some point; drivers age 70 and older are expected to outlive their driving years—men by seven years and women by ten.

Public Transportation and ADA Paratransit

Public transportation (buses, rail systems, paratransit, and other community-based transportation services) is an important resource for older people. More than 20 percent of people age 50 and older report using public transportation at least once a month. In the past decade public transportation in the US has witnessed a resurgence in ridership due to a combination of factors, including:

- local interest in creating and revitalizing transit station areas through good land-use policy and public and private investments;
- increasing traffic congestion in urban areas;
- increasing availability of service due to increased federal, state, and local investments;

- heightened concerns over global warming and air pollution; and
- rising gas prices.

In 2009 the American Public Transportation Association reported that 10.2 billion trips were taken on public transportation that year. A 2007 AARP-sponsored survey found that Americans are more supportive of public transportation investments than road building—a finding true among respondents of all ages. Moreover many low-income households do not own vehicles, despite the fact that there are more cars than licensed drivers in the US.

Despite steady use some public transportation systems present barriers to older people. Nearly one-third of people age 50 and older with physical limitations perceive as a large problem the failure of public transportation to go where they want to go. For those with physical limitations, getting to public transportation is a challenge. And as with many public transportation users, people age 50 and older often cite the limited frequency of available trips (i.e., headways) and the extended length of travel time as obstacles to transit use for local trips. Other factors may hinder transit ridership. For example service coverage may be limited or potential riders may live several blocks from the nearest stop. Also neighborhood traffic volumes and speeds, as well as sidewalk, streetlight, and security conditions, may make using public transportation unattractive.

There are a number of ways public transportation agencies can tailor their services to better meet the needs of older adults:

- **Increased service reliability**—Transit systems can improve their service reliability by taking advantage of global positioning systems technology, rewarding drivers for on-time performance, properly maintaining vehicle fleets, and other means.
- **Accessible vehicles and stops**—Low-floor buses, secure bus stops with benches and shelters,

and proper maintenance increase the usability, safety, and security of the system. Public transit agencies need to work with local and state transportation departments and property owners to provide bus stops and approaches that comply with the Americans with Disabilities Act (ADA). Neighborhood-based circulators or subscription routes that offer curb-to-curb service to grocery stores or malls can be offered in areas with a high concentration of older adults.

- **Accessible service information**—From the use of larger fonts on route maps and schedules to patient customer-service representatives, transit agencies can make service information more accessible. Older adults would also benefit from customer-oriented mobility management services that let them obtain all their travel options through a single call. Transit agencies must be active partners in the design and implementation of mobility management.
- **Driver and passenger training**—Many older adults may have little or no prior experience using public transportation and can benefit from one-on-one or small-group instruction on how to use the system. This personalized approach familiarizes customers with how to read bus and train schedules, put together an itinerary, buy and use fare cards, board and exit vehicles, and otherwise navigate the system. Also, numerous surveys indicate that older adults too often find their transit drivers insensitive. Driver training is one way to increase transit professionals' understanding of and empathy for the challenges older adults face in using public transportation, consequently leading to better customer service for all users.
- **Public transit funding**—All federally funded public transportation providers reduce fares in nonpeak periods for older riders, to encourage their use of transit services. According to the 2009 federal National Household Travel Survey, nondrivers age 65 to 74 make 5 percent of their daily trips by transit (bus, subway, or commuter rail); nondrivers age 75 and older make nearly 2 percent of their daily trips by transit. Transit options help older people maintain independence, stay connected to their community, and engage in social life.

Public transportation agencies in urban and rural areas receive funding from federal, state, and local governments, as well as from fare-box returns. The Safe, Accountable, Flexible and Efficient Transportation Equity Act—A Legacy for Users (SAFETEA—LU) provided a total of \$52.6 billion in

transit funding for fiscal years (FY) 2006 to 2009, an increase of 46 percent over transit allocations in the previous similar bill. Part of the law, Section 5307 Urbanized Area Formula Program, funds (for a total of \$22.2 billion) capital expenses (with requirements for a local match) for transit in urban areas. In addition the Section 5309 program pays to establish new rail or bus projects (\$22.7 billion), improve and maintain existing rail and other fixed “guideway” systems (transportation on rails such as light-rail and some trolleys), and upgrade bus systems. Section 5310 provides \$584 million over five years (FY 2005–2009) for capital expenses associated with transportation projects that serve the elderly and the disabled.

Under federal transportation law urban transit authorities may receive matching grants of up to 80 percent of the cost of purchasing vehicles or up to 90 percent of the incremental costs of purchasing equipment for compliance with the ADA. In addition SAFETEA—LU includes a competitive transportation grant program to fund projects and services for people with disabilities that exceed the minimum ADA requirements. The New Freedom Initiative provides \$339 million over a four-year period (FY 2006–2009), with 60 percent of the funds for regions with more than 200,000 people and 40 percent for smaller metro and rural areas.

SAFETEA—LU also authorizes \$6.6 billion in New Starts funding through FY 2009 and \$600 million for Small Starts or major transit capital projects costing less than \$250 million and requiring less than \$75 million in Small Starts resources. The New Starts/Small Starts program is the federal government's primary financial resource for supporting locally planned, implemented, and operated capital investments in guideway systems. Unfortunately, requests for this money far outweigh funding. As a consequence, the federal match ratio for capital investment in public transportation (about 60 percent) has been much lower than for highways (80 percent or 90 percent).

Under the 2009 American Recovery and Reinvestment Act (ARRA), the Federal Transit Administration awarded 1,072 grants for a total of \$8.8 billion. Grants of \$6 billion were awarded for transit capital assistance for urban areas, \$743 million for new construction, \$743 million for fixed-guideway infrastructure improvement, \$746 million for transit capital assistance in nonurban areas, and \$17 million for the Tribal Transit program. This also includes \$100 million from the Transit Investments for Greenhouse Gas and Energy Reduction (TIGGER) program (not to be confused with the discretionary

TIGER grants). Finally, an additional \$443 million in Federal Highway Administration Surface Transportation Program dollars were transferred to transit projects at the request of local officials.

Despite this federal infusion of cash for capital projects, the recession has hit transit systems hard in recent months. Two-thirds of transit funding comes from state and local governments, many of which have had to cut expenses. Fare increases and service cuts have had a devastating impact on students, working adults, and retired riders. Beyond the impact to the traveling public, more than 3,500 transit industry employees were laid off in from 2009 to 2010, with more layoffs projected. Transit systems serving an area of more than 200,000 people are barred from using federal funds for operating costs. As a result, some systems have lacked sufficient operating dollars to fund service using buses purchased through the ARRA. Many transit agencies have asked Congress for more flexibility to use a portion of their federal funds to cover operating costs during these tough economic times.

Intercity passenger rail—Passenger rail is another mobility option for midlife and older people who travel both within congested regional corridors and between cities separated by long distances. The 2001 National Household Travel Survey found that people age 65 and older make more than 1.5 million long-distance trips (50 miles or longer) by train each year. Amtrak estimates that almost half of its national ridership (12.8 million in FY 2009) is age 55 and older, and that on its long-distance routes, two-thirds of riders are age 55 and older. Congress has required Amtrak to make all stations ADA accessible by 2010. In addition passenger rail provides essential service to many rural communities, and many states perceive rail as an important contributor to economic development. With increased frequencies and lower travel times, high-speed rail provides a competitive alternative to both auto and air for intercity travel between metropolitan areas within 500 miles of one another.

ADA paratransit services—Under the ADA, fixed-route public transportation—buses and trains, stations and stops—must be accessible to people with disabilities. The act also requires public transportation providers, even those with wheelchair-accessible vehicles, to offer paratransit services within three-quarters of a mile of all fixed routes to people who cannot use fixed-route transit. They cannot charge more than twice the price for what the trip would cost on the fixed-route system. There are

many types of disabilities other than those requiring wheelchair accessibility, each with its own needs.

ADA paratransit service consists of origin-to-destination transportation (either curb-to-curb or door-to-door) on specialized vehicles that are procured by transit authorities and operated directly or through contractors. The paratransit option must be comparable to the transit system's fixed-route service in terms of coverage area and days and hours of service; the total fare cannot be more than twice the base fare for the fixed-route service, which is generally insufficient to cover the cost of the trip. In 2008 an average of \$2.26 was collected for each unlinked paratransit trip, while the cost of furnishing the service averaged \$29.95. Providers generally require these trips to be scheduled by the close of business on the day before the trip. In addition the rider may be accompanied by a friend or family escort (who must pay the same fare as the rider) or by a personal care attendant (who does not pay a fare). The rider must be certified as needing a personal care attendant.

Only qualified individuals may use ADA paratransit services, and providers must determine who is sufficiently disabled to be eligible. However, transportation providers may find eligibility determinations difficult to render. Particularly at risk of being denied eligibility are individuals with "hidden" disabilities, such as cognitive impairment.

The Federal Transit Administration (FTA) provides transit officials with ADA guidance and is responsible for enforcing ADA implementation in public transportation. The funding need for specialized paratransit for people with disabilities is increasing with their growing integration with mainstream employment and community activities. Public transportation providers report that demand for ADA paratransit is also rising rapidly because human services agencies are no longer offering transportation for clients eligible for complementary paratransit trips. In addition many paratransit providers have difficulty with no-shows for scheduled trips, which diminishes the resources available for other people seeking services. At the same time, riders in some areas complain that existing paratransit services are expensive and undependable. The federal New Freedom Initiative, while it has served to kick-start local innovations that supplement ADA paratransit service, represents only a small additional source of funding (less than \$100 million apportioned in FY 2010) for services that "go beyond the ADA."

PUBLIC TRANSPORTATION AND ADA PARATRANSIT: Policy

Public transportation investment	FEDERAL STATE	<p>Congress should:</p> <ul style="list-style-type: none"> • authorize and appropriate funds to provide states and local jurisdictions with incentives for expanding and improving public transportation; • require and fund demonstration projects to promote the use of public transportation by older people and people with disabilities; • increase funding for public transportation to improve the quality and quantity of services for people with disabilities; • appropriate sufficient transit funds for capital assistance, operating subsidies, specialized transit, rural assistance, employment-based transportation, and research; • address state and local budget challenges associated with the recession by providing transit systems serving large urban areas short-term flexibility to use federal transit formula, discretionary and stimulus funding for either capital or operating expenses; and • provide funding for capital investments in public transportation, including for New Starts/Small Starts, on par with that provided for highways. <p>States should:</p> <ul style="list-style-type: none"> • maintain and increase investment in improved public transit systems, for example by purchasing accessible equipment and constructing comfortable, safe, and accessible transit stops and stations; • actively promote the use of public transportation; • require public transit systems to implement and enhance safety regulations and mechanisms; • encourage transit authorities to reduce fares for disabled or low-income older people; • ensure transportation providers' compliance with the Americans with Disabilities Act (ADA), in part by providing technical assistance to local transportation agencies and authorities; and • require that recipients of community development block grants and other state funds guarantee in their community planning and design efforts accessibility to transit and safe access to facilities.
New Starts/Small Starts	FEDERAL	<p>Congress should direct the Federal Transit Administration (FTA) to provide additional credit to those New Starts/Small Starts projects that demonstrate a commitment to providing and/or maintaining affordable housing within a half mile of stations. Federal funding formulas should also credit applicants for transit investment plans that are tied to transit-supportive land-use and economic development plans.</p> <p>The Department of Transportation should promulgate rules that reflect the intent of Congress to include economic development and land use as separate criteria in determining the eligibility of New Starts/Small Starts projects.</p>
Passenger rail	FEDERAL STATE	<p>Congress should support nationwide passenger rail service, including high-speed rail, that is integrated and coordinated with regional, state, and local passenger rail.</p>

<p>Passenger rail (cont'd.)</p>	<p>FEDERAL STATE</p>	<p>Congress should establish a dependable funding mechanism that ensures continuing broad-based nationwide passenger rail service, including high-speed rail. Congress should allow intercity passenger rail systems to be eligible for the broad flexible funding provisions that govern the rest of the federal transportation program.</p> <p>States should establish dependable funding mechanisms for investment in passenger rail and support passenger rail systems that are integrated and coordinated with the nationwide passenger rail system.</p>
<p>Americans with Disability Act (ADA)</p>	<p>FEDERAL</p>	<p>Congress should provide adequate funding for ADA enforcement activities and aggressively seek to meet the transit and paratransit needs of people who are older, frail, or have disabilities by utilizing the higher federal match for compliance with the ADA.</p> <p>FTA and the Administration on Aging should develop guidelines and provide technical assistance to transit authorities on making eligibility decisions under the ADA and providing information on available alternatives to people of all ages with disabilities.</p> <p>FTA also should:</p> <ul style="list-style-type: none"> • continue to educate the disability community and other rider constituencies about their ADA rights and the use of accessible transportation; • ensure the accessibility of all transportation services offered to the public and aggressively monitor and enforce timely ADA compliance by all public transportation providers; and • promote research on how to reduce paratransit service costs while improving quality and dependability. <p>Specifically FTA should use its authority to:</p> <ul style="list-style-type: none"> • more vigorously enforce ADA regulations; • conduct compliance reviews; • investigate complaints; and • impose meaningful sanctions for failures to comply with ADA regulations. <p>Public transportation providers should identify and implement cost-effective measures that expand ADA paratransit eligibility and service beyond the minimum mandated by the ADA.</p>

Rural Transportation

Twenty percent of people age 65 and older live in rural areas where little if any public transportation is available. The distances between rural residences and necessary services, such as health care and senior centers, exacerbate transportation problems for nondrivers, particularly the one in four chronically disabled rural residents who live in households with no vehicle. People age 60 and older make 31 percent of all rural transit trips; people with disabilities make 23 percent of these trips. Older adults living in rural areas are at great risk for becoming isolated from their communities due to inadequate transportation opportunities.

Section 5311—Federal transportation law seeks to address rural residents’ needs for public transportation by providing capital and operating assistance to transit providers in rural areas. This program, administered by the Federal Transit Administration, is commonly called the Section 5311 program. The Safe, Accountable, Flexible and Efficient Transportation Equity Act—A Legacy for Users (SAFETEA—LU) significantly increases funding for this program beyond the limits in earlier legislation. A total of \$2.2 billion is authorized under the measure, with the fiscal year (FY) 2004 apportionment of \$240 million rising to \$511 million in FY 2010.

In many places rural transit systems evolved from services developed for clients of private, nonprofit organizations. They may cover multicounty areas, single counties, or single towns. These systems have successfully coordinated funding for specialized transportation for the elderly and individuals with disabilities (through Section 5310) with rural transportation funding (Section 5311), as well as with state funding for human services and public transportation. Promoting coordination of multiple funding sources at the state level helps to develop and enhance rural transportation services, as does federal authorization for flexible movement of federal funds among programs.

Transportation for American Indians and Alaskan Natives—The availability of transportation is a concern of American Indian and Alaskan Native communities. Although the federal government recognizes American Indian tribes as sovereign nations, generally they still must go through state transportation departments to obtain federal transportation funding. SAFETEA—LU mandates a fair and equitable distribution of funds for transportation services within states; however, most American Indian tribes nationwide have difficulty accessing funds under this law. The Public Transportation on Indian Reservations Program (known as the Tribal Transit Program) provided a total of \$45 million in FY 2006–2009 in direct funding to federally recognized tribes for the purpose of supporting tribal public transportation in rural

areas. The Indian Reservation Roads Program (IRR) provided \$1.9 billion over the same time period for planning, design, construction, and maintenance on IRR road system serving more than 560 Indian tribes and Alaska Native villages.

Nonemergency medical transportation—A major concern for all older people, but particularly for rural residents, is the availability and cost of nonemergency medical transportation. Some nonprofit and human services agencies provide such transportation, but there is no targeted transportation funding or program to meet the needs of people who cannot get to medically necessary nonemergency medical services, such as dialysis or chemotherapy. Medicaid pays for nonemergency transportation to ensure access to medical services for low-income individuals receiving Medicaid-financed services, but Medicare does not cover nonemergency medical transportation unless a patient is bedridden. Nonemergency medical transportation is expensive, and costs increase when people use ambulances for scheduled appointments because there is no other option, a particular problem in rural areas. Riders eligible under the Americans with Disabilities Act may use complementary paratransit, if available, but very ill riders may need higher-level, more personalized service. One solution might be to develop such a service as part of the existing complementary paratransit system. There is no research on how the public transportation system could serve these very ill individuals.

RURAL TRANSPORTATION: Policy		
Community transportation resources	FEDERAL STATE LOCAL	<p>Governments should strongly support the development and implementation of transportation programs and services that improve and enhance community transportation resources for older people. This need is especially acute for those living in rural areas.</p> <p>Governments should increase funding for the operating and capital costs of rural public transportation and provide for monitoring and evaluating such transportation to help identify improvement and expansion needs.</p> <p>Congress should require research on how to develop and implement cost-effective nonemergency medical transportation programs.</p> <p>Congress should increase funding for the Section 5311(c) Tribal Transit Program and require grant recipients to coordinate transportation services with Title VI Native American aging programs funded under the Older Americans Act.</p> <p>States should:</p> <ul style="list-style-type: none"> ensure funding mechanisms for operating and capital expenses for rural public transportation;

Community transportation resources (cont'd.)	FEDERAL STATE LOCAL	<ul style="list-style-type: none"> • promote and monitor coordination of transportation funding and programs in rural areas; and • develop affordable public and private nonemergency medical transportation.
Technical assistance	STATE	<p>State departments of transportation should provide a full public outreach and education program to rural areas to ensure local governments are knowledgeable about all available federal transportation funding for rural areas and application requirements.</p> <p>State departments of transportation should provide adequate technical assistance to rural areas to support effective coordinated transportation planning.</p>
American Indians and Alaskan Natives	FEDERAL	<p>Congress should increase funding for the Section 5311(c) Tribal Transit Program and require grant recipients to coordinate transportation services with Title VI Native American aging programs funded under the Older Americans Act.</p> <p>Congress should increase funding for the Indian Reservation Roads Program and encourage expenditures to be integrated with economic development, housing, and land-development plans.</p> <p>Congress should amend federal transportation law to fund American Indian/Alaskan Native communities directly, providing both operational and capital assistance for transportation services.</p>
Outreach and planning	STATE	<p>State departments of transportation should provide a full public outreach and education program to rural areas to ensure local governments are knowledgeable about all available federal funding for rural areas and programmatic (application) requirements.</p> <p>State departments of transportation should provide adequate technical assistance to rural areas to support effective coordinated transportation planning.</p>

Services for Older Adults and People with Disabilities

Since the 1970s, federal legislation has authorized capital assistance grants for transportation for older adults and people with disabilities. Known as the Department of Transportation's Section 5310 program, this assistance helps state and local transportation agencies and nonprofit organizations (such as senior centers and groups that provide educational and social opportunities for people with disabilities) purchase vehicles to transport clients.

The Safe, Accountable, Flexible and Efficient Transportation Equity Act—A Legacy for Users (SAFETEA—LU) continues the Section 5310 program by designating \$728 million of capital funding through fiscal year (FY) 2010 to serve the special needs of people who are elderly or have disabilities. The act also included a new provision for a seven-state pilot program being operated in FY 2006–2009. Under this measure Section 5310 funds

may be used to pay for operating assistance in addition to capital purchases.

Older Americans Act—The Older Americans Act (OAA) specifically makes transportation services a priority among the social services funded under its Title III. Many OAA state and local programs use part of their federal funding to provide transportation services, typically by transit operators under contract with the local area agency on aging. These operators often receive significant funding from other federal, state, and local sources, including the Medicaid and Head Start programs. Their viability depends on the assurance that funds will be available from multiple sources, including the Federal Transit Administration (FTA). Much of FTA's mass-transit funding is restricted for use as capital assistance, so human services grants are important for operating funds. Coordination and cooperation among the various funding sources at all levels of government promote the most efficient and effective use of transportation funds.

Volunteer programs—Volunteer transportation services are an important resource for older people, particularly those who need personalized service. These are often administered by private nonprofit organizations and may rely on both public and private funding for support. For example a local aging-services program might sponsor a transportation system using a mix of volunteer and paid drivers, and receive funding for administrative and driver expenses from federal, state, and local sources, as well as from its own fund-raising activities.

Alternative transportation services, particularly volunteer programs, face ongoing challenges, such as recruiting volunteers, protecting themselves from liability, covering operational and administrative costs, and adhering to regulations from multiple funders. High gas prices put the squeeze on many programs, as more volunteer drivers request reimbursement or choose not to drive because of increasing cost. In 2011 the federally tax-deductible reimbursement rate for charitable driving is 14 cents a mile (compared with 51 cents for business-related driving). Reimbursement amounts above that rate are considered taxable income.

Ride-share programs—In the past decade both the private and public sectors have initiated ride-share programs for commuters in urban areas with traffic congestion and air-quality challenges. In its most basic form ride-sharing is a computerized carpool matching service. One innovative company offers ride-sharing services online. Registered members can post ride and rider requests without making a regular commitment to any one ride-sharing partner or schedule. Members receive rewards in the form of restaurant gift cards, retailer discounts, and tickets to shows and attractions for recorded matches. AARP is currently exploring how this concept might be expanded to address older adults' mobility needs.

Neighborhood transportation—The Americans with Disabilities Act (ADA) does not specifically apply to privately owned and managed services, though it does cover similar services provided by colleges, historical sites, and airports. For consumers neighborhood transportation provides an essential connection between home and goods and services; it is particularly important for older individuals who are frail or experiencing progressive levels of impairment. Private housing or community

developments sometimes offer neighborhood transportation services.

Taxi service—Another private mobility option for individuals with disabilities is taxi service. While the ADA prohibits discrimination through actions such as refusing assistance with transporting a wheelchair or charging extra to a person with a disability, the law does not require taxi owners (who, unlike public transportation systems, do not receive public funding) to have accessible vehicles, such as vans or minivans with lifts or ramps. This may result in many individuals with disabilities having no transportation service if there is no public transportation. Some local governments are addressing this problem by increasing the number of medallions (taxi authorizations) they issue and designating at least some of the added medallions for accessible vehicles. The medallions may be offered to operators at lower cost as an incentive. Other localities require taxi fleets to add accessible vehicles. And in some areas taxi companies are adding accessible vehicles so they can contract with the local public transportation authority to provide ADA paratransit; the accessible vehicles are available for regular taxi service when not providing service under the contract.

Over-the-road buses—Over-the-road Buses (OTRBs), such as Greyhound and Trailways, are subject to the ADA. However, when the ADA was enacted in 1990, there was concern in Congress about the expense of making the bus fleet accessible. Therefore, private OTRB operators were not required to comply with the ADA as quickly as public transportation systems. In 1998 the DOT promulgated regulations requiring that all OTRBs be wheelchair-accessible by 2013.

Air travel—In addition to regulating the surface transportation provided by privately owned companies, the federal Department of Transportation, through the Federal Aviation Administration (FAA), also regulates air travel. The Air Carrier Access Act of 1986, which the FAA enforces, prohibits discrimination against people with disabilities who travel by air. Unlike the ADA the 1986 law does not guarantee equal access for people with disabilities or provide injunctive relief in court; administrative relief is available. People with disabilities continue to experience many barriers to the use of commercial aircraft and believe that enforcement efforts need to be strengthened. (For more on these issues, see this chapter's section Public Transportation and ADA Paratransit).

SERVICES FOR OLDER ADULTS AND PEOPLE WITH DISABILITIES: Policy		
Section 5310	FEDERAL	<p>Congress should require the Federal Transit Administration to evaluate how well the Section 5310 program meets the needs of riders and the effectiveness of the new Section 5310 pilot program.</p> <p>Congress should fund the Section 5310 program at a level sufficient to allow providers to purchase replacement vehicles and expand services.</p> <p>Congress should expand the Section 5310 program to cover operating expenses, consistent with several other formula grant programs (NonUrban Job Access and Reverse Commute, and New Freedom).</p>
Funding	FEDERAL STATE LOCAL	<p>The Department of Transportation (DOT) and the Administration on Aging (AoA) should monitor and evaluate the adequacy of transportation services for all older adults. The AoA should encourage the aging community to help plan the complementary paratransit services provided for in the Americans with Disabilities Act (ADA) and should consult in evaluating projects proposed for funding under the New Freedom Initiative.</p> <p>States and local governments should sufficiently fund public and nonprofit agencies to provide transportation that is planned, designed, and carried out to meet the special needs of older individuals and individuals with disabilities.</p> <p>DOT and the AoA should provide funds to states and localities to initiate innovative sustainable transportation models for older adults and persons with disabilities in rural communities.</p>
Volunteer programs	FEDERAL STATE LOCAL	<p>Congress, states, and local jurisdictions should promote public-private partnerships and volunteer programs that seek to expand transportation alternatives and reduce dependence on driving to help allow people who are older or frail, or have disabilities to maintain independence.</p> <p>Congress should adjust the charitable mileage reimbursement rate to encourage individuals to participate in volunteer driver programs.</p>
Ride-share programs	STATE LOCAL	<p>State and local governments should look for low-cost, innovative programs, such as ride-sharing, to help to meet older adults' transportation needs.</p>
Americans with Disabilities Act (ADA)	FEDERAL	<p>Congress should amend the ADA to explicitly prohibit discrimination against people with disabilities by private communities' transportation services.</p> <p>Congress should ensure the accessibility of all transportation services offered to the public and aggressively monitor and enforce timely ADA compliance by all transportation providers, including intercity and over-the-road buses.</p>
Air travel	FEDERAL	<p>The Federal Aviation Administration should ensure the accessibility of commercial aircraft to people with disabilities through active implementation of the Air Carrier Access Act.</p>
Taxis	LOCAL	<p>Local governments should encourage the development of accessible private transportation services (e.g., taxis) through such means as economic incentives, ordinances, and programs that designate medallions for accessible vehicles.</p>

Coordination of Human Services Transportation

Over the years federal, state, and local governments and community-based organizations have created programs to meet the transportation needs of people who need special services. At the federal level alone, there are at least 62 separate programs that provide transportation services to people with disabilities, low-income individuals, and/or older adults. Most of these are human service programs that fund limited transportation so people can get to job training, health care, senior centers, or rehabilitation programs.

The program requirements, however, differ widely. Most federal transportation funds are provided to states, local governments, and nonprofits, whether through a direct grant or a block grant. Each federal funding program may require different reporting data and operate under a different funding cycle. Coordinating funding across local agencies is further complicated by the fact that the organizations themselves often use different billing systems—some may reimburse consumers directly, others may reimburse providers, and still others may operate their own vehicles with no direct billing required. As a result resource use is inefficient, and the public may find it difficult to identify, understand, and access available services.

In order to foster a seamless, comprehensive, and accessible system of community transportation services, in 2004 President Bush issued Executive Order 133330 that expanded the federal Coordinating Council on Access and Mobility. The council was required to seek ways to simplify access to transportation services for people with disabilities, people with lower incomes, and older adults. The resulting United We Ride plan coordinates the transportation programs offered by the Departments of Transportation, Health and Human Services, Labor, Housing and Urban Development, Education, Interior, and Agriculture, and the Veteran’s

Administration and Social Security Administration. Coordination efforts focus on leadership, planning, operations, technology, customer service, policy, programs, and funding.

Consumers may benefit from state, regional, and local coordination among public agencies and private and nonprofit providers. Opportunities exist for joint vehicle purchase and use, shared vehicle maintenance, driver training, packaged insurance arrangements, and the development and support of dispatching programs that use geographic information systems. While improved coordination in these efforts may reduce costs in the long-term, the initial costs from new program design and implementation may increase.

Under the Safe, Accountable, Flexible and Efficient Transportation Equity Act—A Legacy for Users (SAFETEA—LU), transportation projects funded by the Elderly and Disabled service program, New Freedom Initiative, and Job Access and Reverse Commute Program must be derived from locally developed public transit and human services transportation plans. These programs must encourage older adults, individuals with disabilities, and individuals with low incomes to participate in the development of coordinated public transit and human services transportation plans. This mandate for coordinated planning covers just a small portion of the total federal expenditure on specialized transportation. In fiscal year 2006 the Federal Transit Administration apportioned \$324 million for these three specialized transportation programs. By comparison Medicaid spent slightly more than \$3 billion on transportation the same year. Federal spending for Medicaid transportation is roughly 40 percent of the total federal funds identified for specialized transportation. Medicaid transportation providers are key stakeholders for coordinated planning, but they often choose not to participate in local planning efforts. In many areas of the country, state-level brokers for Medicaid transportation have not participated.

COORDINATION OF HUMAN SERVICES TRANSPORTATION: Policy		
Program coordination	FEDERAL STATE LOCAL	<p>Congress should ensure coordination of all federally funded transportation programs and services, including FTA-administered specialized transportation programs and those programs administered by Health and Human Services.</p> <p>All levels of government should foster coordination of transportation assets, eliminate duplicative services and other inefficiencies, and simplify consumers’ access to human services providers.</p> <p>The federal government and states should encourage government, nonprofit, and private-sector initiatives in joint vehicle purchase and</p>

<p>Program coordination (cont'd.)</p>	<p>FEDERAL STATE LOCAL</p>	<p>use, shared vehicle maintenance, driver training, packaged insurance arrangements, and the development and support of dispatching programs that use geographic information systems by funding the initial start-up costs of these and other coordination efforts.</p> <p>States and localities should explore and, as appropriate, take advantage of the flexibility allowed under the Deficit Reduction Act of 2005 to implement Non-Emergency Medical Transportation brokerages.</p> <p>State and local jurisdictions should ensure coordination of all transportation programs and services that receive public funding.</p> <p>Local jurisdictions should provide publicly owned or operated passenger vehicles for the transportation of older people when such vehicles are not otherwise in use.</p>
<p>Technical assistance</p>	<p>FEDERAL STATE</p>	<p>FTA should continue to provide technical assistance to states and local agencies on coordinating and carefully monitoring and evaluating the implementation of state-administered plans for federally funded programs.</p> <p>The Department of Transportation, with the Administration on Aging, should continue to help meet nondrivers' transportation needs by conducting or supporting research, acting as an information clearinghouse, and providing technical assistance on nondriver needs to state and local transportation agencies.</p>

Transportation Reform, Funding, and Financing

Congress extended the provisions of the Safe, Accountable, Flexible and Efficient Transportation Equity Act—A Legacy for Users (SAFETEA—LU). Authorization of a new surface transportation law would provide Congress the chance to remake federal transportation policy and direct funding toward projects that foster livable communities, protect the global environment, and stimulate economic recovery. Congress can strengthen its surface transportation program by:

- establishing a clear federal vision that guides transportation investments,
- increasing public transportation and other mobility options,
- improving the safety of the transportation system,
- strengthening metropolitan planning organizations,
- maintaining existing infrastructure;
- increasing transparency and accountability, and
- identifying dedicated short- and long-term funding for the system.

Central to each of these goals is the need to ensure that the transportation system's costs and benefits are distributed equitably.

A clear federal vision—The national vision for transportation must include a strong policy statement that ties transportation investment to the creation of livable communities. In doing so it must recognize changing demographic and environmental issues. Thus the federal role in transportation must reach beyond interstate highways and intercity transit to include infrastructure and services that meet the needs of an aging population, support for local and regional economies in their quest to connect to the world economy, aid in reducing our dependence on foreign energy supplies, and ways to address global climate change.

Stronger metropolitan planning organizations—More than 80 percent of the US population resides in a metropolitan area. Nonetheless federal transportation funding is still largely controlled by states rather than by metropolitan planning organizations (MPOs). As a result metropolitan areas together contribute significantly more in tax receipts than they receive in allocations from state highway funds or through direct local transfers. The Intermodal Surface Transportation Efficiency Act of 1991 known as ISTEA allowed suballocation of federal funding directly to metropolitan areas, but this makes up only a small share of overall funding. Thus, metropolitan areas have few funding options other than local sales tax (which is a regressive tax) to fund regional projects such as light rail. Suballocation

of federal dollars directly to MPOs would provide MPOs with more money and flexibility to invest in the transportation options they deem best suited to their cities.

Transparency and accountability—The federal transportation program is dominated by politics and special interests. The number of projects receiving earmarked funds, for example, grew from just ten in 1982, when Congress passed the Surface Transportation Assistance Act, to more than 5,500 with the passage of SAFETEA—LU. According to the National Surface Transportation Policy and Revenue Commission, earmarking can undermine the efficient use of transportation resources by weakening state and local planning.

In addition current federal investment is not based on measurable outcomes, making it difficult to hold fund recipients accountable for improving key aspects of transportation system performance. To change this the federal government needs to modernize its data-tracking system. Currently, the Federal Highway Administration (FHWA) information system tracks only costs for contracts, not projects. And the information that is readily available, such as the FHWA's highway statistics series, does not provide robust local level data. As such it is impossible to ascertain the extent to which sales tax is used to fund highway or transit projects on a national level. Moreover the National Transit Database requires only transit systems receiving federal funding to report ridership data, operation characteristics and revenue, and expenditure information. This archaic data collection system makes it virtually impossible for stakeholders and the public to understand how transportation revenue is raised and where money is spent, and to make comparisons across investments in different modes of transportation.

Equitable funding—The manner in which we fund our transportation system and the investment choices our nation makes have reverberating effects on the availability of mobility options, the environment, and economic opportunity. Given the current economic climate, funding will be central to reauthorization discussions but it must be done fairly, taking into account highways and public transit for metropolitan and rural areas, funding methods that rely disproportionately on contributions from lower-income households, and incentives for sustainable travel behavior.

Current federal funding for core highway programs outstrips public transportation funding by four to one. In addition the practice of funneling federal funds through state departments of transportation

rather than MPOs has disempowered local decisionmakers from supporting projects that best address local mobility, economic, and environment challenges. States have been reluctant to use federal dollars to fund public transit, and 33 states forbid the use of state gas-tax revenue for transit investment. As a result, more than half of the largest metropolitan areas have inadequate transit service.

Highway funding continues to enjoy a federal matching ratio of 90 percent for improvements and maintenance on the interstate highway system, and an 80 percent rate for most other highway investments. States do not seek permission to build highways. Once they receive their appropriations, states can distribute the money among projects as they see fit, provided the projects clear environmental review. In contrast, cities, metropolitan areas, and states must compete for New Starts/Small Starts funding for new fixed-guideway transit projects. This program is totally discretionary, and the process is lengthy and highly regulated. Transit projects must demonstrate cost-effectiveness and financial capability in addition to passing an environmental review. Federal law allows an 80 percent federal match for New Starts; however, the average match is closer to 50 percent. The procedural hurdles, coupled with higher local and state match requirements, may encourage decisionmakers to pursue road investments rather than transit, despite the many benefits of public transportation.

While older adults certainly benefit from highway infrastructure investment, it is clear that our nation cannot rely solely on travel in personal vehicles to meet the needs of this growing subgroup. Increased funding targeted to mobility options is required. Where highway investments are made, the US needs to ensure that the specific safety needs of older adults are incorporated into project design through a complete-streets approach and specific investments in safety for older drivers and pedestrians. High-speed commuter highways with multiple lanes of traffic and complex intersections are not the best investments for meeting the safety and mobility needs of older drivers and pedestrians.

Decisionmakers have already begun to study funding options prior to formal action on SAFETEA—LU reauthorization. Funding options receiving prominent attention are discussed below, as are proposals for federal capital budgeting and a national infrastructure bank. Each of these funding options should be evaluated not only against how much revenue they can generate and the ease with which they do so, but also against equity and environmental considerations.

Gas tax indexing and increase—The fuel tax, popularly referred to as the gas tax, is the primary source of federal funding for transportation. Approximately 90 percent of Highway Trust Fund (HTF) revenue comes from an 18.4 cents per gallon fuel tax, with the remaining balance from truck-related taxes. The HTF is somewhat of a misnomer, as it now funds transportation for older adults and sidewalk and bicycle infrastructure in addition to highways. Since 1982, 2.86 cents per gallon is set aside in a Mass Transit Account for public transportation investments. Every state also levies a gas tax and depends on it as an essential transportation funding source.

While the gas tax has provided a reliable stream of revenue for transportation since 1956, many now question its long-term viability. On the political side policymakers have been unwilling to increase the gas tax since 1993, and unlike a sales tax, a tax on each gallon of gas does not increase with the price of gas. Higher fuel efficiencies, coupled with less driving, led to a negative HTF balance sheet by September 2008. Congress responded by adding \$34.5 billion to the HTF from the General Fund. But this is only a stopgap measure until Congress takes action on a new transportation bill.

There are several options for increasing revenue from the gas tax, including raising the tax rate, indexing it to inflation, and imposing a sales tax on gasoline. Collection of the tax is in place and is relatively uncomplicated and inexpensive. To the extent that lower-income households spend a greater share of their income on fuel, the gas tax is regressive. This is especially true for rural residents, who typically spend more than 10 percent of their budgets on gasoline, and for suburban and urban residents who lack adequate public transportation options. However, households with no or low gasoline outlays—city residents who use public transportation—are actually better off with a gasoline tax than a sales tax.

The gas tax may encourage people to reduce driving. As a result communities can benefit from decreased congestion on area roadways, improved air quality, and a reduction in global greenhouse gas emissions. On the flip side, many economists argue that the gas tax leads to inefficiencies in the transportation system. For instance, while hybrid-vehicle owners pay less tax than those who drive less fuel-efficient vehicles, they take up more or less the same amount of space on the road and cause roughly the same wear and tear.

Sales tax—In the past decade general sales taxes have become an increasingly popular way of funding transportation investments. Yet sales tax is not a preferred funding method because it is likely to

impose greater costs on lower-income households and is thus regressive (see Chapter 3, Taxation). This is especially true if the sales tax funds highway investments, as many low-income households do not have access to an automobile and cannot take advantage of this type of investment. This is less the case where sales tax revenue is dedicated to public transportation. Nonetheless, not all transit investments offer equal benefits to low-income and older individuals and families. In many cases the sales tax is directed toward rail projects. However, older adults and low-income individuals make greater use of lower-cost bus services, whereas more affluent commuters reap the benefits of rail investments. Another consideration, especially when a sales tax funds the transit component of new residential developments, is whether housing near the transit station will be affordable by people at all income levels. Without affordable housing, the sales tax paid by all could result in gentrification, and those who have paid the largest portion of their incomes in sales tax are priced out of the community and unable to take advantage of the new transit investment.

Funding transit services through sales taxes is not a long-term option. Not only is this revenue source highly volatile—retail sales decline more rapidly in a recession than does gasoline consumption—but it is an inefficient revenue source, since nondrivers subsidize drivers. Furthermore, this use of sales taxes erodes the longstanding commitment in the US to have user fees finance the transportation system.

The tax base of many states exempts services frequently used by higher-income households, such as dry-cleaning, housecleaning, landscaping, attorneys, architects, accountants, etc. To make sales taxes less regressive, policymakers could expand the tax to cover these services while exempting necessities such as groceries, medicine, and utilities. Policymakers can also treat highway and transit funding more evenly.

Mileage fees—Levying a tax on each mile people drive creates a more direct user fee than the gas tax, captures the actual amount of transportation-facility use, provides an incentive to drive less, and like the gas tax, does not require nondrivers to subsidize drivers. As such, mileage fees could help manage system demand and improve the environment. Oregon tested the feasibility of this idea in a pilot study that taxes drivers based on how far they go, which roads they use, and whether they travel during rush hour. The technology also exists to design collection systems that tie the fees paid to vehicle fuel efficiency.

Most experts agree that implementing a mileage fee is not feasible on a national scale for another 15 years.

Privacy protection is one major hurdle, since the system requires that a computer chip be installed on each vehicle. At each refueling stop, the fuel pump collects the data from the device, and the tax is calculated on the mileage, and other factors, since the last gas stop.

Road pricing—Under this plan, drivers are charged through any of several methods, including traditional toll collection, congestion pricing, value pricing, high-occupancy toll (HOT) lanes, express toll lanes, and cordon pricing. Each of these involves a direct user charge in the form of a tolled road or other facility. Congestion pricing, value pricing, HOT lanes, and express toll lanes are largely synonymous methods in which the toll varies by level of road congestion, typically along a freeway corridor. In exchange for paying the toll—at a premium price during peak demand periods—users are guaranteed free-flow conditions on the roadway. For example, a HOT lane pricing system has been in place along an eight-mile stretch of Interstate 15 in San Diego County, CA, since 1998. Cordon pricing is a similar concept. A cordon line is drawn around an area (typically a business district), and any vehicle that crosses the line must pay a toll, also usually variably priced. London has such a fee structure in place, and US cities such as New York and Washington, DC, also have explored this option.

Variable priced lanes offer a great advantage over traditional toll roads. Along with generating income, they let administrators manage the demand on the facility, thus it functions more efficiently. The costs are more equitably distributed toward those who benefit most. In the case of unpriced lanes, both users and nonusers incur the costs associated with congestion. Users, including corridor transit riders, are delayed by traffic jams, and all consumers, whether they travel in the corridor or not, pay higher prices for goods resulting from the higher cost of goods movement.

Economists have argued that pricing allows facility managers to offset some of the negative environmental and social effects of automobile travel, most notably air and water pollution. Road pricing also has economic benefits. For example people of all income levels use the congestion pricing corridor on California State Route 91 at least on occasion. Faster-speed corridors also allow parents of young children to get to day care on time, thus avoiding late fees, and help lower- and middle-income workers, who may not have flexible schedules, arrive at work when they should.

Variably priced lanes are regressive when poorer households cannot avoid paying the toll, either by using parallel traffic lanes or competitive transit

service. Variably priced lanes also pose difficulties for many lower-income drivers when payment systems require a substantial cash outlay or a checking or credit card account for automatic debits. The regressive nature of a variably priced facility can be reduced by channeling a portion of the revenue toward improved transit service in the corridor and by offering payment systems that do not penalize lower-income users. Additionally, low-income users also can be offered tax credits.

Road pricing is a supplemental source of revenue rather than one that could replace the gas tax. The tradition in the US has been to invest in the corridor where the revenue was generated. This means that numerous urban and suburban transportation needs—local roads, sidewalk and bus stop improvements, paratransit service, local bus service, etc.—will need other revenue sources. Furthermore, tolls and variable pricing have limited appeal and utility in rural areas, where drivers already pay relatively large out-of-pocket costs for their longer-distance travel.

Public-private partnerships—Although state transportation departments could own and operate a priced transportation facility, such as a highway, they often lack the upfront funds to build it, especially during difficult economic times. One answer may be to fund major transportation projects through a public-private partnership. For example, under a concession model, state and/or local governments grant a private firm the right to operate a toll road for profit for a particular period of time or to lease the facility for a specific period of time (99 years in the case of the Chicago Skyway). The toll road can be either an existing government asset (the Chicago Skyway, Indiana Tollway, or New Jersey Turnpike) or a new road that the private firm will build as well as operate, such as the Trans-Texas Corridor.

The danger of the concession model as used in Chicago and Indiana is that the public sector gives up its rights over a transportation investment for a significant period of time, without fully understanding what value this asset may have to the public in the future. Negotiating this kind of asset transfer is complex. Key to such discussions is the need for government owners to carefully establish contract provisions, such as:

- facility maintenance;
- the portion of revenue that will be channeled to improve public transportation services in the corridor—About half of the total toll revenue from the Interstate 15 HOT lanes funds transit service in the corridor; 50 percent of excess revenues generated from the Interstate 394 HOT lanes in Minnesota must be spent on transit;

- revenue-sharing provisions to ensure that the public sector reaps some rewards if toll revenues are higher than projected;
- ample public involvement in project design and the fulfillment of all applicable planning and environmental requirements;
- transparency, including any tax incentives given to private-sector partners—Confidentiality should be limited to only those instances where it is legally required. To underscore the importance of this point, in one case, a private-sector partner refused to share projected traffic counts with local planners, claiming that the data were proprietary. Without the data, local planners were unable to evaluate how connecting roadways would perform once the tolled facility was implemented;
- noncompete clauses—Local governments should not be prohibited from building or improving adjacent facilities; and
- proof of value—Objective analysis must show that private-sector financing provides better value than if the concession were financed using public funds. This assessment must take into account the loss of federal tax revenue from tax-exempt municipal bonds, as well as the tax consequences of depreciation.

Carbon pricing—As the nation grapples with how it will address global climate change, various carbon tax proposals have been circulated before Congress. A carbon tax would set a fixed price on every ton of emissions. A cap-and-trade program would limit or cap total emissions and establish a market for trading (buying and selling) permits to emit a specific amount of greenhouse gases, allowing the market to determine the price of emissions. The transportation sector contributes one-third of the nation’s carbon output. Revenue raised through carbon taxation or trading could be channeled back to transportation projects that reduce the nation’s carbon footprint, such as public transportation, pedestrian and bicycle infrastructure, and clean vehicle research and technology (see also Chapter 10, Utilities: Telecommunications, Energy, and Other Services—Sustainable Energy and Climate Change).

National infrastructure bank—Several policy organizations (e.g., the Center for Strategic and International Studies, American Planning Association, and the American Society of Civil Engineers), as well as the Obama administration, have endorsed the concept of establishing a national infrastructure bank to leverage private and public resources to fund transportation projects. A national

infrastructure bank could be structured similar to the World Bank, Federal Deposit Insurance Corporation, a private investment bank, or any other entity that evaluates project proposals and assembles a portfolio of investments to pay for them. The bank would be an independent entity responsible for evaluating and financing capacity-building infrastructure projects of substantial regional and national significance, perhaps through some form of a competitive discretionary program. Potential projects could include construction and rehabilitation of publicly owned transit systems, high-speed rail, roads, bridges, drinking water supplies, wastewater systems, broadband, the electricity grid, schools, and housing developments. Whatever the ultimate form, if a national infrastructure bank is created, project selection should be de-politicized and merit-based. Transportation projects should be rated according to national significance, promotion of economic growth, reduction in traffic congestion, environmental benefits, smart-growth land-use policies, and mobility improvements. Preference should also be given to projects that leverage private financing.

It is unclear how an independent entity would address public input as part of its project decisionmaking process. Furthermore, the cautions discussed above concerning public-private partnerships would apply here as well, as much of the funding would be channeled through such arrangements.

Consumer expenditures—Transportation currently consumes more than 20 percent of the average annual household budget. It is a major consumer expense that many households seek to lower. Infrastructure investments that enable travelers to choose lower-cost travel increase the efficiency of the overall transportation system. Moreover changes to the tax code and private-sector pricing on transportation-related goods and services can also directly affect consumers’ out-of-pocket costs and travel choices.

When fuel prices rise, many people choose to drive less, link trips by purpose, or take public transit. Employers may offer a transportation reimbursement benefit to employees for certain costs incurred while commuting and in exchange, may receive a federal tax-exempt reimbursement. The Tax Relief Unemployment Insurance Reauthorization and Job Creation Act of 2010, extended ARRA’s parking and transit parity benefits through 2011. Employers may exclude from taxable wages up to \$230 for transit and qualified parking expenses. Prior to 2010, those

who commuted by car could receive nearly double the tax-free benefit as transit commuters (\$230 versus \$120). Unless Congress acts again, the US tax code will revert to providing greater benefit for parking than for public transportation in 2012. In October 2008, Congress approved a measure that allows employers to exclude up to \$20 per month from an employee's taxable wages for expenses associated with maintaining or buying a bicycle. Employers will establish how they administer the cycling tax credit and will be able to deduct the credit from their corporate taxes. Those who walk to work or arrive via another nonmotorized means are not covered. Another way to extend the commuter benefit to those who bike or walk to work is for employers to offer a parking cash-out program. Those currently receiving free parking would continue to do so, but those who do not would receive cash equivalent to apply to their transportation mode of choice.

The private sector can also support alternative travel by appropriately pricing other transportation goods and services. One example of this is voluntary pay-as-you-drive (PAYD) auto insurance (see Chapter 10, Utilities: Telecommunications, Energy, and Other Services). Insurance is billed on a per-mile basis rather than as a lump sum per vehicle, encouraging people to drive less. According to the Brookings Institution an 8 percent reduction in vehicle-miles traveled would yield \$52 billion in social benefits from reduced traffic accidents, congestion, air pollution, greenhouse gas emissions, and dependence on oil. PAYD is more equitable for low-income people and for women, who tend to drive fewer miles on average and currently subsidize high-mileage drivers. (For more on these issues, see Chapter 3: Taxation—Excise Taxes on Motor Fuels, Tobacco, and Alcohol, and User Fees and Asset Sales.)

TRANSPORTATION REFORM, FUNDING, AND FINANCING: Policy		
Authorization	FEDERAL	Congress should enact and fund a comprehensive surface transportation law in 2011 that meets the nation's 21st-century transportation needs.
General funding reform	FEDERAL STATE LOCAL	<p>New or increased revenue sources for transportation should be equitable, sustainable, and consistent with livable-community, national energy, environment, economic, and safety goals.</p> <p>Funding methods should not rely disproportionately on the contributions of lower-income households.</p> <p>Funding priority should go to maintaining existing infrastructure before increasing capacity.</p> <p>Congress should increase the amount of funding that is directly sub-allocated to the metropolitan level.</p> <p>Funding for transportation should be based on a clear national vision with funding tied to performance. The reliance on earmarks should be vastly reduced, or eliminated, in the next surface transportation bill, and subsequent appropriations acts.</p>
Accountability	FEDERAL	The federal government should modernize its data collection and reporting system and ensure that all levels of government regularly report in a consistent manner.
Sales tax and gas tax	STATE LOCAL	<p>The use of general sales tax for transportation should require that the benefits received by low-income households outweigh the regressive nature of the tax.</p> <p>Sales tax should be used to fund transportation projects only after a thorough exploration of alternative funding options, including an expansion of the sales tax base and release of state gas-tax dollars for public transportation.</p> <p>States should make gas-tax revenue, as well as general funds, available to support transportation alternatives, including but not limited to public transportation, ride-share programs, and pedestrian and bicycle infrastructure.</p>

Mileage fees	FEDERAL STATE	<p>Congress and states should continue to explore mileage fees as a possible future funding mechanism for transportation investment.</p> <p>The ultimate design of a mileage-fee-based system should ensure that any data collected from consumers should be used only for the purpose of collecting such fees.</p> <p>The fee-based system should be set to appropriately charge heavier vehicles for the wear and tear they impose on the roads and for their higher carbon emissions.</p>
Employer-provided benefits	FEDERAL	<p>The tax code should provide equal commuter benefits to public-transportation users as it does to drivers. Those who walk or bike to work should also receive a tax benefit.</p>
Pricing	FEDERAL STATE LOCAL	<p>All levels of government should encourage the private sector to properly price transportation goods and services, through measures such as parking cash-out programs for employees and voluntary pay-as-you-drive car insurance that protects the privacy interests of motorists.</p>
Carbon pricing	FEDERAL STATE	<p>Congress and the states should set goals for reducing greenhouse gas emissions through planning processes and link transportation funding to the achievement of those goals.</p> <p>Congress should stipulate that a portion of the revenue generated from climate change legislation be channeled to transportation strategies shown to reduce greenhouse gas emissions, such as investments in public transportation, pedestrian and bicycle infrastructure, and clean vehicle research and technology.</p>
Freight-related fees	FEDERAL	<p>Congress should increase the fees that the trucking industry currently pays into the federal Highway Trust Fund proportionate to the level of wear and tear trucks impose on the highway system.</p> <p>Congress should direct the Federal Highway Administration to update and critically evaluate its cost-allocation studies to inform freight-oriented taxation and user-charge decisions</p>
Public-private partnerships	FEDERAL STATE	<p>The federal and state governments should involve the private sector in financing transportation investments only when long-term public benefits can be realized and public assets protected.</p> <p>If states choose to fund transportation investments through facility pricing, they should negotiate that a portion of the revenue be channeled to improvements in public transportation and that other mechanisms are used to reduce the cost burden on lower-income users.</p> <p>Project design should be informed by ample public involvement and finalized only after all planning and environmental regulations have been fulfilled.</p> <p>Contract provisions, including any tax incentives and transfer of public assets to private-sector partners, should be transparent and not bound by confidentiality agreements.</p> <p>Contract provisions should be void of noncompete clauses by which the public sector would be prohibited from building or improving adjacent facilities.</p>

National infrastructure bank	FEDERAL	Congress should create a National Infrastructure Bank to evaluate and finance the nation's largest projects. The bank should be structured in a way that ensures merit-based project selection using criteria such as national significance, promotion of economic growth, reduction in traffic congestion, environmental benefits, smart-growth land-use policies, and mobility improvements. The above public-private partnership policies should also apply.
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Review of the Portland Plan

What does equity mean?

The value of equity resonates strongly amongst those who led the process of designing the Portland Plan and within the community at large, but what does equity mean? The Portland Plan defines equity as “access to opportunities necessary to satisfy their essential needs” (Portland Plan, p.10).

Persons with disabilities also value equity. In our understanding there are considerations and pre-conditions necessary to facilitate access on an equal basis with others, and supports required to enable persons to satisfy their essential needs.

The term “access” is undefined in the Portland plan, but has very specific meaning amongst persons with disabilities, who often encounter barriers that prevent them from participating fully in community life. The UN Convention on the Rights of Persons with Disabilities, which has been signed by the United States, indicates that persons with disabilities have a right to “reasonable accommodation”, defined as follows:

““necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms”¹

The modifications or adjustments could pertain to legal, physical, informational or attitudinal barriers (i.e. discrimination). As with other marginalized populations, for persons with disabilities it's not only important to look at access (how close a school or park is), but also the extent to which we use the service or facility, to what extent service-providers display cultural competence, and the outcomes from using the said services and facilities as compared with other populations.

Historically, the various barriers have meant that persons with disabilities have had fewer opportunities, and have significantly higher rates of poverty and unemployment, less access to education and quality health care, and other services provided by local governments.

How many persons with disabilities are in Portland?

A large number of persons with disabilities live in Portland. However, there is a lack of Portland specific data on the population of persons with disabilities. We are, literally, not counted.

In May 2011 World Health Organization issued a World Report on Disability. In that report they indicate that approximately 15percent of any population are persons with disabilities.² They also identify a series of what they call “disabling barriers” that prevent persons with disabilities from accessing opportunities and exercising rights on an equal basis with others, and they recommend ways to address those barriers.³

Closer to home, while the US census from 2000 included questions on disability, these questions were dropped in the 2010 census, an indication that we do not need to be counted. The US census from 2000 “counted 49.8 million people with disabilities, or 19.3percent of the civilian non-institutionalized population aged 5 and over. However, the Census Supplementary Surveys show that only 39.6 million people have disabilities, or 15.6percent of the population.”⁴

One study by the National Council on Disability provides another way of thinking about the prevalence of persons with disabilities, “Currently, about 35.1 million households have one or more people with a disability—nearly one-third of all U.S. households in 2007. In addition, about 1.6 million people live in nursing homes and another half million in group homes.”⁵

Even if we take the lower estimate of 15percent, this would mean that in Portland there are roughly 87,500 persons with disabilities (out of total estimate of 583,776, Portland Plan, p. 85). For the sake of comparison, Portland Plan provides the following data on other minority populations:

Non-Hispanic Black – 43,057	Asian – 53,472
Hispanic – 54,840	Other – 10,634

When we are counted or discussed, we tend to be seen only as persons with disabilities. As this paper will show, there are other aspects of our identity. We are also persons of color, mothers and fathers, lesbians and gays, employed or unemployed, etc.

A Thought Experiment

If all persons with disabilities lived in one part of town, they would comprise the entire population of the Central City (estimated 21,700 households per Portland Plan, p. 114). That central city would be the most racially diverse, economically impoverished, unemployed or under-employed, and among the least well-educated parts of the city.

A larger percentage of African Americans and other minorities are persons with disabilities. In their State of Black Oregon report, the Urban League cites that “32 percent of Black adults report having a physical disability that substantially limits basic physical activity, compared with 21 percent of White adults.”⁶ In addition, the National Council on Disability’s “Current State of Health Care for People with Disabilities” report references analysis that shows that African Americans and Hispanics experience disabilities higher rates than whites.⁷

It is important to note that every major social – economic indicator shows that persons with disabilities are disadvantaged and lack access to opportunities. Looking at national data and data from Multnomah County we find⁸:

	National Data		Multnomah County	
	Persons with disabilities	Non-Disabled	Persons with disabilities	Non-Disabled
percent over age of 25	26.6percent	11.8percent	20.9percent	9.4percent

with less than high school education				
percent of persons with "employment status"	21.8percent	64.2percent	21.6percent	66.4percent
Median earnings	\$19,500	\$29,997	\$20,123	\$27,431
percent of persons 100percent below poverty line	21percent	12.3percent	26.7percent	15percent

In sum, persons with disabilities have less education, higher rates of unemployment, earn less, and are more impoverished than the non-disabled population, both nationally and locally. If all persons with disabilities lived in one neighborhood (rather than being dispersed across the city), that neighborhood would have the highest rates of unemployment, poverty, and amongst the lowest levels of education. It would also be the most racially diverse. The Portland Plan will need to be inclusive of persons with disabilities if we want a well-educated workforce, and an economically prosperous and healthy city.

Expected Increases in Population of Persons with Disabilities

Continuing to ignore or sideline persons with disabilities will prove to be impossible. The population of Portland will age in the next 25 years, and the city will need to address health, economic and social issues faced by the increase in number of seniors with disabilities. Studies have shown:

"An estimated 19.3 percent of the U.S. population, or 49.7 million Americans, live with disabilities. If the age-specific prevalence of major chronic conditions remains unchanged, the absolute number of Americans with functional limitations will rise by more than 300 percent by 2049."⁹

Likewise, citing data from the U.S. Census Bureau, the National Council summarizes what cities like Portland can expect moving forward,

"According to the U.S. Census Bureau, of the 291.1 million people in the population in 2005, 54.4 million (18.7 percent) had some level of disability, and 35.0 million (12.0 percent) had a severe disability. Rates of disability also increase with age. By 2030, estimates suggest that the number of people aged 65 years and older will rise to 69.4 million from 34.7 million in 2000. People with disabilities comprise the largest and most important health care consumer group in the United States, yet the Institute of Medicine and others have warned that Federal agencies, policymakers, and health care systems have not yet responded to the broad-ranging implications, for individuals and for society, of the demographic increase in disability as the population ages."¹⁰

Health and Disability

The first objective of the "health connected city" strategy pertains to percentage of youth and adults at a healthy weight (Portland Plan, p.60-61). There is no mention of persons with

disabilities, and yet studies have shown that youth and adults with disabilities have significantly higher rates of obesity and corresponding health issues.¹¹

Persons with disabilities often have serious complaints about the failure of the health care system to address their needs.¹² One study summarized the following failures,

“People with disabilities are affected disproportionately by such barriers, including health care provider misinformation, stereotypes about disability, and lack of appropriate provider training; limited medical facility accessibility and lack of examination equipment that can be used by people with diverse disabilities; lack of sign language interpreters; lack of materials in formats that are accessible to people who are blind or have vision impairments; and lack of individualized accommodations.”¹³

Disability, Housing and Homelessness

Another testimony presented by Alan DeLa Torre, who also is on the Portland Commission on Disability (PCOD), covers the issue of housing, homelessness and disability more thoroughly. Nonetheless, it is important to highlight a few national statistics on affordable housing, disability and homelessness:

Nationally, 41 percent of all households with disabilities are unable to afford their housing.¹⁴ According to a government report, 43 percent of homeless adults self-report as persons with disabilities. This is seen to be a conservative estimate as it does not take into account homeless children or persons living outside the formal network of shelters.¹⁵ A disproportionately large percentage of veterans, who are persons with disabilities, are homeless.¹⁶

Security and Well-Being

It is well documented that persons with disabilities, and especially women with disabilities, are more likely to experience physical or sexual abuse and violence than their non-disabled counterparts.¹⁷ Any discussion on safety and security needs to recognize these facts and work towards a strategy to reduce these disparities, and protect persons with disabilities.

Planning and Disability

Any program geared toward economic prosperity and affordability, toward a thriving educated youth, or to a healthy connected city, must be fully inclusive of persons with disabilities. We cannot be an after-thought.

In 2000 the United Nations initiated a planning process and developed a set of goals, called the Millennium Development goals (MDGs) to address inequalities in health, education, poverty amongst persons in developing countries across the globe. They defined 8 targets that they wanted to achieve by 2015, and similar to the Portland Plan, those targets included such things as improving performance and graduation rates for students, addressing more extreme poverty, improving health (especially maternal health). Their objectives and indicators

did not include reference to persons with disabilities. Subsequently, staff at the UN and World Bank acknowledged the inextricable connection between disability and poverty. In 2009 a working group was convened to assess progress toward the MDGs, and that group concluded:

“The Millennium Development Goals cannot be achieved without including disability and participation of persons with disabilities in all stages of the MDG processes.”¹⁸

The Portland Plan should not make the same mistake that the UN MDGs made.

Recommendations

The Portland Plan’s attention to racial justice issues is spot on. Nonetheless, diversity (defined in the Portland Plan on pages 85-87) must be understood as more than race. A plan to address equity must look at inequalities and structures of discrimination that marginalize and disenfranchise others including women, persons with disabilities, persons who are homeless, persons who are lesbian, gay, bi-sexual, trans-gendered or queer, etc.

The city needs to understand aspects of access that are unique to persons with disabilities, and needs to undertake measures to ensure reasonable accommodations are made to facilitate participation by persons with disabilities.

There is a need to move beyond thinking of persons in terms of single identity markers.

People can be and are African- American and disabled, homeless and lesbian, etc.

While this makes policy analysis and planning more complex, the MDGs and other planning efforts that simplified issues and pigeon-holed people have proven inadequate.

Each of the three strategies of the Portland Plan must be inclusive of persons with disabilities.

For example, the health analysis and strategy needs to take into account the specific needs and rights of persons with disabilities.

PCOD should be included as a “potential partner” in each of the sub-sections (it is not mentioned once in that regard) of the five-year action plans.

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¹ Article 2, The UN Convention on the Rights of Persons with Disabilities, 2008.

² http://www.who.int/disabilities/world_report/2011/en/index.html

³ http://whqlibdoc.who.int/hq/2011/WHO_NMH_VIP_11.01_eng.pdf

⁴ <http://dsc.ucsf.edu/main.php?name=census>

⁵ <http://www.ncd.gov/publications/2010/Jan192010>

⁶ <http://www.ulpdx.org/documents/UrbanLeague-StateofBlackOregon.pdf>, p. 68.

⁷ <http://www.ncd.gov/publications/2009/Sept302009>, p. 22. The source they provide is: Matthew Brault, “Americans with Disabilities: 2005,” Current Population Reports, Washington, DC: U.S. Census Bureau, 2008, p. 3.

⁸ Data from 2010 American Community Survey. URLs don’t save specific search results, but see home page: <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

⁹ Judy Panko Reis, Mary Lou Breslin, Lisa Iezzoni, and Kristi Kirschner, “It Takes More than Ramps”, Rehabilitation Institute of Chicago, September 2004, http://www.ric.org/pdf/RIC_whitepaperfinal82704.pdf

¹⁰ National Council on disability, September 2009, “The Current State of Health Care for People with Disabilities” <http://www.ncd.gov/publications/2009/Sept302009>, p.9-10. Emphasis added.

¹¹ <http://www.ncddr.org/kt/products/focus/focus24/>

¹² Judy Panko Reis, Mary Lou Breslin, Lisa Iezzoni, and Kristi Kirschner, "It Takes More than Ramps", Rehabilitation Institute of Chicago, September 2004, http://www.ric.org/pdf/RIC_whitepaperfinal82704.pdf

¹³ National Council on disability, September 2009, "The Current State of Health Care for People with Disabilities" <http://www.ncd.gov/publications/2009/Sept302009>

¹⁴ <http://www.ncd.gov/publications/2010/Jan192010>

¹⁵ <http://www.ncd.gov/publications/2010/Jan192010>

¹⁶ <http://www.ncd.gov/publications/2010/Jan192010>

¹⁷ http://www.peacewomen.org/portal_resources_resource.php?id=1579

¹⁸ Expert Group Meeting on Mainstreaming Disability in MDG policies, processes and mechanisms: Development for All, WHO Headquarters, Geneva 14-16 April, 2009, p18-19. <http://www.un.org/disabilities/default.asp?id=1469>

Portland Plan Testimony to the PDC 12-21-2011
Harriet Cooke MD, MPH

The first section of my written testimony is general comments that I made at the final opportunity for oral testimony. I made these comments with the local Transition Portland group, a volunteer organization that looks into how to plan for the significant changes our society will face given the ecologic/economic realities of our times. Following these general comments, I have outlined specific recommendations by page number, goal, objective and action. These recommendations go into greater detail and address the breadth of issues delineated so well by the plan, far more than I could mention in my 3 minutes of oral testimony.

I want to thank the PSC for all of your attention and work on this project, and your invitation to citizens to contribute to this plan. It is a noble effort and one which will hopefully guide us gracefully and equitably through the changes ahead.

The first general issue I highlighted in my oral testimony is income disparities and inequity. Income disparities have dramatic effects on the physical, mental, and environmental health of populations. Healthier communities have narrower income disparities. In their recent book, *The Spirit, Level*, Wilkinson and Pickett, two social epidemiologists, review their 30 years of research documenting the value of narrower income disparities for healthier communities. This research has been duplicated by others including the famous Whitehall study. On page 86, the draft of the Portland Plan acknowledges and measures our disparities, however it falls short in not identifying any goal of specifically narrowing income disparities- a political hot potato to say the least!

Toward the goal of narrowing income disparities, I suggest the following changes. First, that the current economic goal articulated on page 33 of “an economically diverse population” be reworded to “a moderately economically diverse population”, as we are unlikely to improve racial and ethnic disparities until we significantly minimize an economic need for lower class citizens. As a city we can create innovative, equitable systems to narrow disparities. I would also recommend reaching for a measurable goal in decreasing income disparities.

The second major point I made was in response to the implementation section of the plan, which currently states that the success of the plan is dependent on continued support by state and federal partners. Such dependence may not be possible, and with innovative financing tools, we do not need to be dependent on these sources for our local success. The innovation I referred to is the creation of a complimentary, debt-free local currency.

This isn't as novel an idea as it sounds. At a government level, it has been tried and proven to be successful during the depression in Worgl Austria and more recently in cities around the globe. Such currency is created to bridge the funding gap between the social services and projects that the local government desires for the health and well-being of all of its residents, particularly those in need, and underemployed workers. This funding can potentially subsidize local healthcare and educational funding to help alleviate the broad financially related problems in these arenas, as well as support non-profit workers to be able to deliver their public service missions. It can create jobs and more equitably pay educated workers in traditionally underpaid service sectors.

I recommend the PSC review the work of Bernard Lietaer, noted economist who helped develop the Euro, and who is also an authority on complementary currencies. His web site is a great place to begin, www.lietaer.com. I further recommend the city create a

task force to collaboratively look into this option with our universities and other regional governments.

Additional specific recommendations are below:

1. Equity section:
 - a. P. 12 Add an action: Evaluate income disparities within city governance and create fiscal policies to moderate disparities while supporting community values of experience, efficacy, education, cooperation, and responsibility.
 - b. P. 14 action 21: end with ... in promoting workforce diversity “and moderating income disparities.”

2. Thriving Educated Youth:
 - a. p. 21. Overarching goal, add the following point: Support education and programs that nurture well rounded, creative youth who are academically, socially, and emotionally literate, healthy, and engaged; and educated in concepts and practices of permaculture and sustainability.
 - b. Objectives p. 23.
 - i. #2. Success at each stage of growth: add ...continue to succeed academically, emotionally, and socially, ...
 - ii. #9. Stable funding: Innovative local funding is welcomed as needed to help fill the gaps in our educational objectives.
 - c. Actions p. 27 &29.
 - i. #13. Youth empowerment: add, Support social & emotional intelligence building programs and sustainability opportunities within schools and neighborhoods.
 - ii. #22. Volunteerism. Paid time off is not volunteerism. A paid volunteer is an oxymoron and an injustice to those of us who continue to do unpaid volunteer work. Your program is good in moderation but call it something other than volunteerism, like city mentoring program.

3. Economic Prosperity and Affordability section
 - a. Overarching goal
 - i. p. 33: ... to support a socially diverse and MODERATELY economically diverse population by prioritizing business diversity, a robust regional economy, and broadly accessible household prosperity that ACKNOWLEDGES OUR ECOLOGICAL FOOTPRINT AND PROMOTES ENVIRONMENTAL HEALTH AND SUSTAINABILITY.
 - ii. P. 34. Top of page, community wide prosperity depends on... add or change the following, A COOPERATIVE AND INNOVATIVE BUSINESS ENVIRONMENT; an evolving creation of stable living wage jobs; a well trained, HEALTHY, educated workforce; options for affordable HEALTHY living; use of renewable clean energy resources.
 - b. Objectives p. 35
 - i. #1. Trade and growth opportunities that support environmental health, sustainable prosperity, and share regional abundance without damaging our local environment.

- ii. #2. At the end of the objective, in place of attract talent, change &/or add: support and develop local talent.
 - iii. #3. Portland retains its competitive market access as a west coast trade gateway while continuing to develop and improve local social and economic justice within the international trading sector.
 - iv. #5. Business growth objective may be counterproductive in a post carbon world where we need to be developing steady-state indicators for environmental sustainability. I think it might be best to eliminate the business growth language and leave the rest as it is so well stated.
 - v. #7. Access to housing. Change to: preserve and add to the supply of affordable housing to meet the economic realities and housing needs of our community.
 - vi. #10 (new objective): sufficient social service sector jobs whose mission is to support and track the health of our population, community and environment.
 - vii. #11 (new objective): 50% increase or more in shared housing, co-housing, and homes with lower carbon footprints.
- c. Actions p. 39- 49
- i. #1. Business development: Focus business development resources on enhancing cooperative business that meets the needs of our community and works within our regional values of ecological sustainability & social equity.
 - ii. #2. International business: Support international trade strategies as they are win-win situations that do not compromise local economic prosperity. Prioritize regional economic development over international opportunities (peak oil and energy uncertainties make this prioritization particularly important).
 - iii. #4. Workforce Alignment: Collaborate with workforce development efforts to match the skill needs for industries working toward goals of sustainability and equity.
 - iv. #22. Growth capacity: Recommend ongoing evaluation of the environmental impacts of growth and continuing to define and develop our city under conditions of environmental improvement and social equity. No growth should be encouraged that does not meet the goal of healthy connected neighborhoods and the above.
 - v. #32. Financial Tools: Develop a task force to seriously look at developing local debt-free complementary currencies at the government level to meet our unmet financial needs to meet our social service, municipal service and environmental restoration goals. This system would function alongside our national currency system. Such systems have been shown to work very well at city/regional levels and empower local regions to be self-responsible and not fully dependent on federal policies or state financial decisions. One example of such a system can be found at www.lietaer.com under government, the case of Worgl Austria. This task force could develop a plan, identify legal challenges that might need to be overcome, and engage citizens with educational outreach to help expedite the changes in our political system to support such a local empowerment initiative.

- vi. Develop fiscal cooperation between government, NG agencies, and private sector to meet our goals.

4. Healthy Connected City:

a. Overarching goals

- i. P. 59. First point, Prioritize Human and environmental health (excellent by the way!): add at the end, “Additionally we must support local programs and policies that ensure equitable access to integrative healthcare and wellness opportunities for all.”

b. Objectives:

- i. P. 61 #1. The goal as it stands is so modest that it makes the healthy people goal look pretty meaningless. I recommend three additions and one change: 1) a more general objective that reflects a cumulative mental and physical health index such as the Health Related Quality Of Life index (HRQOL) that has been extensively developed and researched by the CDC, WHO, and others. This is a much stronger measurement than weight and is useful across health care and social service disciplines. 2) Why shoot so low for optimal weight? Why not have an objective of exceeding the federal standard of 84%? 3) Affordable neighborhood access to healthcare and wellness opportunities for all, 4) Annual Neighborhood Association wellness fairs throughout all city hubs.

c. Actions:

- i. #2. Partnerships and collaboration: Include the utilization of a Health Related Quality of Life index that incorporates physical and mental health issues. Use this across disciplines and partnerships to evaluate and develop programs.
- ii. Additional actions: #47. Education and Promotion. Outreach and expansion of popular education for communities regarding all issues pertaining to personal, community and environmental health. These educational activities should be offered collaboratively through local schools, community centers, and churches, and target those communities with health disparities as our priorities for outreach. The development of these programs could be a collaborative approach between government, NGO, and small business in the business of holistic, integrative preventative health care. Education would also include collective health issues such as clean water and energy, conservation issues, and a transition into renewable green local energy resources.
- iii. #48. Financial Tools: Develop integrative economic strategies to meet the financial needs for creating a healthy connected city. Look into complementary currencies, articulated as above under economic prosperity and affordability action # 32.
- iv. #49. Encourage local entrepreneurship. Recommend the city officially take a public stand to support a state bank, state bank initiatives, and invite dialogue with other cities to do the same.

5. Measures of Success:

- a. P. 86: I would recommend a measurable improvement in our current income disparities. How much is arbitrary, but we could strive for narrowing the disparity by 25-45%.
 - b. P. 93. Growing business: by 2035 the Metropolitan regions ranks 10 or better in terms of a thriving, diverse, resilient local economy.
 - c. P. 105. Healthier people: i) by 2035 we have established, utilized and improved the health related quality of life index by 50% or better. ii) all residents have access to affordable, integrative, healthcare and wellness (preventive) services. iii) local mental health and public health agencies have sufficient funding to both deliver services and evaluate programs for ongoing improvement in population health measures including HRQOL index.
 - d. Safer city page 107. i) top objective, Increase the goal to 90% or greater. Add that immigrant and individuals with mental health issues feel safe and comfortable calling emergency services. Add that all neighborhood associations have active emergency planning committees, policies and procedures.
6. Implementation section:
- a. P. 117. Add at the end of the bold section: ...the success of the plan will depend on continued collaboration with state and federal partners, the future involvement of a greater number of businesses and community organizations, and innovative financing as necessary, such as local, debt-free, complementary currencies.

Thank you!

Refs: Wilkinson and Pickett, (2009), *The Spirit Level*. New York: Bloomsbury Press
Lietaer, B, (2010,2011), *Articles in Government*, www.lietaer.com/category/government/

From: Roger Averbeck [mailto:roger.averbeck@gmail.com]
Sent: Wednesday, December 28, 2011 2:20 PM
To: Planning and Sustainability Commission
Subject: Portland Plan Comments

To: Planning and Sustainability Commissioners

Thank you for the opportunity to comment on the Oct. 2011 Draft of the Portland Plan. I am a resident of southwest Portland, am a very active volunteer in my neighborhood association (Ashcreek) and coalition (SWNI). I also serve as a volunteer member of Portland's Bicycle and Pedestrian Committees. All comments below are mine personally, and do not represent any organization or committee.

Since 2008, I have attended many Portland Plan public meetings, workshops, community fairs, etc. I appreciate these opportunities for public involvement and amount of work by BPS staff that has gone into creating the plan, evolving into the latest draft.

My comments are focused on the Healthy Connected City Strategy; 5 year Action Plans; and Local Actions as they relate to the geographic sub areas within the "Western Neighborhoods". I support the strategies (promote vibrant neighborhood hubs and develop city connections, greenways and corridors) and the 2035 objectives (listed on page 61 and 63 of the full plan). However I am concerned that these strategies and objectives are not achievable without major policy changes, city code changes, and perhaps even a change in the structure of city government (bureaus assigned to Commissioners).

In the 5 Year Action Plans (pp 65 - 75), the need for better collaboration between city bureaus is not stated strongly enough. City bureaus are not "potential partners", they are the agencies whose job is to provide basic services. Potential partners are other agencies and organizations. *Please include Neighborhood Coalitions as "potential partners" in the 5 Year Action Plans.*

Vibrant Neighborhood Hubs:

RE Action Item 7 (Neighborhood Business and Services): Include smaller neighborhood business nodes, not just larger hubs, and main streets, etc. These nodes are outside of centers and main streets and their businesses may not be included in business associations, but are distributed within residential areas. (IE a Plaid Pantry located at the intersection of several neighborhood collectors).

RE Item 10 (Transit and Active Transportation), include collaboration with BES. The cost of providing stormwater infrastructure (by PBOT) is currently preventing improvements to transportation infrastructure. The current PBOT budget crisis does not instill confidence that the guiding policies (foster a multi-modal transportation system and prioritize street improvements for safe and convenient biking and walking) will be implemented in SW Portland.

In Items 11 & 12 (Healthy Affordable Food), PDC should not be the sole organization responsible for this action, include BPS, PBOT Development Review, and the Neighborhood Coalition.

Item 22 and 24 (Habitat Connections) Include PBOT and ODOT. Many public right of ways in SW Portland (along arterials, like Barbur Blvd, and segments of "paper streets") have significant tree canopies at risk from invasive species, but are not being maintained by these jurisdictions. The PBOT paper streets may be 60 ft wide ROW's, but are too small and not adjacent to an existing park or natural area for PPR or BES to maintain. It is unreasonable to expect adjacent private property owners to assume this responsibility.

Items 26 - 30 on p 73 (Neighborhood Greenways): I support the implementation of NG's where feasible in SW Portland, especially where connections can be made to key destinations and services. Unfortunately the gaps in the street grids due to topography are not easily fixed, so improvements to neighborhood collector streets are necessary to provide access between residential areas, business nodes, and to hubs and corridors. This is not emphasized adequately in the items on page 73.

Item 26 (b): Include (within Portland) connections to West Portland and Raleigh Hills Town Centers, and the S. Burlingame and Garden Home business nodes.

Item 27: If trail connections are to serve bicyclists, and all residents including those using mobility devices, they must be paved. Most of the trail system in SW Portland is not paved, does not meet ADA standards, and needs much improvement to be a viable part of the transportation system.

Item 28: Alternative ROW improvements on collector streets must be safe for all modes. Widened shoulders may be an adequate interim improvement for bicyclists, but are not sufficient for pedestrian use on streets with significant vehicle traffic volumes and speeds. New approaches for maintaining unimproved streets (local service residential) may serve motorists and bicyclists but still present challenges for pedestrians and may not work well in hilly topography in SW Portland. My point is: multi-modal improvements are needed on collector streets in SW Portland - the neighborhood greenways and civic corridors are also important, but the collectors are what people use to access residences, businesses, schools, services, etc.

Item 30: This action item is very broad, needs better definition. In addition to PBOT, BES, Portland's Pedestrian Committee and neighborhood coalitions should be involved in the discussion.

Items 31 - 35 (Civic Corridors): *ODOT needs to be included as a partner* for Barbur (99W), SW Kelly (99E), Naito, and Macadam (43) in SW Portland. Many of the gaps and deficiencies in bike and ped infrastructure are on these arterials.

Item 33: The current PBOT budget crisis puts the sidewalk infill funding at risk, and this is only a very small, albeit high priority amount of infill in sidewalk gaps in SW Portland. Sidewalks on major arterials are not an amenity, they are basic, critically needed infrastructure facilities. *A new action item is needed:* Identify new revenue sources for PBOT for transportation safety improvements, pedestrian crossings, sidewalk infill, bicycle facilities, etc.

Appendix B: Local Actions:

RE Western Neighborhoods (pages B 16-19):

Sub Area 19 (Raleigh Hills) should identify improved connections to the Garden Home business node (ie access to healthy food). Although this node is just outside the city boundary, it serves many residents of SW Portland in adjacent neighborhoods; and PBOT has jurisdiction of Garden Home Rd from Mult. Blvd west to Oleson Rd. Action Item 10 (Active Transportation) is missing from this sub area. In Action # 24, include invasive species removal in public ROW. In #'s 28 and 30, add language that makes it clear that collector streets could be transformed into neighborhood greenways, where local service streets don't provide adequate connections. Add an action item #32 (Civic Corridor) to this sub area for the Beaverton - Hillsdale Hwy. Much work is needed in this corridor to improve safety and accessibility to the Raleigh Hills Town Center. It is noteworthy that this sub area does not have an identified neighborhood hub.

Sub Area 23 (West Portland): Add an action item 10 for active transportation; add item 28 (neighborhood greenways); identify Capitol Hwy as an important north - south civic corridor. Again, this sub area does not have a neighborhood hub. The auto centric West Portland Town Center would require a major transformation, it currently has very poor bike and ped infrastructure.

Sub Area 24 (Tryon Creek): Add items for active transportation and neighborhood greenways, recognize it lacks a neighborhood hub and that the collectors and arterials must serve a lot of traffic from and to Lake Oswego.

Appendix C: Local measures: I appreciate that the plan includes measures for walkability and transit / active transportation, but it is not clear how the city will use these measures to actually prioritize capitol improvements, land use review decisions, etc.

Appendix F: Key Related Plans: Portland's Pedestrian Master Plan is noticeably absent from this list.

Thanks again for the opportunity to provide the above comments. I look forward to serving the community in the challenges of implementing the Portland Plan in the coming years.

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From: Don M. [mailto:mcat@teleport.com]
Sent: Wednesday, December 28, 2011 2:25 PM
To: Planning and Sustainability Commission
Cc: TPDX Discussion
Subject: Portland Plan testimony - gov't reorganization

Portland Plan Testimony - government reorganization / improvement

20+ years ago I wrote an In My Opinion column for the Oregonian (circa Oct. 1987). It should be obvious that the way our City and Regional gov't is organized could be improved. While this is just about a probable as comprehensive tax reform, the idea is worth thinking about and, if possible, including the idea. Below is this article.

A Government of the People Must Be One Close to Them

By Donald MacGillivray, Oregonian, Oct. 1987

In this year we celebrate and remember the creation of our free nation, many do not realize that small scale community government and an agrarian society were the conditions under which the country was formed.

In 1787, the population of the United States was 3 million. The majority of its people lived from what they obtained from the land. The United States was a developing country attempting to secure freedom and equality for all.

Cities were small; Philadelphia had 30,000 residents, New York 22,000, Boston 16,000 and Charleston 14,000. Washington D.C. did not exist. Our leaders knew that the way to success lay in helping each other to achieve our greatest potential. The Jeffersonian concept of democracy was based on an agrarian way of life.

Today, most of us live in or near major urban areas and have little or no contact with the land. Our lives are governed by excessive rules and regulations that seem to have lost touch with the needs of the individual. Our communities are segregated by age, income, race, and lifestyle. Our government and corporations have grown in size to where they only represent the perceived needs of the organization.

Freedom today is closely related to wealth. Gone is the feeling that through one's independent action, problems can be solved. Advances in technology have improved our lives while at the same time limiting the importance of individual efforts.

A utopia differs with each person. Some of the common themes might be: economic freedom, responsive small scale governments, variety and flexibility of work, living in physically and socially attractive communities, highly self-sufficient communities, a balance among many transportation options, good education, health, and recreation. Oregon has great potentials for achieving many of these goals.

Restructuring of government seems to be the first step in implementing such ideas. Governments are too large and there are too many of them. Urban areas should be represented by overall government such as the Metropolitan Service District. County governments should not exist within this geographic area.

Each city should ideally have between 50,000 and 75,000 people. Each of these cities should be divided into eight to twelve communities and each community into eight to twelve neighborhoods, all having councils. Schools would be the major public buildings in each community and would include government offices and act as multi-use centers.

Each community's school would be within walking distance of all residents. The traffic arterials and other physical barriers would form the boundaries of the community. Super-blocks would minimize auto traffic and encourage walking and bicycling. Businesses and other services would cluster around the arterial intersections providing transit stops. Civic and church groups would provide a variety of activities and look after many things government could not provide.

How might this be accomplished? It would not be difficult, assuming the public realizes the situation and agrees with the solutions.

It is important to change our collective thinking about these issues and make appropriate adjustments in our behaviors. The way we are taxed and how it is used is an important issue. Better utilization of the communications media could revolutionize our educational system, changing many of our ideas. Likewise, a change of thinking about land, from owner to caretaker, will encourage many improvements.

As communities become more sociable, the problems of crime and physical decay will decrease, thus saving public and private resources.

It seems this utopia would be easy to create. Unfortunately, the fear of change, ignorance, and the opposition by the established power structures will delay it.

The idea that government should be accessible and at a human scale is an important concept. In the year of our Constitution's bicentennial, it is appropriate that we remember our humble beginnings and how we might continue to improve the world.

December 28, 2011

Portland Planning & Sustainability Commission

Portland Plan Comments

Bonny McKnight

1617 NE 140th

Portland, OR 97230

I think it is important to have some key concepts either added or better focused in the Portland Plan document as it goes forward. Here are some major areas in which I think the language in the draft document may hamper actions.

Some terminology changes:

1. **Hub** is not an adequate identity for a neighborhood in which people live and interact. Hub is the center of a wheel. Neighborhoods are organic and a better term might be core, which is identifiable as something living or having living parts. If the phrase “20 minute neighborhoods” is somehow no longer considered, “urban village” also at least indicates the concept is about people and not about structures.

2. Bureaus of the City should not be considered **partners**. City residents have a right to presume any bureau of the city works with all other bureaus when needed, even though the current reality is too often not that at all.

In addition, partners is too often a passive word that simply means lack of opposition but does not mean active support. A better word for this plan and who has responsibility to deliver it is **implementers**, as was used in the Albina Plan in the early 90s.

3. Independent governments need some identification of that same active participation. With some of them an **intergovernmental agreement – IGA** - should be noted.

4. Schools should be noted as participating through IGAs in order to reflect the multiple independent governing bodies for education programs and efforts.

5. Schools should not be considered separate from neighborhood “cores” since they have become and are likely to continue as neighborhood focus points for activities, gatherings, recreation, and other social connections for all neighborhood residents.

6. Transit – specifically Tri-Met – must be tied more strongly to the plan in order to reach the goals of this plan. A special written agreement must be present to make sure transit densities are adequately served by transit with defined frequency that provides a realistic commute or travel option. The plan needs to describe a strategy to do that.

Some specific comments about large concepts:

5 Portlands – Healthy Connected City

This is a very good concept that is much needed. There are some things that need to be added to it that better reflect the needs of the future and the possibility of change.

The plan needs to better identify the impact of cost of land on every planning and growth decision. In order to reduce that impact better identification of how to provide infill development in appropriate, non-confrontational approaches needs to be shown.

Key to that approach will be the transition from one size fits all code to another way of guiding development activities. The most effective tool will be a site design approach to development decisions, since it would rely on a positive addition to neighborhoods where people already live – one in which considerations of scale of structure, placement on site, cohesiveness with surrounding neighborhood, etc. would be identified and guide the new addition.

Added to that, the recognition of infill use of site review will support more housing designs which can innovate while also bringing new building techniques and layout approaches which maximize living space while also reducing the size and cost of what is built while preserving open areas on the site.

Finally, site design would be a much more cost effective development review method which would avoid constant changes at the end of the development oversight and review process and could put most decisions in the early part of designing what is to be built. In addition, the transition between the code based system that is in place currently and into the 5 Portland concept would be most easily accomplished using site design as the transitional tool.

The 5 Portlands

The proposed 5 Portlands include Central City, Western Neighborhoods, Inner Neighborhoods, Eastern Neighborhoods, and Industrial and River Areas.

While the first four will have some different conditions that must be dealt with in smaller segments, they do identify resource areas in which the differences have made them attractive but diverse ways of living in Portland.

I have some concerns about the area included in Industrial and River Areas. The paragraph on the “map” page describes the identity will “serve a key role as the location of port facilities, industry and other employment, and river habitat. This area of the City is much more than that, I believe.

Industrial and River Portland

The areas along Portland rivers are somewhat different, due to the urbanization along the Willamette River and the industrialization along the Columbia River. Both rivers should be considered for their unique values but also need separate planning approaches to avoid losing some of the values of these river based area that have taken place historically due to ignorance of the consequences of development decisions.

Industrial development is now capable of avoiding many of the problems of the past. The proposed period of this plan can either stop those losses or simply repeat them. First, it is important to add “environmental resource” to the definition of the area. Watershed and human habitat resources should be added to the accepted definition of habitat in a specific segment of the plan.

Some examples:

Worker housing should be added to overall definition for this area.

Proximity of workers living close to where they work should be added.

Materials such as pervious concrete should be featured to support watershed health.

In addition, the concept of remediation for loss of natural river environment should not be viewed as an acceptable option, since the loss of this environmentally protected land cannot be replaced elsewhere within the city and remediation will not restore lost value.

Finally, it should be made clear that industrial development does not require loss of the natural environment. The plan should emphasize that environmentally friendly industrial development methods have been and are being developed and need to become the expected standard supported in future Portland industrial planning.

5 Year Action Plan Actions:

23 Habitat connections: The current data the city has compiled is incomplete, as is the Natural Resource Inventory along the Columbia River. That should be a first priority before further work on any other segment protection plans takes place. In addition, streams and creeks need to be added to the NRIs in this area and elsewhere.

#25 Habitat connections: The assembly of at least one new shovel-ready site, 25 acres or larger, for environmentally sensitive industrial site development as a pilot project should encourage multiple approaches and partnerships through a community process and competition and should include METRO and Portland State participation.

#27 Neighborhood Greenways: Some language should direct the strong involvement of non-governmental organizations and resident groups to the fullest extent possible in order to reduce reliance on public funding but also to build in an on-going group maintenance and safety investment in the project and project area.

#28 Neighborhood Greenways: Add to this suggestion for alternative right-of-way improvements the concept of pervious concrete use to provide an additional watershed supportive storm-water tool for both streets and pedestrian ways.

#29 Neighborhood Greenways: Add to this suggestion the development of mini-plazas as intimate neighborhood gathering sites using unneeded public right-of-way. Add Neighborhood Associations as key participants in these efforts.

#30 Neighborhood Greenways: Add to this suggestion a comprehensive list of options and needs for various pedestrian users – disabled, visually impaired, semi-ambulatory seniors, parents with children, safe walking paths, etc.

#31 Civic corridors: This item requires a specific and defined agreement with Tri-Met as the sole transit provider to the City. Without a firmly defined agreement about how the new designs and amenities will be accomplished and managed this action item will not be completed.

#32 Civic corridors: This item requires a specific and defined agreement with Tri-Met as the sole transit provider to the City.

#33 Civic corridors: This item promises a \$16 million investment in sidewalk infill on East and Southwest Portland arterials. It should specifically identify where the funds will come from.

#34 Civic corridors: This item directs the start of concept planning for two corridors identified in the Streetcar System Concept. It should specifically state how the corridors will be chosen and what funding will be used for both planning and then implementing those plans.

FINAL COMMENTS:

Older Residents

This plan is incomplete since it does not mention in any meaningful way how older residents of Portland will receive benefit from most of its actions. Demographic trends are that more and more people are living well into their 80s and 90s. What does this plan envision for them in terms of mobility, safety, accessible housing, income affordability, quality of life, etc.

More Innovative Housing

With the continuing escalation of land as a determinant of housing costs, it is time to look at design innovations in building. In senior housing, for example, internal courtyards and shared cooking and laundry areas could be part of separate, single family projects which offer a sense of group, enhance safety, build community, and simply reduce the amount of land needed and thus the cost of the individual dwellings. Each of the situations could also reflect and build upon the topography, site placement, air and sunlight access, etc. by reflecting the specific site conditions.

Integration of Jobs and Income and Education

The plan segments these areas as separate and needs to bring them together since they are so connected in real lives. More jobs is not a measure of economic health unless those jobs allow the worker to have an adequate standard of living and personal life. Tying housing affordability to wages paid by the employers associated with that housing is essential, in Urban Renewal Districts and other publicly supported efforts such as tax abatement, regulatory relaxation, non-profit contract work, etc.

In addition, education should provide distinct ties to types of jobs and employment sought for the City. While that is not the only importance of education, it is key to a workforce in the city that can continue to meet the costs of living in Portland. Added consideration of new transportation cost factors as well as maintenance requirements for traditional methods of travel is needed. Areas in which jobs, housing, and education are close to each other should be sought as the 5 Portland concept is defined.

Public Funding Restrictions

Nothing in this plan seems to recognize that public funding is currently not available for many of these actions and without that funding none of the strategies will be relevant to the goals of the plan. It seems irresponsible to have a plan for the next 35 years which does not address the issue in some way. Without that disclosure, this plan simply invites selection of a single project periodically without any real opportunity for its use as a prototype for future change. In addition, the impact of eliminating the infrastructure investment backlog is also a factor that must be mentioned along with project costs and project maintenance costs being considered equally when priority decisions are made.

Accountability

The plan does not discuss how the 5 year strategy will be continued by future elected leaders who, in 2013, will become the majority of the City Council. Since each Council member also directs individual bureaus, how will the overall plan even be integrated into bureau work plans which individually are likely to have other priorities?

CONCLUSION

I think my real concern about this plan is how do we get change to happen in a positive political atmosphere. We know change cannot be forced, we also know there is resistance to change generally as well as a political climate that distrusts government motives for change. I also believe residents know that change is needed but don't know how to impact it to make it positive. That makes the role of City government difficult but also provides an opportunity to display a breadth of knowledge that isn't possible elsewhere. It makes it essential that this plan recognize real and immediate problems such as funding and priority setting as part of the plan.

It is most important that this question be addressed if most citizens of Portland can be expected to consider this multi-year planning effort anything more than another plan to sit on a shelf, of no benefit to them as residents of or tax payers in the City of Portland.

From: Anne Kroma [mailto:anne.kroma@yahoo.com]
Sent: Wednesday, December 28, 2011 2:52 PM
To: Planning and Sustainability Commission
Subject: Portland Plan Comments

Dear Planning and Sustainability Commission,

As a native, I accept that the Portland I remember from childhood is as gone as the home that was demolished for the 205 freeway. I appreciate that Portland involves citizens in almost every aspect of planning, but have a lot of frustration when seeing that input ignored or lost in the shuffle of policy implementation.

I am commenting on the Healthy, Connected Cities portion and found my neighborhood information eye opening. I have lived downtown for more than a decade, appreciate the walkability, but lament the lack of affordable housing. I see too many people on the streets and know there is not enough treatment for everyone that wants it.

My issue is not the metrics used for the Plan, such as the percentage of open space or number of high schools and community centers, but the lack of follow through on any of our grand plans. I've read my own neighborhood plan and know that it was not followed when Fox Tower and other tall buildings were granted their height allowances. But that plan was also not formally adopted by Council, so it has little to no weight.

I love hearing tourists say how comfortable and safe they feel downtown. I explain that because so many people want to live downtown, due to things like good mass transit and farmers markets, it does feel like a neighborhood. Unfortunately, complaints regarding noise, trash and other problems aren't important enough to be dealt with by BDS or the police. I explain to my building neighbors that we have wonderful city code that protects us from leaf blowers in the parking garage at 3 am on Sunday morning. But I also explain that the last 6 times I submitted a complaint about it, the garage tenant (renting from the City of Portland) called me a liar until I could get enough other complainants to have a second letter sent by BDS. It's stopped for the moment but I'll probably have to open at least one noise case every year during leaf season until I move away.

I'm getting to the point of wanting to move out of downtown and out of Portland. Everyone knows that you can get away with anything because nothing will happen. The City has great laws but usually chooses not to enforce them. We have a complaint driven system that just doesn't work. I want laws, not goals.

For years I've been going to TriMet open houses and asking why there is no fare enforcement and why they don't encourage people to do the right thing. I can no longer get a 30 cent upgrade, so I'm encouraged to go that one stop into the next zone without paying extra and take my chances. They've been telling me for years they only care about the payroll taxes as a source of funding. Shame on TriMet for no longer offering frequent service on buses and for doing away with fareless downtown. I thought it was amazing that I learned about charging streetcar fare downtown a week into an air

stagnation advisory - the whole reason we were given the bus mall (and fareless square) to begin with.

Hopefully the Portland Plan gives you the mandate to enforce the laws on the books, to set aside money for a rainy day and to really look at the priorities of the services you offer.

Thank you,
Anne Kroma
SW Park Avenue 97205

From: Don M. [mailto:mcat@teleport.com]
Sent: Wednesday, December 28, 2011 2:55 PM
To: Planning and Sustainability Commission
Cc: TPDx Discussion
Subject: Portland Plan Testimony - Rebuilding America

Portland Plan Testimony - from Rebuilding America (AIA conference in 1971)

The paper below was written forty years ago and it reads as if it were today. I just include it as background. The Portland Plan is an opportunity to improve on the status quo. While it does that it is not addressing the big issues that would make Portland the city people want. Just read the Vision PDX reports. I gave this personally to Mayor Sam Adams personally two years ago so please don't say that this wasn't available to you earlier.

Following this is a news article from

THE PAST: URBAN LAND SOURCE AND COMMODITY

JOHN REPS, Professor of City and Regional Planning, Cornell University

Our present system for shaping the development patterns of urban regions does not work. It is not the case of an *occasional* lack of success. Instead, we have a record of complete failure. Not one metropolitan area in America-despite all the plans and planning agencies -has developed according to official, comprehensive, long-range proposals.

In brilliant and marked contrast to this very clouded record shine the achievements of such European cities as Oslo, Stockholm, Hamburg, Rotterdam, and The Hague. It is difficult to distinguish between the modern map of Amsterdam and the great master plan .for that city prepared in 1934. All of these cities, and scores of others, mainly in northern Europe, are currently guiding their expansion according to carefully formulated plans, looking forward a number of years into the future. Built into the system are procedures for revision at appropriate intervals, or in response to changed conditions or changed opportunity.

The difference between there and here is not, I submit, in technical planning ability, but in the location of decision making power over the place, the tempo, the sequence, the pattern of urban development. Here that power rests mainly in private hands. It is motivated primarily by profit and personal gain, and it is modified only slightly by public controls.

There, the power rests in public bodies charged with promoting the general welfare and under conditions that make private economic goals secondary to social benefit. These European cities owe their success almost entirely to a policy of acquiring, well in advance of need, virtually all land that is to be developed in the future. They then sell or lease land to private, public, or institutional builders, subject to detailed land-use regulations incorporated into the deed or as part of the leasehold agreement. The uses permitted, the conditions established, and the timing of development' follow and implement the community's long-range development plan.

Those of us who advocate this system for American cities were gratified to have it strongly endorsed in 1968 by the Douglas Commission, by the President's Council on Recreation and Natural Beauty, and by the Advisory Commission on Intergovernmental Relations.

We waited expectantly, but in vain, for the present Administration to follow these carefully studied recommendations -proposals based on impressive findings that the present system of urban growth and controls had failed.

The Ashley-Sparkman Bill, enacted late last December in modified form as Title VII of the Housing and Urban Development Act of 1970, is a major achievement. It concentrates, however, on what I believe to be only a special aspect of a much broader urban land policy. Title VII provides a variety of financial aids and incentives to state and other public land development agencies, or to private corporations, for planning land acquisition and construction of utilities and other essential services for completely new communities.

The National Committee on Urban Growth in 1969 called for creating 110 new cities, with a total population of 20 million, by the year 2000. I am an advocate of new towns, but it seems wildly optimistic to project accommodating from a fourth to a third of the expected population increase-60 to 80 million in entirely new cities and towns. I think we might as well face the fact that at least four-fifths of all newly urbanized land in the next three decades will lie at the fringe of existing communities. It is in these areas of urban expansion that we should apply the techniques of development control based on public ownership of urban land, now employed so successfully in Europe, used in a few Canadian cities in the northwestern provinces, and being experimented with under the American flag only in Puerto Rico.

Federal, state, and local legislation should be drawn with this as the principal concern, rather than focusing narrowly on new communities. These laws should make it possible for public bodies to initiate a variety of forms of urban growth at all scales, from the very smallest to completely new cities.

Above all, this legislation should allow public metropolitan development corporations to purchase or condemn fringe and outlying land 20 years or more in advance of need, lease it back to its present or other occupants temporarily, and hold it in public ownership until it is required for urban purposes.

This proposal to substitute public for private initiative in land development at the urban fringe might appear to be radical and un-American. Radical it may seem in the modern context, but public initiative in planning new towns and managing urban land domains was once a firm part of the American tradition.

A decision was once made to undertake a major project of city development, one carefully planned in advance. The site was large, more than 5,000 acres, all privately held by owners who hoped to enrich themselves out of the project. As a result of the vision of two men, themselves large landowners - one

widely experienced in land speculation, both ardent supporters of political democracy and free enterprise-the entire site was acquired by the government. The responsible public agency designated the lines of streets, reserved generous sites for public buildings, and set aside large areas of open space. Lots were then sold to private developers, subject to controls limiting the height of buildings and the materials to be used.

This project is one of the great city planning achievements of the world. Thousands of visitors each year marvel at its unique character, unaware that what made its physical plan possible was public ownership of its site. Of course you recognize the city-Washington, D. C. The two men responsible for its planning and development as a planned city on public land were George Washington and Thomas Jefferson. Among the active supporters of the legislation authorizing the project was James Madison.

Un-American land socialism? Three Presidents testify to the contrary.

While one might like to credit the Founding Fathers with invention of this enlightened urban land policy, they were merely continuing a practice with deep roots in the Colonial period. Eighteenth-century statute books contained dozens of laws directing county authorities to establish new towns, providing for public acquisition of the land-by purchase if possible, but by eminent domain if necessary-specifying the public sites to be reserved and authorizing sales of lots to purchasers with stipulations governing size of buildings and other features.

Baltimore had its origins in 1729 in this manner.

Both Virginia and Maryland created new towns in wholesale quantity. Centuries before the British New Towns Act of 1746, there was British new-town legislation in these two colonies. Virginia's act designated 20 sites. Maryland followed Virginia's lead with a half-dozen new-town acts on the same pattern, designating in all some 60 locations. Virtually all of the towns on Maryland's eastern shore, and some on the western, were founded as a result of this.

Two superbly planned towns date from this period at the end of the 17th century. Both were capital cities. They were planned by the same person. Each was the result of public initiative through the technique of governmental acquisition of land. Francis Nicholson, Governor of Maryland in 1694, moved the colonial capital from St. Mary's to a site on the Severn River which he named Annapolis. And there he used principles of European Baroque city planning, with radial streets entering two great circles, the larger reserved for the statehouse, the smaller for the church. There was also a market square, a public landing, and a great residential square modeled after and named for Bloomsbury Square in London.

Then Nicholson duplicated this achievement when he became governor of Virginia and, in 1699, moved the capital from Jamestown to a site midway between the James and York Rivers, then named Middle Plantation, later renamed Williamsburg. Only public ownership of the site provided the degree of control necessary to create Williamsburg's elegant composition of urban order and beauty.

This wise urban land policy was followed in many states after the Revolution in the development of new capital cities. Two things stand out as significant: First, the plans of these cities were superior to those with more conventional origin. Public ownership made possible a more imaginative plan, more generous provision of open spaces, wider streets, more numerous sites for public buildings and uses than those originating in private ventures in urban land speculation.

Second, these cities represented conscious efforts to create an urban environment of outstanding quality, to symbolize the very best that could be achieved in community building. Those who associate governmental enterprise with mediocre results should be aware that it was not always so in the past, and need not be so in the future.

Raleigh, N.C., dates from 1791, when a commission was appointed by the legislature and empowered to select and acquire a site for a capital city and prepare its plan.

Tallahassee, Fla., was planned in 1824 under similar circumstances.

The power of eminent domain had to be used when the capital commission of the Republic of Texas set about creating its national capital - the city of Austin - in 1839.

Many other state capitals had identical origins. Not only capitals, but other cities as well, were planned on land acquired by public agencies for that purpose. Allegheny, Pa., now a part of Pittsburgh, was established by the state at the end of the 18th century. Chicago began through a similar experiment in public initiative.

Now, let's compare two examples of American cities and their quite-contrasting experiences in managing the disposal of great public land domains according to plan.

Most New Yorkers do not know that the municipality once owned most of Manhattan Island. The 1686 charter not only extended political jurisdiction over the entire island to the infant municipality, but conferred title to all land not previously granted. Then, under the Act of Confiscation following the Revolution, Loyalist lands were declared forfeit and came into public ownership, and were thus added to the city's already extensive holdings.

A 1796 proposal would have put half of the public land up for sale, and retained the other half, to be leased out. That policy, if followed, would have made New York the wealthiest city in the world. Coupled with wise decisions on physical growth patterns, it could have made New York the best planned city in the world.

Instead, long-range goals were sacrificed to immediate gain: All land was put up for sale without any restrictions what ever. Further, the physical plan adopted by a commission that reported in 1811 established a system of a dozen north south streets and 155 cross streets. This provided an almost endless grid, virtually devoid of open spaces, totally ignoring topography, lacking even the most elementary planning features that would have given the city focal points for variety in design or opportunities for civic beauty.

The commission's surveyor, in public defense of the plan, could find little more to say about it than that it was admirably suited for the buying, selling, and improving of real estate. He was correct, and New Yorkers have been paying the price ever since.

By contrast, let's look at the American example that best supports the argument for a workable future land policy in this nation.

Savannah, Ga., whose history unfortunately is little-known and ill-appreciated by students of American urban development, was planned by James Oglethorpe in 1733. The town consisted of four wards, each centering on an open square. Each ward contained 40 house lots and, fronting on the square, four sites for public or semipublic uses. Beyond the town proper were garden lots. Each settler received a 60-by-90-ft. town lot, a 5-acre garden plot, and a 45-acre farm.

By the end of the Revolution or perhaps earlier, the city government had been entrusted with ownership of the common surrounding Savannah on three sides. It was municipal ownership of this area, together with an enlightened policy adopted by the city government that made possible a unique achievement in American urban growth.

George Santayana's famous observation that those who are ignorant of history are condemned to relive it was directed at those great human errors of previous generations. We can rephrase this idea for our own use. Those who are ignorant of our past achievements are condemned unnecessarily to seek solutions to problems that we have already faced and solved.

PETER KOHLER, WCBS-TV, New York, NY.: What are the main impediments, governmental or otherwise, to bringing about the kind of land policy you advocate?

MR. REPS: About every impediment one could list. There is certainly a financial one, but as European experience demonstrates pretty conclusively, once started this thing is not only self-financing, but could be operated at a profit. The Dutch began their program in 1902; the Swedes in 1904. I'm sure that in The Netherlands money was as much of a problem in 1902 as it is for us at the present. I don't think a municipality or a metropolitan land corporation or the state land development agency can lose money on this proposition.

There is obviously a lot of political resistance. There is a kind of doctrinaire opposition that it is un-American that's why I waved Jefferson and Washington and Madison at everyone.

Still, the political opposition is substantial. It does not, in my opinion, come from developers who have explored this issue. There's a lot in it for the small developer who is being squeezed out of the market these days. If he can buy land that is fully serviced, he can get his building permits the day he buys it. There's no long waiting, no performance bonds, no subdivision-control approval to go through.

MR. KOHLER: Could you give any idea of what it would cost to achieve this nationally, or in a metropolitan area?

MR. REPS: I don't know; there's a question about the scale of the operation. Do you acquire, as the Dutch and Swedes do, virtually all the land there is to be developed? Or do you try to get certain strategic areas, which may lock in others and give you more leverage than you might have based on sheer percentage of ownership?

The land is going to be developed anyway, by someone who invests money. Therefore, a public agency with public credit rates, the ability to wait longer, and the ability to operate at a nonprofit or break-even point, has a great advantage over private developers who are buying very expensive land and developing presumably at a profit.

WILLIAM L. SLAYTON, Executive VicePresident, The American Institute of Architects: This could be financed with private capital formation; it doesn't have to be done by government bond. It can be a federal guarantee for the acquisition of capital, which could be raised in the private market.

MR. REPS: There is one possible legal problem, and that is the constitutional issue about the ability of a community to buy land, not for a traditional public purpose, but simply to hold without a specific use being designated in advance. The Puerto Rican land administration embarked on such a program about five or six years ago. They spent something like \$50 million on somewhere in the neighborhood of 18,000 acres of land in Puerto Rican metropolitan areas. They were hailed into court; lost in the lower court; won in the Puerto Rico Supreme Court. The landowner appealed to the U.S. Supreme Court, and they declined to hear the case

for want of a federal question, which suggests to me that perhaps there is no fundamental legal objection.

ARCHIBALD ROGERS, Chairman of the Board, RTKL Inc.: Isn't one of the most serious political impediments to public land banks the fact that the municipality is surrounded by other political subdivisions?

MR. REPS: Yes - the fractured system that makes our present land-use controls unworkable. My proposal would put these powers into the hands of an agency with metropolitan wide jurisdiction. I'd prefer to see a metro government of some kind, but I'm a realist. I don't think we're going to see many of them for some time; so I would say a single-purpose metropolitan land development agency, or perhaps a state agency that has decentralized itself into individual metropolitan districts. The New York State Urban Development Corp. might have almost enough legal power now to do that kind of thing.

JAMES WELSH, The Evening Star, Washington, D.C.: Do you see the New York State Urban Development Corporation moving in the direction that you want it to go? And if you don't, What's wrong with that corporation?

MR. REPS: I'm trying to push Bob McCabe and [UDC President Edward J.] Logue in this direction. I've been writing letters to that effect. If they don't do it, they're wrong.

MR. WELSH: Are any states at all marching in the right direction, as you see them?

MR. REPS: They may be marching in the right direction, but they've got a long way to go down the road yet. Puerto Rico

comes close. They're buying land without designating specific public uses. They're going to hold onto it, and later on there will be a plan prepared, and the land, if it is appropriate, will then be released.

We have some federal legislation the Ashley-Sparkman Bill - that begins to make considerable movement in this direction. It does not go as far as I would suggest, but it's a very good first step.

There are one or two sort-of-freak examples. In the March issue of *City* magazine there is an article about Silver Spring, Md., buying a 150-acre farm with no specific public use in mind. They are going to hang onto it for awhile and see what they want to do with it. It's an idea, I think, whose time has come.

The truly remarkable thing is the unanimity with which such urban task forces as the Douglas Commission, ACIR, and others in 1968 and 1969 came down very firmly on the side of this policy. They said, in effect: Let's stop tinkering around with zoning and land subdivision regulations; that really is not doing the job.

I don't know if everyone who signed the ACIR report, *Urban and Rural America*, read it; but it contains some very strong recommendations and includes some people I've always thought of as quite conservative. They signed that report, and what they recommended is very far-reaching. Now we ought to begin to implement it.

JUANITA GREENE, The Miami Herald, Miami, Fla.: My concern is with the National Association of Real Estate Boards.

MR. REPS: They're a lot better than they were 15 or 20 years ago when I began to do some planning. I think they can be sold on the wisdom of this policy, because there's a great deal in it for them.

One of the virtues of the system that I propose is that it would counteract the present situation in which - often in times of pressing need for land to be developed - there is no land available. Land is held off the market for a variety of reasons: It's tied up in an estate; there is some problem about taxation; it may be better federal tax strategy not to sell this year but wait until next year; an owner is simply unresponsive to market demand or for quite arbitrary reasons says, I won't sell.

This system that I propose would provide a steady flow of building sites to the housing market. I think it would provide land at lower prices. It would provide land in better places, for contiguous development rather than this leapfrog, expensive kind of sprawl. The steady flow to builders would be a very important thing to them financially.

As it is now, someone borrows a lot of money and buys a site or gets an option on the site. Then he has that usual year and-a-half to two-year round of getting rezoning, subdivision approval. He's got to hire a designer. He has to arrange with contractors to put in site services and all the rest. This thing would bypass that. When the developer becomes, let's say, the successful bidder or successful purchaser on a lot or a block or a whole neighborhood in one of these growth areas, he could get his building permits tomorrow and start to build. That's money in the bank for him.

THE PRESENT: WHO REALLY DECIDES HOW URBAN LAND IS USED TODAY?

JAMES D'ORMA BRAMAN, former Mayor of Seattle, recently retired as Assistant Secretary for Environment and Systems, Department of Transportation

>From the beginning of the development of our country, communities came into being in almost all cases because of some favorable factor of transportation. There may have been a railhead or a station, a good landing on a waterway, an overland trail station, or a good coastal anchorage. From these small starts grew many of our present great cities.

As population expanded, the early roadways, constructed first to serve settlers, were gradually improved, and in many instances became arterial roads and streets. Thus the cycle reversed itself and, in more modern times, urban transportation has *followed* growth rather than *leading* it. This growth has been largely unplanned, and it has resulted in our present strip development and urban sprawl.

As the size of urban communities continued to expand, a new element of land development and speculation came into the picture. A factor which encouraged this was the low tax status of farm and undeveloped land outside, but within the growth orbit of, an expanding community. This

encourages the acquisition of much of this land by speculators or developers, who are able to hold it as an investment for future action. During the last two decades, however, exploding population growth, along with skyrocketing tax assessment, have forced the development of this land.

Although many entrepreneurs have conscientiously tried to develop their land in a manner consistent with present concerns for environmental and social values, the total result has been a hodgepodge of unrelated and often incompatible single-family and apartment communities. This explosive growth has created vast problems of congestion, lack of adequate mobility, and serious collateral consequences such as air and noise pollution. The only available means to provide some degree of mobility to all of these people has been an increased reliance on roads and highways.

The state and federal gasoline-tax programs have provided the funds for the use of this mode. The basic system, consisting of 42,500 miles of high-standard roads, is well along to completion. This Interstate program, which performed so well in its original concept, falls down badly, however, when the same approach is attempted within the crowded precincts of our cities.

The inordinate use of valuable land, the disruption of social and family patterns, the major responsibility for the serious air pollution plaguing our cities - all cry out for a better solution. Any new effort to construct major streets and highways to meet the demand of the morning and evening peak-traffic periods will be deadly destructive to life in our cities. Balanced traffic systems must be developed and constructed to provide a proper mix of all available modes designed to fit the peculiar needs of each community.

Efforts to control land use by the traditional method of comprehensive plans and zoning laws have not been adequate. The failures of the past have arisen from too narrow a concept: lack of imagination and vision, and almost total reliance on zoning laws to carry out the plans.

Zoning laws are too transitory in nature to warrant full reliance. The pressures of economics, of owners and developers of land, coupled with the always present need for an expanding tax base, often influence legislative bodies to agree to changes in the zoning maps. Each single change is probably not too serious in itself, but taken in the aggregate over a period of time, such changes often either destroy the objectives of the comprehensive plan or seriously damage it.

I believe the only really effective tool we have to guarantee a successful land-use plan is a preplanned transportation system designed to direct growth into a planned pattern. To me, the first step toward this goal is for planners and public officials to look beyond the admittedly demanding need for immediate solutions and determine how they want their regions to develop in the future. What kind of community do they want to provide for the generations to follow? How do they propose to house and serve the millions who will join us in the next three or four decades?

I am convinced the first priority must be given to doing a better job of restoring health and viability to both the central business district and the existing residential areas surrounding it. An unprejudiced look around us in almost any city will disclose that much progress has been made in this direction, perhaps more than most of us would believe. I believe that the most important key element still missing is an imaginative, socially acceptable public transportation system, capable of responding to human needs.

The next level of priority should go to the development of satellite new towns situated outside, but well within the orbit of central cities. If such new towns can be brought into being as planned, they should provide exciting options to the confusing and irritating urban sprawl now existing. Such communities are already in existence in several countries, prime examples being those surrounding Stockholm.

The key there, and I am sure the key

necessary here, is the expansion of fast, comfortable rail transit to the center of a planned area *before* the area has been developed. Imagine, if you will, a community centered around a rapid-transit station with commercial and service facilities and surrounded by tasteful multifamily residential structures. Outside this core would be a fan of single-family residences served to the central station by a computer-programmed small bus *system*, providing almost doorstep pickup. This is technically possible right now. Such an approach requires vision and

great courage on the part of public officials, citizens, citizen-leaders, and ultimately the people themselves.

JACK PATTERSON, *Business Week*: I'd like to open an issue concerning the question of who plans for whom. People in New York, for example, dealing with the Port Authority, are somewhat less than enthusiastic about the idea of creating large public planning bodies that inflict trade centers on unwilling cities. And we have groups in this country who are trying to get into the decision-making process - blacks, the poor, and others.

My question is this: How do you organize a body that is sufficiently powerful to carry out public charter and not be stymied by every objection that arises, and at the same time is accountable and responsible to diverse elements or segments of the population or system?

MR. BRAMAN: The only tool that I see at the moment is the development of more federations of existing municipalities. In my opinion, no matter how much we provide the resources at the federal level, and no matter how much our academic community or the community of such organizations as the AIA and the American Institute of Planners and others may be able to develop the techniques, we cannot expect this kind of regional planning to be done at national levels. It must be done at the local level, through an organization in which the people will feel that they have some voice, through the officials they elect. I think the vehicle is there, the means are there, the mechanism is there. It needs to be refined, and it needs to have a great deal more strength built into it, either by vote of the people or by legislative action.

FRED POWIEDGE, author, *Brooklyn, N.Y.*: What city is farthest along the way of achieving the sort of transportation network you're talking about?

MR. BRAMAN: That's an embarrassing question to answer. Aside from the education of the population, I'm quite sure Seattle is. We have a plan. It's a complete, integrated plan. It includes all modes of transportation. It's fully developed as far as the details of the construction drawings are concerned. It's well backed-up by believable cost estimates and believable operating revenue, and the only thing we need is an affirmative vote of the people to authorize the local funding.

MR. POWIEDGE: But they voted it down, you say. Why?

MR. BRAMAN: The principal reason was economic conditions. I think you've all heard of our problems with the Boeing layoffs and so forth. And the timing of a plan that had been two years in development. It takes a long time to build civic momentum to bring something like this to a vote.

Nothing we could do convinced them that this was the proper time to launch this massive public-works program.

PETER KOHLER, WCBS-TV, New York, N.Y.: Is it your assumption that rapid transit and a more livable urban environment are compatible? I raise that question on the basis that - and this may be a questionable assumption-where rapid transit has been introduced in a metropolitan area, it has inevitably led to denser development, to bigger and bigger cities. If we accept that hypothesis, is there an optimum-size city, and can rapid transit in effect make the city or the urban area too big?

MR. BRAMAN: I think that danger always exists. And I think you have to weigh the equities. As I asked, Are we willing to abandon existing cities and rely entirely on the possibility of developing totally free-standing new towns? If we're not, assuming that we're going to have new towns as a way of absorbing *some* of this enormous growth in population, then we still have to be contemplating what we do about the existing towns.

And I think one of the things that we need to do to make our existing residential communities more viable is to give people a way to move freely in and out without the problem of being tied up on an endless parking lot.

OWEN MORITZ, New York Daily News: How much of a constituency is there for mass transit? The cities in the South and California, for example, do not really want mass transit. Don't *they* want more highways because people want to drive their cars and they simply do not want any other kind of system?

MR. BRAMAN: No. That's a premise I think is being exploded almost daily. We could not have gotten our public transportation act through Congress if there was not a nationwide mood toward a better solution for the movement of people, particularly during the morning and evening peak periods.

MR. MORITZ: In the sprawling cities where there is not the density you have in New York, isn't the feeling that the economics of mass transit would not work, and what they need is some kind of speedier highway system, maybe at most a bus system? In other words, they want more on wheels?

MR. BRAMAN: No, I found that the strongest supporters we had were people, including mayors, from Denver, Houston, Dallas - these plain cities. It's true that many of these cities are not at the moment ready for it, are not contemplating rail transit. But they are contemplating private right of way rather than more lanes for private cars so that express buses could serve the same purpose in the less densely populated environs of these cities as rail would serve in the more compact environs of the other cities.

MR. MORITZ: Assuming you do get mass transit in every city, don't you run the risk of simply polarizing the city. Those who can afford to buy houses are now moving out of the city because

they have the transportation to get in, and those left behind in the city are those who cannot go out to the suburbs.

MR. BRAMAN: No, this is where one of the most prevalent misconceptions comes in. When we talk about public transportation, we're not talking about mass transit *per se*. We're talking about public transportation for all classes of people, consisting of all modes of public transportation.

MR. MORITZ: You're not stopping at the city limits, are you?

MR. BRAMAN: Oh, of course not.

MR. MORITZ: Then you're opening up

the suburbs to more people.

MR. BRAMAN: Of course, and we advocate satellite cities as an option, and here's where we come to land use. The thing that John Reps was talking about is practical around most of our central cities if you go a little farther out where you can consolidate the land under public ownership and develop it the way you want to develop it. But you've got to have a way to get those people from that point to wherever they want to go, whatever direction they want to move.

MR. MORITZ: Wouldn't those with low

incomes be left behind in the city?

MR. BRAMAN: There is no reason they should be. It hasn't worked that way where this kind of system exists.

MR. ABEL: This is an audience of journalists, and I wonder to what degree you could tell us about the role of the press and the other media in Seattle. For example, to what degree have they contributed to the defeat of the proposition on the ballot?

Further, you spoke with some force of the ring of blight that surrounds the business centers of most American cities, and then you went on to talk about transportation to the satellite areas, the fringe areas. Surely the worst blighted areas in our biggest cities have rapid transit, and as a matter of fact, don't need it all that desperately. That has been no solution. The blight is there. How does building a better transit system deal with the problems of the blighted areas .in the inner city?

MR. BRAMAN: Taking your first question, as far as the media were concerned, we could not have asked for better support. All of the newspapers, all of the radio and TV stations were doing everything they could to promote the program. It just shows that when you're up against 14 people who are hurting economically,

there is nothing you can do. Given another time and another set of circumstances and that kind of support, we'd have sailed through with 70 percent. I'm confident of it.

As for blight, I don't think I can take a specific question of that nature and detail the answer clearly. But what we're talking about is not the antiquated transit systems of the late 1800s. Manhattan couldn't exist without the subway, bad as it is. But you go into some of the more modern systems such as the ones in Toronto and Montreal and even rejuvenated older systems in London and Paris, and you find that people of all economic classes are using them. Once you get the mix of people using a mix of modes and a mix of opportunities, then I think you break down some of this polarization.

IAN MENZIES, Boston Globe: Did Seattle put any planning into their transportation system related to a limitation of population within a certain area? Was the Seattle plan designed for increasing density, numbers?

MR. BRAMAN: No.

MR. MENZIES: Could you be swamped, even with your mass transportation plan?

MR. BRAMAN: I guess you could.

MR. MENZIES: You said, Okay, this is a normal population for the City of Seattle, a livable population. We will try to superimpose upon this a transportation system to take care of it comfortably, which is a service. Is that correct?

MR. BRAMAN: Yes. I think this was the concept and the desire. Whether or not it could be carried out without some stronger mandatory controls, I don't know. But I am still going to say that given the right options for transportation, these things will more or less adjust themselves.

JAMES WELSH, The Evening Star, Washington, D.C.: I prefer to talk about the powers of government rather than transportation *per se*. Is it true that the federation of governors does very well on something like transportation, but when it comes to questions of the use of land in a metropolitan area, the whole thing falls apart?

MR. BRAMAN: I think I agree with you. I'm not advocating a total areawide government unless we can somehow get over the barrier and expand our local government jurisdictions to include cities and counties in what should be one metropolitan area. We're not there yet.

RON NESSEN, NBC News, Washington, D.C.: Why are you convinced that your mass transit system was rejected because Seattle was having a hard time economically? What leads you to believe it's not the fact that a lot of people just can't imagine themselves riding the bus or the train and always tend to drive their car downtown?

MR. BRAMAN: A number of things, and I guess you have to use the devices that have always been used to try to make some judgments. One was polls, the kind of poll that was taken just before the election, which asked four basic questions. The most basic was: Do you want this kind of a system?

Almost 75 percent said yes. This was a comprehensive poll. It covered people in all areas of the city, all economic levels outside the city. The next question was: Would you still vote for it if it required a vote for a certain type of financing program? The level dropped down about ten points as you went down the scale. When you got into the area of property taxes, the support plummeted. So to me the vote was based entirely on the cost of financing, not on the principle.

The best indication we got was that this was going to sail through with 70 percent. There was nothing but enthusiasm from the press. Everybody was for it-until everybody got tight pockets. They were just scared silly, and they wouldn't vote for anything that cost them a nickel.

ROBERT F. HASTINGS, FAIA, President of AIA: You talked about giving people options as you took your poll. What bothers me is that we often don't give them options that haven't been tried before. Have you tried the concept of automated highways on people? I have a strong feeling that the average American, if asked whether he would prefer an individual form of transportation, would say yes, provided it isn't the present individual transportation system where we've all got 20-foot automobiles congesting our highways. Have you explored the possibility of getting into a little bug and going over to the main highway and putting it on an automated system and reading the paper as you go into town?

MR. BRAMAN: Automated highways, no. Practically speaking, we did not contemplate automated highways because -I'll be perfectly frank-no one out there had any confidence that this was ready yet.

At one time, five or six years ago, I asked friends of mine in the Boeing Company who have great expertise when it comes to developing systems: What do you see in this so-called great breakthrough in public transportation that's just around some kind of a long corner? Would we be justified in going ahead with the most sophisticated type of system based on proven techniques, or should we wait for this breakthrough?

They spent about six months on a confidential and private report. They analyzed every system that had been talked about, including automated highways. Their conclusion was that while some of these may have future potentialities, none are close enough to be practical. If you need a system, you had better move on what you have-the highest state of the art.

DICK KLEEMAN, Minneapolis Tribune: I just wondered whether you agreed with the proposition that I always thought was fairly commonly accepted-that everybody is willing to vote for a mass rapid transit system for someone else, as long as he can keep on driving his car.

MR. BRAMAN: To some degree this is a human reaction, true. But, historically, where these systems have come into being, we have found that people do leave their cars at home. In Seattle,

as a stopgap, we have established what is called Blue Streak. It's not unique; there are others around, but this one I happen to know about.

A large parking lot was developed ten miles north of the center of the city in a very heavy traffic-generating area. People park their cars there, and transfer to a Blue Streak bus. At the earliest possible point it gets on the freeway, travels in a semi-restricted lane, and exits on a completely restricted exit ramp. It takes 19 minutes from the farthest outreach of this system to the center of downtown. It has been a spectacular and phenomenal success.

I'm just as convinced as I could possibly be that public transit is the answer and that it will work, and we can guide the destiny of our cities by this means.

MONROE KARMIN, *Wall Street Journal*: Professor Reps was proposing a land bank with public ownership of sites for future development. Early in your remarks I thought you were sort of endorsing the idea, and later on you used terms like "socialization." How acceptable would that idea be in Seattle and its environs?

MR. BRAMAN: I think I'd have to try to separate my two points of view: I am in accord with his approach. The only place that I mentioned the question, and probably we're not there yet, would be to consolidate land in already congested, expensive, high-value areas. Certainly in the area of the satellite city' am all with him. This is what we ought to be doing.

MR. KARMIN: Would public ownership be acceptable in Seattle, do you think?

MR. BRAMAN: I think it might be. It's one of those kind of things that would take a lot of imaginative selling to change public concepts. In Seattle we would have to change our constitution, by action of the legislature, placed before the people by referendum and voted on. That isn't easy either.

THE FUTURE: A NATIONAL PROGRAM FOR COHERENT URBAN GROWTH & SETTLEMENT

REP. THOMAS L. ASHLEY, (D., Ohio), chairman, Ad Hoc Subcommittee on Urban Growth, House Committee on Banking and Currency.

A national policy for coherent urban growth has become a live possibility not because of any new-found wisdom in Washington, but rather because there really is a growing national awareness of the catastrophic consequences of our past failure to plan and develop a decent living environment, especially in our rapidly growing urban areas.

Faced with the disintegration of city life, the formless sprawl of our suburbs, and the desolation of much of rural America, we are finally ready to acknowledge that where people live and how they live are not the exclusive domain of private enterprise but in fact are matters of legitimate, indeed compelling, public policy.

Even so, it will be no easy task to establish rational patterns of growth in place of entrenched economic and political interests and the social attitudes identified with the present development process. In my view, success will depend upon our ability to define a positive national urban growth policy, our readiness to support the new-town concept, and our willingness to insist that community development take place on a metropolitan wide basis, as distinguished from the emphasis we have given to categorical programs directed to the city.

Title VII of last year's housing act does, for the first time, provide a mechanism for an evolving national growth policy. It requires the President to submit a detailed report to Congress every two years -and we specify the areas to which he must address himself, including, of course, specific policy recommendations and proposals for legislative and executive action.

This part of the Act contains eight guidelines that a national growth policy should meet in terms of the quality of urban development, where growth and development should occur, and whom it should serve. Taken in context with the statement of findings and purposes, it is quite clear that what is intended, indeed mandated, is the assumption of federal responsibility for the first time for the formulation of explicit policies to shape future patterns of growth in a rational way.

Title VII also gives considerable emphasis to new communities as an important component of urban growth policy. For the first time it provides for greatly increased federal assistance to public as well as private developers, a real departure from the past. The Congress has largely limited its assistance to the private development sector. Now, for the first time, we're saying that it is legitimate public policy for public bodies, such as the New York State Urban Development Corporation, to engage in new-communities development.

The act also breaks new ground by authorizing special planning grants to state and other public bodies to guide future growth.

It also provides for the acquisition of land to be held from development in order to protect new or existing communities from undesirable land usage. Granted, this is not a very bold step in the direction of public ownership in advance of use, but it certainly is the first such legislation that we have seen on the books in our history.

To meet the problem of a cash-flow shortage during the early years of a new-community development, loans are authorized to cover interest payments on guaranteed obligations for up to 15 years. There's a whole array of grants, including grants for planning; for meeting the cost of health, safety, education, and other public services for up to the first three years of the life of a new community; grants for equalizing the difference between the tax-exempt and non tax-exempt rates of the obligations which provide the funds for land acquisition and development.

Title VII really contemplates four different types of new communities: 1. Developments within metropolitan areas as an alternative to urban sprawl. That's exactly the way it's stated. There is no pretense about this. 2. Additions to existing smaller towns that have unusual growth potential. 3. New towns in town. 4. New, free-standing communities.

The Act lists eight requirements that must be met to qualify for assistance, with emphasis on economic feasibility, social and economic balance, good land use, architectural design, and other inputs that contribute to a good living environment.

Evidence today indicates a surprising interest and readiness on the part of both public and private new-community developers to make use of Title VII. And the enthusiasm on the part of HUD for a program that it did not fully support five or six months ago is surprising.

I suspect one reason for this is the hang up of the Administration over integration of the suburbs and the belief that dispersion can best be achieved through new communities in which racial balance is built in from the very start. In any event, I foresee new towns as a principal component of an evolving national urban growth policy. I think they will be greatly superior in every respect to alternative suburban development, and I think that they will certainly provide a very badly needed relocation resource, especially in metropolitan areas with a large central city.

For the first time, I believe, new communities offer an answer to the question of where to locate many of the 26 million new and rehabilitated housing units that we pledged to build in the decade ending in 1978. For many millions of Americans, I am convinced that they offer the only viable opportunity for a suitable living environment.

Finally I think that a national program for coherent urban growth requires that the use of block-grant funds should be governed by broadly stated, congressionally established goals to be implemented by specific mechanisms on a metropolitan wide basis. I do not support the view that there should be minimal restraints on the use of block grants for development purposes. This view is predicated on the notion that our growth patterns are a matter of national concern and national policy, and that the center city and the surrounding metropolitan area can no longer be considered distinct from each other.

To achieve the national goals that we have set for ourselves, Congress must insist that local planning, development, and housing strategy-consistent with federal guidelines-be formulated on a broader geographic basis, and that performance be reviewed on an annual basis as a condition to ongoing funding.

BRIAN W. DICKINSON, Providence Journal-Bulletin: Congressman, your espousal of the new-town concept is pretty sweeping. I favor it myself, as most of us do, I guess. But there's a risk, I submit. With a finite financial capacity, you will possibly risk letting the older cities go down the drain completely.

REP. ASHLEY: I don't really think so. I think that what we'll find is that the only possibility of saving our older cities is to construct new communities in metropolitan areas. I think that while our resources are finite, we have pledged ourselves to meet a housing goal of 26 million units. We simply have to have that many. That probably was understated. So, all we're saying is, What kind of environment are we going to locate these 26 million new and rehab units in?

It's really an infrastructure cost as much as anything else. We know that the housing is going to be there. The question is, in what kind of environment? And how much more costly is a decent environment than an unplanned,

raunchy kind of environment that we are confronted with through our present development process?

BRUCE PORTER, Newsweek: I don't understand at all how you're going to get this racial mix in new towns. What is it that is going into the new towns to prevent them from establishing the same mix we have now in housing, a very low proportion of low income, a very high proportion of middle income?

REP. ASHLEY: In the first place, this is a matter of national policy. We have said in the preamble to the legislation itself and the statement of findings that the support to new-community

developers is predicated on a deliberate policy of the development to make provisions for housing families of different incomes. Once you do it for different incomes, the color has pretty much taken care of itself.

What happens is that, instead of a private developer being the beneficiary of the escalated value of land that is purchased by the acre and sold by the foot, your public body or private developer who is operating under the act must capitalize a portion of that appreciated value in a way that makes possible the housing of families of lower income, which otherwise simply wouldn't be possible.

ROBERT McCABE, General Manager, New York State Urban Development Corporation: Congressman, we have seen in the past exciting, creative legislation come out of the Congress. We think in the Urban Development Corporation that Title VII is a very creative piece of legislation and we intend to use it. But what evidence is there, Congressman, that the Administration will fund the program on a sufficient scale to have any impact whatsoever?

REP. ASHLEY: The indicators are not *conclusive*, of course, but they're pretty conclusive, of course, but they're pretty strong. HUD is excited about this program. The interest of not only your corporation and other public bodies, but of a considerable number of large private corporations, has resulted in firm applications to date and projected applications which will probably number close to 100 by the end of the first six months of the program.

MR. DICKINSON: Congressman, when you open up this land for development, don't you run the risk of inviting industry from inner cities and really in a sense eroding their tax base?

REP. ASHLEY: Yes, but let's face it, that's happening anyway. Our demographic studies, which have been confirmed now by the census, indicate that more and more new industry is locating in the suburbs.

MR. DICKINSON: Aren't you hastening the process though?

REP. ASHLEY: How can you hasten a process that is almost 100 percent already?

MR. DICKINSON: The point is, you are hastening a natural process, perhaps doing more damage to the city than otherwise.

REP. ASHLEY: On the contrary. I think that what is happening is that you are going to get rational locational decisions with respect to industry. I think that they will be attracted for a variety of reasons to well-planned, well-conceived new communities. But I still don't think that there is going to be an exacerbated push on the part of industry to get out of the center cities and to relocate in new communities. There are a whole variety of reasons, of course, that tend to support the proposition that much of industry

located in the center cities finds it in their best interests to stay there, and this is particularly true, as we've discovered in the testimony given us with regard to various types of industrial and commercial activity.

ADA LOUISE HUXTABLE, New York Times: Congressman, would you clarify something for me? The original requirement, I believe, was for 26 million new and rehabilitated units. How does this call for rehabilitation tie in with your emphasis on new communities? I feel one of our basic problems is the abandonment of housing that could be rehabilitated in the cities and on the fringes of cities, and I think that this must be terribly prominent in any attempt to bring some kind of urban regeneration to this country. And my question, I suppose, really is: How does your emphasis on new communities tie up with any effort to do this, since the original mandate did include this consideration?

REP. ASHLEY: My emphasis on new communities and the need to rehab existing units are not mutually exclusive at all. What we are going to have to do about those abandoned units, I'm afraid, is to establish some kind of public mechanism that can acquire those units, that will rehabilitate them and the entire neighborhood.

MRS. HUXTABLE: The next bill, I hope.

REP. ASHLEY: Right. This will be coming up in this year's housing bill. We certainly are planning to tackle that, but it has got to be on that kind of broad basis, because just simply to acquire a given apartment building is not the answer. You really have to go after square block after square block so that you can preserve an entire neighborhood once it has been rehabilitated.

THOMAS GRIFFITH, Life: If I understand President Nixon's definition of forced integration of suburbs-and I'm not sure I do-isn't that contrary to the stated aims of Title VII?

REP. ASHLEY: Yes, it is.

MR. GRIFFITH: Then, I'm a little lost in your declaration of support from HUD.

REP. ASHLEY: I think that Nixon has taken a very conventional view of suburbia. I think *he* considers it the old established suburbs just outside of a metropolitan center city. What people have come to realize is that, for definition purposes, the suburbs are the entire metropolitan area in an SMSA, exclusive of the center city. It's perfectly clear that if federal dollars aren't going to be used to force integration in the suburbs and we define suburbs broadly, then the result is going to be continued impoundment-the ghettoization of the poor and the black within the center city.

What happens is we're getting two expressions of policy from the Administration, because the President himself called for a national urban growth policy and also for increased assistance for new communities. I don't think there is any way in the world that we are going to see a concerted effort to bust the existing suburbs. I think that they are end-running around that difficult, thorny situation by seizing upon new communities as a viable alternative.

RON NESSEN, NBC News, Washington, D.C.: I want to ask you a question that has to do with the political realities of trying to set up regional or metropolitan area governments. As a politician

can you suggest any way to overcome the political realities that are stopping this? Can you imagine Baltimore County going into Baltimore city?

REP. ASHLEY: No. Nor Warren, Mich., going in with Detroit. I think that we're reduced to the old tricks, as it were. I don't think there is any real substitute for dollar incentive to behave well. So I would support the broader geographic development process with federal dollars and I would, through a point system or otherwise, apply penalties to the broader geographic areas that do not plan in a coherent and legitimate fashion.

MR. NESSEN: You'd bribe them to do it?

REP. ASHLEY: Yes, I would.

PETER KOHLER, WCBS- TV, New York: NY: The interstate programs have provided part of the impetus to the sprawl of the suburbs. Is the federal transportation fund working in concert with the policies that you support, or is it working against them?

REP. ASHLEY: They are so scattered at the present time. This is one of the problems that Dorm, I think, alluded to. How many committees in the Congress have jurisdiction over mass transit? Public Works does. Banking and Currency does. It's almost impossible to rationalize a growth process with the important components-transportation being certainly one of the most important.

But we aren't organized along functional lines. Here I think the President is entirely right, that it's going to remain very difficult, very elusive, until such time as there is reorganization not only at the Executive level but, God knows, where it's equally badly needed, and that is at the congressional level as well. We simply aren't organized to cope with complex national problems of considerable scope. We have 19 standing legislative committees, and we take a national problem and dissect it and fling off the parts to the various committees, hoping that somehow the legislative product will be returned, permitting some kind of an overall solution. It just doesn't happen.

IAN MENZIES, Boston Globe: Congressman, I wonder if you could perhaps say a little more about new towns in town. It doesn't seem to have come out too much in the press. Are you talking about self-contained new-town communities, or are you talking about more of a citywide renewal?

REP. ASHLEY: We took a dual approach to new towns in town. We said that they would qualify for the guarantees, the loans, and the grants, the same as the other types of new communities that I described. We also modified and liberalized urban renewal to say that an area within a city need not be blighted, which is the present requirement for assistance under urban renewal, but that it only need be economically obsolescent in order to gain approval for renewal. What this means is that the railroad yards, stockyards, these types of areas, do become available for this rather considerable federal assistance in terms of land acquisition and development.

What is envisaged is not so much either demolition or rehabilitation more demolition if anything- but that there be a change in use from industry or commerce, where that's not profitable, to residential, particularly for families of moderate income.

MR. MENZIES: With a test industry, if possible?

REP. ASHLEY: Yes, yes.

WILLIAM L. SLAYTON, Executive Vice President, AIA: Whatever plan is best for that area.

REP. ASHLEY: Yes. That's included in the language of the law itself with emphasis on that.

MR. SLAYTON: This will require in a good many instances the changing of state urban renewal laws to broaden the scope of urban renewal in the state. This really means a federal grant can be given for that kind of urban renewal.

JACK PATTERSON, Business Week: The President, speaking of forced integration of the suburbs, did say also he would enforce the law. I think the policy of the Administration is very confusing. I haven't the faintest idea what it is. Do you?

REP. ASHLEY: In all truth, I can say that what Governor Romney has suggested is that there is going to be an assertion of congressional courage here. This is really very funny, as a matter of fact. The Administration has said that it wants to go to a regional basis, the broadest geographic basis, for planning and for infrastructure development. But it is absolutely silent with respect to housing. As a matter of fact, Romney said that there wouldn't be any change in the thrust of our housing program. So what we're faced with is the anomaly of planning and putting an infrastructure on a metropolitan wide basis, but withholding housing.

Says Romney to us privately: If you think that this is anomalous, then legislate yourself out of the box. Let there be an assumption of political responsibility on the part of the Congress. It would certainly be respected by the President.

MICHAEL SNIFFEN, Associated Press, New York: Congressman, you said there were a hundred applications under Title VII thus far?

REP. ASHLEY: I think there will be that many within the first six months on the basis of the interest to date.

MR. SNIFFEN: Of those thus far, do you know, by any chance, what percentage of the new towns are in town?

REP. ASHLEY: Very small.

ROBERT F. HASTINGS, FAIA, President of AIA: Related to the same question, I understand that city studies have been made in the Detroit area, outside of Detroit. Economically they had to come to the conclusion that the new city outside of the existing city-in other words, on raw land- could be justified by private enterprise quite easily so that there was a reasonable return on investment and so forth. But the new city in town or in the city that would be paired with it could not be justified economically and that therefore the new city out on raw land would have to really support the construction and redevelopment of the new city in the old town.

This seems to be quite unrealistic. I wonder if there was any attempt to address yourselves to plus advantages for those who want to tackle the problem within the city. It just seems unrealistic to even do anything to our cities until it becomes economically sound for private enterprise to spend their money there.

REP. ASHLEY: I don't think as things stand it's ever going to become profitable for private enterprise to attack large scale development in the cities. The land has already appreciated so greatly that there is no money to be had there, and the profit on construction just isn't worth the dollars involved.

MR. HASTINGS: Could rules be modified through national programs that would make it economically sound?

REP. ASHLEY: Yes. In other words, there would be a different treatment new towns in town from new free-standing communities. This probably will be one of the first areas where we try to sophisticate the current legislation. But there is no question in the world that you have touched a critical point, because we realize that our inner-city redevelopment, whether it be new towns in town or rehabilitation, is so costly as to really preclude the private sector from being interested.

JAMES WELSH, The Evening Star, Washington, D.C.: Are the applications you were talking about in this bill heavily skewed, as I suspect, to the suburbs around metropolitan areas, especially high-growth areas like California?

REP. ASHLEY: Yes.

MR. WELSH: If so, does this fit in with

the kind of urban growth policy you had in mind?

REP. ASHLEY: No, it doesn't. We're a little bit in advance of ourselves, because we're saying that we really are pretty confident that new communities are going to be an important component of a national urban growth policy, which has yet to evolve. There is no question about that. It may well be that assistance to some new communities in advance of a thoughtful, evolving national urban growth policy may be somewhat premature.

I would suppose that the HUD corporation would be in at least some kind of position, even in the absence of a defined growth policy, to establish certain criteria for location.

MR. GRIFFITH: May I ask whether primary support for new cities comes from a theory that they can do the most to bring about racial integration?

REP. ASHLEY: No, that's a consideration, but, in all truth, support evolves from two considerations. In the first place, that we are going to have to accommodate greatly increased growth in the immediate years ahead. And, secondly, that planning, good design, will make it possible to create one hell of a lot more viable, attractive living environment than our really wretched existing cities and suburbs give us now. We can just plain do better. The state of the art is there.

ARCHIBALD C. ROGERS, FAIA, Chairman of the Board, RTKL Inc.: I would like to just state one caveat to your statement, Congressman, about the economic unfeasibility of new towns in town. It seems to me that it's not that they're uneconomic-you could make them economic-but you have to go to such densities and eliminate so many amenities that you can create new problems.

REP. ASHLEY: Right, very true. Absolutely so.

DICK KLEEMAN, Minneapolis Tribune: Has there been a successful resolution of the chicken-and-egg proposition of who goes first into the new communities, the labor force or the industry?

REP. ASHLEY: I think so. I think that on the basis of very considerable testimony on that point there really is agreement that they go hand in hand. You really can't have your residential very far in advance of your industrial location possibilities. I must say in all honesty that a good deal of this comes from the European experience, which a number of us have studied, as well as the limited experience with Columbia, Md., and so forth.

REBUILDING AMERICA: THE NEXT NATIONAL PRIORITY

EDITED PROCEEDINGS OF A TWO-DAY DISCUSSION BY URBAN EXPERTS AND PRESS CONFEREES AT ARDEN HOUSE, HARRIMAN, N.Y., MARCH 29-30, 1971, UNDER THE SPONSORSHIP OF THE GRADUATE SCHOOL OF JOURNALISM, COLUMBIA UNIVERSITY, AND THE AMERICAN INSTITUTE OF ARCHITECTS.

CONTENTS AND PROGRAM

Summary by Jack Patterson, Cities Editor, Business Week

A. URBAN LAND USE IN AMERICA FIRST SESSION: MARCH 29, 1971

William L. Slayton, Executive Vice President, AIA, Chairman

- 1. The Past:** Urban Land as Resource and Commodity, John W. Reps, Professor of City and Regional Planning, Cornell University, and Planner and Historian
- 2. The Present:** Who Really Decides How Urban Land Is Used Today? James D'Orma Braman, former Mayor of Seattle, recently retired as Assistant Secretary for Environment and Urban Systems, Department of Transportation
- 3. The Future:** A National Program for Coherent Urban Growth and Settlement, Rep. Thomas L. Ashley (D., Ohio), Chairman, Ad Hoc Subcommittee on Urban Growth, House Committee on Banking and Currency

B. NEW PATTERNS OF PLANNING SECOND SESSION: MARCH 29, 1971

Mr. Reps, Chairman

- 1. The Past:** The New Responsibility of the State for Urban Growth, Robert McCabe, General Manager, New York State Urban Development Corporation (now Executive Director, Detroit Renaissance Program)
- 2. The Present:** Metropolitan Government Acquires New Powers, James Hetland, Chairman, Twin Cities Metropolitan Council
- 3. The Future:** Planning for the Suburban Majority, James Rouse, President, The Rouse Company, Developer of the new town of Columbia, MD

The "panel of questioners" was an interesting if not establishment mix. Bob Shoemaker, Chairman of the Multnomah County Planning Commission, visibly unnerved John Platt, Chairman of Impact Review for Portland with a question this reporter did neither understand nor record. Tom Stimmel of the Journal editorial staff and Ed Sullivan, Washington County Counsel, kept Connie Veek of the DPO Task Force busy with questions about the extent of citizens involvement through DPO's. Vera Katz, a newly-elected State Representative reminded everyone that she was still a citizen's advocate when she informed Louise Weidlich, a member of the audience, that renters still pay their landlords' property taxes.

The panel's fifth member, Harold Pollis, a developer responsible for the proposed Thunderbird Motel complex on the waterfront, proved to be the star of the show, when Mitchell Drake portrapyed in the skit as Michael Deck,, and also a developer, rose in the final moments of the evening to take issue with the whole program.

Mr. Drake said his view had not been represented. Members of the audience asked him to state his view. As usual, Mr. Drake threatened to take his money elsewhere and leave the city a desert. This caused several members of the audience to worry loudly about the insensitivity of developers to the community's needs. While it may have been true of Mr. Drake's comments themselves, it was not true of their intent.

Mr. Pollis fond a microphone and said that he felt that the issues had been presented adequately. While he still disagreed to some extent

With the proposals, he accepted some controls as necessary. It is now up to the citizens and the developers, so long at odds in this city, to sit down and hammer out an agreement which satisfies both.

Unrelated is this exchange, but ever so strongly implied, is the notion that developers and citizens can take mutual responsibility for developing a city where they each see their role in that process is complementary. The developer who sees the citizens usurping his power and his rights has lived long enough in a world where the citizens have not exercised their rights to be informed and determine the public interest. The developer's and the citizens' rights can be preserved if proper guidelines are worked out for dialogue between them.

CUE's well-orchestrated program was supported with funds from the Joint Committee for the Humanities in Oregon, a federally funded agency. The views represented by the conference do not represent the views of the Joint Committee or any of its sponsors.

The two documents discussed at the convention dealt with separate problems that often interrelate. The citizen's planning committee that treated the Impact Review Ordinance intended it to be an actual addition to the city charter. It calls for comprehensive investigation of all effects that a building over 78 feet high might have. It includes all aspects except one, which is the actual aesthetic consideration of the building itself. The suggested ordinance is on the right track and certainly not making too much in the way of city government regulation of large structures. However, the impact statements, due to time, familiarity, and money should be required of the firms themselves rather than the city.

There have been rumors around Portland for quite a time now that the City Council would like to break the city down into smaller but definable districts, districts that could better determine the needs of its areas and that would relieve the mammoth job the City Council how has of knowing everything there is to know and then making wise decisions.

The City Council will be discussing the Task Force recommendations on November 27th or 28th. The major concepts involved are:

1. Funds are necessary to provide a means for communities to receive and process information. Why and how these funds become available is this working committee's task.
2. Structure of DPO's must provide for existlng neighborhood organizations as well as other unorganized ones. Recognition of neighborhoods and how representation can be legitimized is the concern here.

3. Boundaries of District Organizations should include natural and man-made features and ??? small enough to insure citizens participation on a local level.
3. Authority of DPO's should be progressive grants and costing to determine the scope of responsibility for DPO's and NPO's.
3. Communication must be embodied in the process of district planning. It is the gathering, processing, and dissemination of information which will allow for meaningful decisions to be made in DPO's and NPO's.

It seems apparent that , if the Districts are established according to the above directions they will become additional, albeit smaller, inefficient bureaucracies, with little power and further, a basic absence of trust from funding sources necessarily would make the Districts wishy-washy in effect.

Let it herein be suggested that, I know we're tired of hearing it, more time be allotted before decisions are made on the recommendation, so that active investigation by groups such as OSPiRG and OEC can be conducted. If this is not possible, let it be further suggested that much leeway in establishment of districts be built in to accommodate the inevitable myriad changes that will happen and if citizens really become involved.

- Jill Betts

Portland Plan Testimony, Don MacGillivray 23-- SE Yamhill, PDX, 97214

The Woodstock Neighborhood Association Land Use Committee wishes to state its support of a submittal by Angie Even of the Woodstock Business Association.

Specifically, on Page 67 in the Vibrant Neighborhood Hubs section, action item #7 states: "Use the Portland Development Commission and other economic development strategies to strengthen neighborhood hubs." We view the Woodstock business district as a vital core of the Woodstock neighborhood. We believe it has great potential to become increasingly attractive ("vibrant") and even more of an economic engine. It is our hope that the Portland Plan and the Portland Development Commission will do all they can to help develop the potential of neighborhood business districts such as ours.

A thriving business district requires supportive infrastructure allowing convenient and safe access to business services. Woodstock, probably more than any other near-in neighborhood, is handicapped by the multiple stretches of unimproved streets. Many east-west streets within 3 blocks of the business district are not fully paved, and they are often hazardous for walking or biking. This affects not only the ability of residents to patronize the local businesses, but also impacts safe routes to school. The Neighborhood Association supports Action #28 on page 41 of the proposed draft of the Portland Plan which states: "Implement pilot projects for alternative right of way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics". Once again, we urge the Portland Development Commission to direct resources to this issue that is at the very root of developing a sustained, viable community with safe and convenient access to its business center.

Thank you.

Sincerely,

Terry Griffiths, Chair

The Woodstock Neighborhood Association Land Use Committee

From: Rick & Cindy Brodner [mailto:brodners@europacom]
Sent: Wednesday, December 28, 2011 3:08 PM
To: Planning and Sustainability Commission
Subject: about the Portland Plan

Dear Portland Planning and Sustainability Commission,

Since today is the last opportunity to comment on "The Portland Plan", I am writing to lend my support to the written testimony of the Portland Transition group and their additions to the plan. I am especially concerned about alternatives to a growth based economy. Although I understand that the population of Portland is expected to grow substantially, I hope that our city will continue its emphasis on sustainability. I agree that alternative scenarios need to be developed as our present economic strategy is proving to be unsustainable, we must stop doing "business as usual".

Thank you,

Cindy Brodner

Address added later:
324 SE 30th Place, Portland OR 97214



PORTLAND PUBLIC SCHOOLS

501 North Dixon Street/Portland, Oregon 97227

Mailing Address: P.O. Box 3107 / Portland, Oregon 97208-3107

Telephone: (503) 916-3176 • FAX: (503) 916-3253

OPERATIONAL SUPPORT SERVICES

To: City of Portland Planning and Sustainability Commission
From: Portland Public Schools
Through: C.J. Sylvester, Executive Director of Operations
Re: Portland Plan Proposal Draft
Date: December 28, 2011

As a partner of the Portland Plan, we congratulate you on the significant work that has gone into the proposed draft of the Portland Plan. We know that you, hundreds of community members and staff have spent countless hours listening to and capturing the concerns and hopes of Portlanders for the future of our great city. The proposed draft Portland Plan does a great job of weaving together the aspirations for the future with proposed steps on how to get there. We have been pleased to be a part of the process to date.

We are also pleased with the strong focus of the proposed plan on the needs of the youth in our community. As you know the education, health, and vitality of our young people are a significant part of the reason we plan for the future.

The comments we offer below are meant to strengthen this focus of the plan and draw out more specific roles and implementation measures that will allow our youth to realize the benefits of community working to better their future. We offer general comments to the plan overall and some specific comments where we believe further clarification is needed.

While we are fully supportive of the partnership and collaborative approach to the plan, a greater distinction needs to be made as to where the collaborative efforts between the Portland Plan partners should continue and where city plans and policies need to be updated to implement the Portland Plan. Our comments below identify general areas within the city's authority or purview that could be targeted for the greater good of public schools. We also offer comments on specific elements of the plan for clarity or consideration. Thank you for the opportunity to comment on the proposed draft Portland Plan.

General Comments

Cradle to Career

PPS believes in the mission of the Cradle to Career initiative and looks forward to further collaboration with the partners of the initiative to target resources to the best use of our children's future.

Stable Enrollment for Public Schools

In the state of Oregon, funding for public schools is largely allocated on a per student basis. School districts make budget decisions, including the number of teaching positions, administrators, custodial staff, etc. in part based on the number of enrolled students and the

funding allocated per student by the Oregon Department of Education. The robustness of individual school curriculum program is dependent on the number of teaching staff available to deliver the program. More teachers mean greater diversity of program offerings.

Declining enrollment for a public school district means fewer teachers for students, a decline in program offerings and difficult choices in how to maintain and operate school facilities. A growing enrollment for a public school, especially for smaller school districts, means overcrowded school facilities with limited ability to provide capital facilities solutions to address the space issue.

This is the dynamic seen amongst Portland's public school districts for more than the last decade. While this enrollment dynamic can be attributed to many things, it seems clear that the decreasing availability of affordable housing in the PPS district has caused many families to move out of the district and into adjoining districts. This has contributed to rather unstable enrollment in local school districts.

The Portland Plan should have strong aspirational language and practical guidance for the assessment of housing affordability within the capture area of every school in every district and the creation of incentives for the development of affordable housing within walking distance of every school. This seems to be a great charge for the Portland Housing Bureau and the Bureau of Planning and Sustainability. We would be happy to join our sister school districts and these bureaus in the development of such policies to address this issue.

Supportive Infrastructure

The proposed plan notes the need on several occasions for goal based budgeting. PPS supports this goal and strongly suggests that a top priority/goal for infrastructure budgeting be the investment in safe routes to school for every school in Portland. This includes streets safe for biking, complete sidewalks, safe street crossings, and sufficient street lighting. The city's Safe Routes to Schools program in conjunction with many of the public schools in the city have identified specific infrastructure projects to achieve this goal. Funding to implement these projects has largely been grant dependent and therefore mostly inadequate.

Additionally, targeting city budget decisions to support local school districts' capital investments through complementary infrastructure improvements would leverage the limited capital funding available for schools within the city.

Zoning for Schools

We concur with the draft plan's identification of schools as being central to communities. Most PPS schools were sited to serve the growing neighborhood population of the day. At the time most school facilities were developed however, their use was quite different than the current day where many students are driven to school and after hour uses of schools is so prevalent.

Most local school districts understand the impact of school operations on surrounding neighborhoods and have ongoing relationships with the neighborhood associations to monitor and address these impacts. The zoning code's designation of schools as conditional uses does much the same by providing opportunities to specify mitigation measures to address impacts to neighbors. However the conditional use review process assesses the impacts from school operations at a single point in time and channels community input through a limited comment period of a land use review. The development of a zoning designation (or overlay zone) for

schools would provide the opportunity to better characterize the use and impact of schools in the zoning code and provide development standards that specify allowable impacts. Neighborhood notification and good neighbor agreements would allow for more in depth discussion between neighbors and schools and the opportunity to more frequently discuss impacts with neighbors.

Predictable Regulatory Process

The city's infrastructure documents such as the transportation system plan and storm and wastewater plans should more readily identify the design requirements for land use and permit applicants. In many cases, especially for small projects on school sites, this can be one of the biggest determinants of whether a project is affordable by a school district.

Joint and Shared Use of Schools

We support the proposed plan's concept of expanded uses of school sites to serve community uses. The city's zoning code will need to be updated to allow and address expanded uses of schools including the use of vacant school sites. PPS facilities are currently used for a variety of community uses. There are a number of other compatible uses (churches for instance) that require a conditional use approval. The primary focus of shared and joint use of school sites should be those uses that further school districts' missions and support student achievement. This subject should be revisited during the development of the comprehensive plan and the potential development of zoning (or overlay zone) that defines a fuller spectrum of joint and shared uses of schools.

Issues related to the interim use of schools that are vacant or the reuse of schools that are permanently closed are best addressed in an intergovernmental agreement between the city and individual school districts. We would look forward to the revision of the City Schools Policy as an implementation action of the Portland Plan.

Comments on Proposed Plan of the Portland Plan

A Framework for Equity

"The framework can be easily adopted by any of the lead or supporting agencies to meet their particular needs." Many partner agencies have adopted or implemented equity policies of their own. PPS has adopted policies and directives designed to make instruction and learning equitable throughout the district. As you know the work of the equitable delivery of a service to the community is difficult and ongoing. The statement that "all Portlanders have access to a high quality education . . ." would better reflect the diversity of educational needs of students in the city by stating that all Portlanders have **equitable** access to a high quality and **culturally relevant** education.

Strategy Element: Thriving Educated Youth

PPS Comments:

This strategy element correctly notes the need to provide necessary support and opportunities for students to thrive. Most school districts would agree with this need. The PPS 2011-12 strategic framework notes the need for effective educators; equitable access to rigorous, relevant programs; supports for individual student needs; and collaboration with families and community to ensure that every student succeeds, regardless of race or class. PPS appreciates the

collaboration and support of the City of Portland and other Portland Plan partners in the ongoing pursuit of this strategy.

Goal: Ensure that all youth (0-25 years) have the necessary support and opportunities to thrive – both as individuals and as contributors to a health community and prosperous, sustainable community.

PPS Comments:

1. This goal statement correctly links “necessary support” and “opportunities to thrive”. An increasing focus in public education today is on identifying and providing necessary support for students in all situations.
2. “Portland Today” should note:
 - The impact to the local economy of youth that drop out of school.
 - The impact of unstable enrollments and its impacts to school districts.

2035 Objectives

PPS Comments:

1. “At risk youth live in safe neighborhoods **affordable** to all income levels . . .”
8. The Portland community identifies and supports a sustainable funding mechanism for building and maintaining learning environments.

Strategy Element A: A culture of high expectations and achievement for all Portland Youth

PPS Comments:

“Access to training and education beyond high school as well as arts and recreational programming is an aspiration that should be available to all students . . .” This aspiration exists now. Opportunities to achieve this aspiration should be expanded.

Guiding Policies

PPS Comments:

- There is no policy around high school graduation itself. Focus is on post-graduation....

5-Year Action Plan

PPS Comments:

Comments regarding action plan overall:

- The “related action areas” are a good reminder of the interconnectedness of most actions, however the actions would be more powerful if specific references were made to the other related actions items.
- Reference to specific programs and policies could result in the actions becoming obsolete in the event the programs or policies referenced change name or cease to exist. Rather, it may be more useful to quickly identify the specific elements of the program or policy that should be acted upon.

Action plan items

PPS Comments:

3. *College access.* Public school districts are and should continue to be involved in this action through the creation of a culture of college.
6. *Campus investment.* Too narrowly focused. The investment in campuses by all colleges and universities as well as public school districts should help “to catalyze complementary local development and investing in supportive community serving infrastructure”.

8. *Teacher excellence.* This should note the initiatives of school districts to provide the support and training of teachers

Strategy Element B: Shared Ownership for Youth Success

Guiding Policies

PPS Comments:

“Conduct outreach and dialogue with the public . . .”. Many school districts conduct outreach with students and parents and respond to the community’s desire for additional school programming through charter schools, different and extended program offerings, and focus options. School districts do so in the context of state and federal education curriculum mandates.

5-Year Action Plan

#11 – What is the purpose of the living map and how is proposed to be used?

Strategy Element C: Neighborhoods and Communities that Support Youth

PPS Comments:

- Strategy correctly notes that “housing is also a key contributor to student success. Data shows that when students move frequently and change schools, achievement often suffers”.
- Should also note the agencies that address child and drug abuse
- Good place to mention existing mentor programs and the need for more such programs

Guiding Policies

PPS Comments:

Good policies. These policies should also aspire to a culture change that sees schools as honored places of learning.

5-Year Action Plan

PPS Comments:

14: Place-based strategies. This needs to better define how neighborhood services can provide successful interventions for youth at risk of not graduating. School districts also need to be involved in this effort to better identify the contributing factors to low graduation rates etc. Improved neighborhood services can also benefit individual school capture rates (and by extension stabilize enrollment) as students and parents see a commitment to their neighborhood.

17: Safe Routes to School – This action item should be expanded to include implementation of the use of the engineering plans developed for schools in the SRTS program to meet the transportation requirements of land use reviews for schools. Metro should be identified in the partner category.

Strategy Element D: Facilities and Programs that meet 21st Century Opportunities and Challenges

Intro text

PPS Comments:

- The statement “there are many ways to meet the school facility needs in fast growing areas such as the Central City and East Portland through sharing finance or facilities among local governments and institutions” needs to recognize that these are potential partnerships that could assist in meeting the needs but are , as yet, untested.
- The statement “we could explore changing state law to require annual investments in

facility improvements...” should also note that this can only be done with associated funding. Mandating additional expenditures under the current funding method without additional funding could impact the classroom delivery of curriculum.

Guiding Policies

PPS Comments:

- Third policy: The “correct[ion] of recent economic pressures affecting necessary maintenance over time” will take time even with robust capital investments in facilities. The economic pressures referred to in this statement are largely national in nature and not unique to our state. ‘Reforming education funding’ needs to be directly tied to the Oregon state tax system being able to provide stable, adequate funding. The reform should not be about splitting the existing education budget into smaller pieces. The following should be added after the word maintenance “and rebuilding (or reconstruction)”.

5-Year Action Plan

PPS Comments:

- Multi-function facilities should be expanded to include school districts as potential partners in the process.
- An action should be added to invest in opportunities for additional physical activity (invest in more fields).

Measures of Success

PPS Comments:

3. Educated Youth. This measure should add enrollment stability as a measure of community support for students that allow them to stay in a neighborhood/school of choice rather than moving due to other influences such as housing costs. This measure should also reference the metrics of success school districts have adopted including federal and state mandates, achievement mandates and locally adopted milestones and strategies.
4. Prosperous households. This measure of success begs the question what is more easily influenced – costs or income? Lowering transportation costs through the creation of more complete neighborhoods may be easier than the Portland Plan’s ability to lower cost associated with mortgage/rent.
6. Creating jobs.
 - Infrastructure – Transportation Demand Management should also include a focus on identifying users of transportation facilities (commercial/industrial vs. residential) to better assess impact to infrastructure and assign an appropriate share of system development costs “Building a 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”. The curriculum requirements placed on school districts by the state and federal governments should be accounted for here.
7. Transit and active transportation. Priority investments in walkable/bikeable routes need to be around schools
9. Complete neighborhoods. Many amenities needed for a complete neighborhood require population densities sufficient for their development. What incentives can be developed to ensure the vital elements of a complete neighborhood are developed? Do we have an understanding of the business models of grocery stores and whether they will locate in

communities that are not supportive of their locating models? Should more amenities be provided or more frequent/easier access to existing amenities?

11. Safer City. Any statistics about the link between educational attainment and crime rate?

Local Measures

Sub-area Scorecard

PPS Comments:

More explanation is needed on how the sub-area data is developed

Collaborative Partnership – commitment of resources by agency partners

Lead agency responsibility – Adopt, schedule and coordinate implementation of specific section of Portland Plan actions

PPS Comments:

Most partner agencies of the Portland Plan are going to implement their own missions and budget priorities. The Portland Plan language may want to identify how partner implementation of their own plans will meet the aspirations of the Portland Plan.

Written PSC Testimony Re Portland Plan

Submitted by: John Gibbon SWNI Land Use Chair/Westside PURB Representative,

9822 SW Quail Post Road

Portland, Oregon 97219

Because of the demands of the holidays the SWNI Land Use Committee was not able to muster a quorum to produce an “official” position on Portland Plan therefore the comments below reflect the author’s effort to express the general tenor of the committee’s short and long direction on matters related to elements of the Portland Plan. They are based on his approximate six years service as the chair of the land use committee. As an individual member of the Public Utility Review Board the author has encouraged (if not nagged) its members to pay some attention to the Portland Plan process, unfortunately PURBs membership has over the past year has been subject to attrition and its reduced membership had to pay attention to potentially significant change and challenges to the current operation of the enterprise bureaus, so the comments related to infrastructure presented are simply those of one individual trying to fulfill his role as the appointed Westside PURB representative . It is the author’s hope that the overlap of his two volunteer roles that inform these comments will provide a perspective

There is strong support in the SWNI Land Use the use of the term “complete neighborhoods” in place of the “20 minute neighborhood” phrase used earlier in the Portland Plan process. This new phrase better relates a general citywide aspiration to the majority of the area within the coalition where geography constrains the development of the infrastructure that are necessary to create the density to produce complete neighborhood within a 20 minute walk. SWNI Land Use hopes that the use of the “complete neighborhood” phrase demonstrates a commitment by the city to, in spite of SWNI’s not providing the perfect canvas for a time certain active transportation lifestyle, equitable treatment of its constrained neighborhoods, in order to provide SW residents with reasonable access to the urban opportunities provided by “complete neighborhoods”. It is SWNI’s hope that the Portland Plan’s strategic vision will provide the residents of its neighborhoods and the citizens of the area with the opportunity to make the most of its livable neighborhoods while providing the city with a strategy for meeting its municipal responsibilities in a sustainable manner.

It is important to remember that land use formulas used to create “complete neighborhoods” in a city is that is predominately developed on a somewhat functional grid system that in some ways really inapplicable to all the SWNI neighborhoods. Even South Portland and Marquam areas, described as Area 21, comparable to inner east neighborhoods is all the rest of the Westside is both shaped and constrained by its relatively steep terrain. This terrain constraint on one hand allows this side of the City to retain some quality natural resource areas within close proximity to areas of intense development. On the other hand the terrain makes it difficult and costly to provide the important transportation corridors to meet regional needs while protecting the neighborhoods, well as the infrastructure needed to support “complete neighborhoods” or really even to effectively maintain the utility of those natural resource areas as watershed protection areas. The Portland Plan needs to reflect that in almost every particular providing something that is defined a “complete neighborhood” will be more costly in most areas of the Westside and that even the utilization of the Westside’ unique attributes to provide a

reservoir of green benefits for the City as a whole will not be cost free and will raise significant questions of tradeoffs. For examples values related to issues such as accessibility, when alternative active transportation projects useful to the majority of the community and potentially beneficial to “green” goals fail to meet the needs of all segments of the community.

In general the economic development component of the proposed draft of the Portland Plan raises concerns in Southwest Portland because it appears to emphasize a reliance of on the growth of large educational and health institutions as employment generators without recognizing the difficult trade-offs in availability of general commercial land needed for complete neighborhoods in the area, the substantial costs associated with providing those institutions with infrastructure that is even adequate for even their current needs and ongoing difficult challenge of balancing these institutions reasonable efforts at programmatic expansion against the area’s constrained transportation system. Any effort to rely on this section as an economic driver ought to be premised on specific direction that the institutions must utilize “good neighbor programs” both in their development of expansion projects and in their ongoing operations.

In considering the equity component of the proposed draft of the Portland Plan the Commission should take heed of the BES Director’s November 22 written testimony in which he advises (page 3, paragraph 2) that although the Plan recognizes “one size does not fit all” that metrics which recognize physical constraints are required to judge the adequacy of City’s performance in different areas of the city. My recent review of the Water Bureau’s current list of significant CIP projects, showing that 15 of a total 43 of those improvement projects are needed to maintain adequate water service to the Westside, I feel also demonstrates that such a weighted formula needs to be included in the Plan to permit the appropriate evaluation of the allocation of city resources.

I remind the Commission in remarks I made at the November 29 hearing I stressed that it was important for the Portland Plan to explicitly reflect that, especially on the Westside “ complete neighborhoods, are in some cases dependant on reasonable dependable access to the resources found in adjoining communities. Plan measures of performance that fail to account for this phenomena may not be accurate in their evaluation of a neighborhood’s completeness.

December 28, 2011

Bureau of Planning and Sustainability
The Portland Plan-Proposed Draft
1900 SW 4th Ave., Suite 7100
Portland, OR 97201

Subject: Recommended Amendments to the Portland Plan October 2011 Draft

Honorable Commissioners:

As a small business owner and co-chair for the Rose City Park Neighborhood Association Land Use & Transportation Committee I want to first commend you on the changes that were made from the original Portland Plan draft and that of October 2011. The RCPNA Portland Plan Team submitted testimony last fall providing a critical analysis of both Portland Plan Background Reports as well as the Buildable Lands Inventory. Specifically, the October document promotes concepts of equity, air and water quality, housing flexibility for those who want to age in place, community gardens and food security, and the importance of quality schools for our children and as public space for the community.

However; other issues raised by our Neighborhood remain absent or underrepresented and the measures for furthering the document policies is fraught with problems.

1. Partnerships will be the driver of change. As the document's key means of implementation, the 'Partnerships concept' fails as there is no section that provides steps on how responsibility is to be shared between agencies. Nothing in this document identifies or refers to the public and private agencies that could be Potential Partners (please do include neighborhood associations). Tri-Met is largely absent although the "healthy connected communities" policies are nearly solely reliant on the work of this agency. Where is the section on how Partnerships will be formalized and work programs shared to implement success? Where is the template for interagency agreements? From my sources at Tri-Met the Portland Plan policies are not being considered for their program implementation. So, how does this plan succeed?
2. Facilities and Programs That Meet the 21st Century Opportunities and Challenges.
 - a. Multi-functional facilities, 5-Year Plan #27, should be expanded to include "Promoting seismically safe schools and other facilities to serve as hubs for emergency preparedness." The city should also support the networking of these facilities together with city-wide resources, such as community kitchens and health resources.
 - b. Arts programming, 5-year plan #29, should both be renamed and expanded or a new Action # added to address community education. As community hubs these schools could readily serve as places of learning for all ages as well as other social functions, such as dance halls. Although the education of children is well supported, there is little to no mention of

adult education and retraining. The issue of the large cohort of Baby Boomers and their changing needs has been ignored.

3. Public Decisions that Benefit Human and Environmental Health. The Guiding Policy that begins “Explicitly consider current and long-term human and watershed health risks and outcomes...” should include “urban design” and “building facilities”. Urban design will permit air shed modeling to inform the location and amount of mitigation needed to offset toxic air quality effects. Building facilities together with Urban Design will help inform optimum location of structural openings and building facilities needed to mitigate air toxins. Building facilities may also be used in managing gray water and storm water facilities.
4. Neighborhood Hubs and City Connections. Works as a concept but the map needs refinement in the Comprehensive Plan to expand the definitions of Neighborhood Hub types and locations.
5. Geographic Sub-areas. This map fails to serve the neighborhood associations – including Rose City Park Neighborhood. It fragments RCPNA into 3 (three) sub areas! The information provided in this analysis is both useless in this form and needlessly creates confusion. Please revise map so that, at the very least, neighborhood boundaries are used for the edges of the subareas.
6. Economic Prosperity and Affordability. This section fails to recognize that Small Businesses support the majority of our urban jobs. Yes, traded sector at the ports do provide some well paid positions. But, that becomes less and less as new mechanization has been introduced. I propose an added policy where “Large Partners, such as PDC and the Port, are to be encouraged to develop incubator space and mentoring for home and regional businesses” it may help bridge the financial gap.

Thank you very much for the opportunity to comment on this document. On behalf of our RCPNA we welcome the chance to continue this dialogue through further document refinement.

My best,

Tamara DeRidder, AICP
1707 NE 52nd Ave.
Portland, Oregon



Planning and Sustainability Commission
1900 SW 4th Avenue
Portland, OR 97201

December 27, 2011

RE: Portland Plan Public Testimony

Dear Chair Baugh and members of the Planning and Sustainability Commission,

On behalf of the Human Rights Commission (HRC), I would like to thank you for the opportunity to provide analysis and recommendations to the Portland Plan. For the Human Rights Commission, whose stated mission in part is to end discrimination, we applaud your commission, the Bureau, and the City's efforts to make Portland a more equitable community for all of us. Beginning with your reformation as the Planning and Sustainability Commission last year, we believe these types of efforts began to take on a different focus. Large-scale long-range planning further incorporated a perspective that included both planning aspects and also impacts, and specifically environmental impacts and the degree to which those impacts may or may not be sustainable. That perspective now expands into the area of equity.

We find ourselves poised with the Equity Framework for the Portland Plan. This is an important moment in the evolution of how we view the planning process and how the City expects to deliver services and make decisions. With this focus on equity, the Portland Plan, as a 25-year strategic plan, should be the document that says we, as a city, intend to do business differently, and this is how we intend to do that.

The Equity Framework in the Portland Plan is a step toward that goal, but we're not convinced that its current implementation in the Plan is there yet. The integration of the equity components in the Plan seems to just miss the mark. Therefore, the HRC would like to provide recommendations to provide the integration of equity in the Plan, which are attached to this letter.

While there are a few examples of where we feel the integration of achieving equity falls short in the Portland Plan, in the end, what we are suggesting is that the Planning and Sustainability Commission consider revisiting how equity is addressed throughout the Portland Plan, not only with the Equity Framework, but really looking at what it would mean as a city, as a community, to fully integrate equity into how we do business in the future.

Thank you again and we look forward to a continued collaboration throughout the Portland Plan process.

Sincerely,

Allan Lazo
Chair, Human Rights Commission

Enclosure



HRC Recommendations regarding the Portland Plan

A Framework for Equity

- We note that the actual formatting of the Framework for Equity section, beginning on page 10, differs from that of the three integrated strategies sections. However, one of the likely unintended consequences of this, as an example, is it eliminates from the equity framework the "Portland Today/2035 Objectives" section that introduces each of the integrated strategies. These intro sections provide a historical context for the other strategies that HRC members felt could provide valuable present-day as well as historical context for issues of equity and the disparities that we would like to address as part of the Plan.
- It is stated in the Plan that, “working towards equity requires an understanding of historical contexts...”, but does not go on to explain what the historical contexts are. We strongly recommended including in this section the history of racial inequities in Portland to provide the understanding of “historical context” for anyone reading the Portland Plan.
- Additionally, the 5-year action items in the equity framework do not identify the "Potential Partners," whereas those in the integrated strategies do. Again, this likely was by design, but in so doing, the opportunity to identify both key city resources (such as the new Office of Equity and Human Rights) as well as important community partners (such as non-profit agencies working in these areas) is lost for the initiatives identified as part of the equity framework.
- The explicit mention of launching a “Racial/Ethnic Justice Initiative” clearly shows the City of Portland’s intent to reduce racial disparities. However, there is no statement showing the intent to reduce disparities from other populations (i.e., people with disabilities). We recommend including language in the Plan on what the City aims to do to eliminate disparities across the board.
- For example, on page 14, “Launch a Racial/Ethnic Justice Initiative” could be changed to “Launch Disparity-Specific Initiatives,” and under the 5-Year Action Plan, an action item similar to action item #5 on page 11 could be included: “Lead with Racial/Ethnic Justice Initiative that builds on recently well-documented disparities noted in reports such as the Coalition of Communities of Color’s ‘An Unsettling Profile’ and the Urban League’s State of Black Oregon report.
- With regard to how the concept of “equity” is embraced throughout the plan, overall, the 5-Year Action Plan items that are identified as related to “Equity,” as indicated by the word “Equity” next to the action item, is too arbitrary so as to be useful. For instance, action item #12 on page 27 is not indicated as equity-related while #4 on page 39 is; all the items on page 55 are; and #30 on page 49 is not. Many of the action items have components that include an element of equitable consideration, and this designation should not be left to be applied arbitrarily by section, department or bureau; rather, equity needs to be a concept that is systemically applied to all decisions being made by the city relative to creation of opportunities and allocation of resources.



- Another aspect of the Equity Framework to consider is how we envision equity as "access to opportunities." We may be able to open all the doors by working to provide equitable access to opportunities but that doesn't mean everyone in our community feels the same level of comfort about walking through those doors. There are other issues to address, and we should be mindful about addressing not only the process for opening the doors but also the outcomes, those who choose to walk through the doors.

Thriving Educated Youth

- We recommend that Section B, "Shared Ownership for Youth Success", be moved to the beginning so that it is Section A. This is a crucial section for Thriving Educating Youth and it illustrates the Cradle to Career priorities, which are referred to in future sections. We feel that the content will flow better this way.
- On page 30, we recommend the addition of a 5-Year Action Plan item to support the guiding policy that in part intends to "equitably address the needs of learners of different abilities and learning styles," such as committing to inventory ability of local facilities and programs to accommodate those of differing abilities and learning styles.

Economic Prosperity and Affordability

- There are many action items related to connecting M/W/ESB firms with opportunities; however, in the overarching policy, it neglects to mention what the City will do to connect those firms.
- Action Item #30 (p.49) should include Equity as a related action area since this item refers to filling gaps in underserved neighborhoods.

Healthy Connected City

- Mental health and access to mental health services is crucial to an individual achieving wellness. There was no mention ensuring mental health services to those that need it in this section.
- Each individual is most likely to encounter a physical disability in their life, especially as they age. In spite of this, there was little to no mention about access to services for people with disabilities and ensuring that ADA regulations are met when designing neighborhood infrastructure.
- On page 61, objective #1 will be met using weight as the determinant for "healthier people". There are many other social determinants that need to be factored into a person's health and well being, such as: absence of disease; mental well being; socioeconomic status; stress levels; and employment, among other things.



- On page 66, we recommend that health care services be added to a Neighborhood Hub. Preventative care can save many lives as it is the means to detecting illness early on. Not only should health care services be included in Neighborhood Hubs, but they should be easily accessible to those in the neighborhood, affordable, and culturally appropriate. When planning for these services, community members should play a major role in helping city planners determine what is in the best interest of that neighborhood.

Measures of Success

- On page 84, the Plan states that "many of the measures will also examine differences across income and racial and ethnic groups," but only three of the 12 measures -- Educated Youth, Prosperous Households, and Safer City -- include minor details about how this will be measured, while many of the measures do provide much more detail about traditional measures that may not address income, geographic, racial, or ability disparities.
- Additionally, the measures of success of the Portland Plan needs to include measures that address the outcomes for other groups experiencing disparities and inequities, such as those in the disability community or in certain geographic areas of the city.
- Regarding the two measures for "Increasing Equity and Inclusion," which begins on page 86, neither "Income Distribution" nor "Diversity Index" includes actual measurable objectives for these indicators. The goal appears to be to "have a separate set of measures that address how well integrated and inclusive the city's population is," according to the text on page 86, but does not state what the measurable outcome for this goal would be.
- On page 107, it is stated that, "Portland's Communities of Color often do not feel safe calling emergency services", but it does not give the percentage of people that report this. If the objective is to make "Portland's Communities of Color report feeling comfortable calling emergency services", how will it be known if that is achieved if there is no baseline data? Objective goals cannot be met using subjective baseline data.

Transition PDX Comments on Portland Plan Proposed Draft

December 2011

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Introduction

Transition PDX – a group committed to building resilient, sustainable and just communities that can adapt to challenging times – held a series of discussions about the draft Portland Plan in November. This document contains the results of our work together. Following these general comments are our specific recommendations to the Plan’s goals, objectives, and actions.

In general, despite the Plan’s commendable emphasis on equity and its many innovative, aspirational goals for education, the local economy, and neighborhoods, it falls short in some fundamental ways.

Most notably, the Plan assumes economic growth. Growth, however, is far from guaranteed (aside from its undesirable impact on the natural world). In a recent City-sponsored talk, energy expert Richard Heinberg joined the National Intelligence Council and some prominent economists in predicting a future characterized by declining tax revenues, persistent high unemployment, falling household income, increased demand for social services, higher energy costs and continued financial system instability.

These are serious problems, brought into focus by Occupy Portland. To ignore them is perilous. In 2007 the City’s own Peak Oil Task Force Report described the potential for an oil shock and outlined various adverse economic effects in three economic scenarios. In the present case, it would be prudent for the City to plan for more than one economic scenario.

Second, in relation to the Plan’s equity framework, research shows that healthy, prosperous communities have narrower income disparities. While the Plan identifies the existence of income disparities, it cites few specific goals, objectives or measures to help remedy this. Economic and environmental shocks will hit our poorest citizens hardest. The Portland Plan and new Office of Equity need to consciously identify ways to work toward narrowing disparities in income, housing, food, health care, and emergency preparedness.

Third, critically missing from the Portland Plan is adequate attention to emergency preparedness. While we are aware that planning is ongoing for infrastructure issues and first response, there is insufficient effort in the area of public education and creation of a culture of preparedness among Portlanders. The City should help educate, encourage, and help residents prepare for emergencies. Further, as discussed below, expanding use of shared facilities as neighborhood gathering areas and community centers is needed. Accordingly, we have added two new Objectives (12 and 13) and Actions (16.1 and 48) under the Healthy Connected City section, and comments in related areas of the Plan. We also have identified additional partners to work with, including our group (Transition PDX), which is already working in collaboration with the NET program, PBEM, Southeast Uplift, and the Sellwood-Moreland neighborhood association on the development of a community preparedness website that is expected to launch in January.

Fourth, regarding the education strategy, in addition to academic achievement, it is important that the community nurtures well-rounded, creative youth who are academically, socially and emotionally literate, healthy and engaged. Students should be fully versed in what it is to be sustainable – ecologically, socially and economically – and will need to understand the responsibilities we all have for assuring the continued vitality of all living systems. Like the bumper sticker says, “We are all living downstream.”

Fifth, regarding the economic strategy, in addition to the issue of growth articulated above, the Plan misses the importance of developing our local economy. The Plan seems to identify international trade as the most important foundation for our economic prosperity. Equally emphasizing the development of local industries to substitute for imported products will not only boost our local economies, but will build our resilience in uncertain times. Supporting Portland's small businesses is vital.

As the achievement of economic equity and many other Plan goals could be undercut by dwindling tax revenues, incorporating innovative financing programs could not only be useful, but vital to the success of the Plan and our city. Portland could promote financing innovations ranging from supporting a state bank to supporting a complementary local currency that could help fund social services to meet the unmet needs of our community and finance otherwise unaffordable public projects that would employ Portland citizens.

Sixth, as to the Healthy Connected City strategy, although we commend the Plan's emphasis on neighborhood hubs and its intent to make schools available for community use, this should go further. Seismically safe school buildings could become community centers and mainstays of neighborhood resilience. They can become incubators for micro-enterprises and cooperatives; centers for learning forgotten skills; emergency food storage sites; meeting spaces and dance halls; community kitchens, health clinics and tool lending libraries. Also, to support its emphasis on community participation, the Plan should significantly broaden the list of potential partners including neighborhood associations and other community organizations. The Portland Plan would do well to support and empower neighborhood hubs and community centers to develop both local economic solutions and capacity to respond to potential crises.

Also related to neighborhood hubs is the need to address the disparities in East Portland. The plan should address this specifically by increasing the area's few designated neighborhood hubs and envisioning major improvements to walking, biking and transit facilities – not to mention housing and security.

Seventh, though we applaud the Healthy Connected City section's first objective of healthier people, the measure and goal recommended is woefully inadequate. We recommend the Plan adopt a more universal measure such as the Health Related Quality of Life (HRQOL) index recommended by the Centers for Disease Control and the World Health Organization. This offers a measurement that is much more reflective of physical and mental health concerns and the health of our population. It is useful in collaboration among community partners and different kinds of health care providers.

Finally, improved communication between the City of Portland and its citizens is essential for the Plan to succeed. While we applaud the mention of collaboration in the implementation phase, it does not rise to the level of attention to community engagement found in the 2009 Climate Action Plan. The City needs to see citizens as co-creators of our future and commit to making this partnership a reality. We encourage action items that describe how the City can communicate collaborative opportunities to us, its citizens. We acknowledge the challenges in working with local media but the Plan fails to address them. Improved communication will be vital to navigate the complex changes occurring around us and to address them effectively together.

We are living in a time of change and uncertainty. We must question once-valid assumptions and limitations that no longer serve us. We can innovate in developing a healthier and more sustainable city for ourselves and our children. Transition PDX hopes to see a Portland Plan that will facilitate all Portlanders working together to create a resilient, adaptable city. Our recommendations address a potential future that is too consequential to overlook.

Notes:

- 1. We have a general concern about the lack of benchmarks for percentages and other measures used throughout the report. Compared to what?*
- 2. New Objectives and Actions are shown in red.*
- 3. New Actions have in some cases been numbered, e.g., 10.1, not because they are subsidiary, but to put them in the right sequence.*
- 4. We have no comment on grayed-out items.*

Equity

Many writers have observed that racial issues are the most important thread in American history. The goals and objectives of the Plan should be absolutely clear and uncompromising on such a critical issue in defining our future, especially one on which so much injustice and falsehoods have been committed in our city. They should specify that we plan to enable ethnic and racial minorities to achieve full respect and participation on civic life and access to equal employment and incomes. The Actions should also specify how resilience is related to equity, especially in times when standards of living are threatened.

As we stated in the introduction, several research projects have shown that healthy, prosperous communities, as exemplified by the Scandinavian countries, have narrow income disparities. People are guaranteed at least the basic necessities of life – food, shelter, transportation. Beyond that, they are free to increase their incomes as they can. The result is that the whole community prospers. In contrast, we predict that economic and environmental shocks here will hit our poorest citizens hardest. We recommend that the new Office of Equity be strengthened so that it can lead in narrowing disparities in income, housing, food and health care. This leadership will grow in importance should the economic situation remain bleak or even grow worse so that unemployment, foreclosures, poverty, homelessness and crime all tend upward. Deterioration and even disintegration of our social fabric could ensue, but it can be mitigated or prevented by intelligent work by the Office of Equity in cooperation with the other city bureaus, neighborhood organizations, and the school districts

Equity Actions

We have only one comment:

Equity 21 Add the following at the end: “...in promoting workforce diversity and minimizing economic disparities.”

Thriving Educated Youth (TEY)

As noted in the introduction, in addition to academic achievement, it is important that the community nurtures well-rounded, creative youth who are academically, socially and emotionally literate, healthy and engaged. Students should be fully versed in what it is to be sustainable – ecologically, socially and economically – and will need to understand the responsibilities we all have for assuring the continued vitality of all living systems.

TEY Objectives

We are generally supportive of these objectives, with comments noted. We note that although Objectie 9 calls for creating a tax system for stable, adequate funding, the Plan lacks actions to support it. We have suggested two examples of appropriate actions, one about finding approaches to revamping the tax base and the other about seeking capitation allowances for home schooling and other innovative, less expensive learning programs. We strongly recommend that the writers give adequate consideration to these suggestions and even contribute others that would guide administrators through difficult times when funding from present sources may dwindle.

- 1 Supportive neighborhoods:** At-risk youth live in safe neighborhoods with comprehensive, coordinated support systems inside and outside of the classroom, including mentors, opportunities for physical activity and healthy eating, workforce training and employment opportunities.
- 2 Success at each stage of growth:** All youth enter school ready to learn and continue to succeed academically, graduate from high school, attain post-secondary degrees or certificates, and achieve self-sufficiency by age 25. **Should read “succeed academically, emotionally and socially; etc.”**
- 3 Graduation rate:** The on-time high school graduation rate for all Portland youth is 95–100 percent.
- 4 Post-secondary participation and success:** 95–100 percent of Portland high school graduates successfully complete post-secondary education, vocational training or workplace apprenticeships. Youth of color, youth in poverty, English Language Learning (ELL) youth, youth with disabilities, and first generation college students successfully complete and attain post-secondary degrees or certificates at the same rate as other students.
- 5 Strong partnerships:** Schools and colleges, as well as public agencies, local organizations and businesses have clear, complementary roles and responsibilities and sustain strong and mutually beneficial partnerships. **Develop and seek out mentors to teach and support students.**

6 Health and wellness: Youth of all ages have access to affordable, healthy food at home and in school and have multiple opportunities for daily physical activity.

7 Youth voice: Students actively participate in civic decision-making processes that affect their lives.

8 Learning environments: All learning environments are designed to stimulate creativity, meet safety and accessibility regulations, and serve multiple community-serving functions. Portland’s investment in education reflects the view that schools are honored places of learning for all community members.

9 Stable funding: The Oregon state tax system is structured to provide stable, adequate funding for excellence in curriculum and teaching quality. **Actions to Consider:**

- 1. Anticipating that per-student revenues may drop over the next several years and unemployment rise, immediately convene task forces to develop innovative, flexible approaches to funding education that will meet with voter approval, maintain or even improve quality, enable the organizations to break free from present limitations on budgets and structures, and enable children in all districts to learn.**
- 2. Welcome innovative local approaches to delivery to help fill the educational gaps. Allow for as many education options as possible – e. g., home schooling, online learning, and independent schooling and learning. Including parental and community members in the design process is necessary for this to happen.**

TEY Actions

TEY-A A culture of high expectations and achievement for all Portland youth

We generally support these actions with noted comments.

TEY 01 College and career exposure: Support summer jobs, job training and career and college exposure through strategies such as Summer Youth Connect. (City)

TEY 02 College access: Develop and expand initiatives that support access to and completion of a minimum of two years of post-secondary education or training leading to a career or technical credential, industry certification and/or associate’s degree. (City, PCC, MHCC, WSI)

TEY 03 College access: Expand access to and participation in college access and dual enrollment programs such as ASPIRE, TRIO and Middle College programs through partnerships between K–12 and Higher Education. (School Districts, PCC, MHCC, PSU)

TEY 04 College completion: Support Talent Dividend efforts to increase by one percent youth and adults completing college. (City)

TEY 05 Career readiness: Develop career readiness certificate programs in partnership with target sector businesses. (WSI, School Districts, MHCC, PCC) **Incorporate solar PV, solar hotwater and rainwater catchment as part of the training opportunities.**

TEY 06 Campus investment: Support Portland Community College’s planned transformation of its Southeast Center into a vibrant full-service campus and community anchor, as well as PCC’s planned expansion of its Cascade Campus, by helping to catalyze complementary local development and investing in supportive community-serving infrastructure. (PCC, City) **Include neighbors in any expansion planning process.**

TEY 07 Public-private partnerships: Increase private sector partnerships with schools, and in doing so, the number of career-related learning options and dual-enrollment high school students taking college credit-bearing classes. (City, School Districts, MHCC, PCC, PSU) **See comment under TEY 05.**

TEY 08 Teacher excellence: Support the Metropolitan Education Partnership, which seeks to coordinate student teacher placement and professional development conducted by metro-area universities and partnering local school districts. (PSU)

TEY 09 Cultural competency: Identify, evaluate and expand effective means to increase cultural competency of school staff and address disparities in discipline rates and practices. (School Districts)

TEY 9.1 (New) Sustainability competency: Identify, implement and evaluate effective means to increase sustainability awareness and participation in community building, permaculture, and emergency preparedness activities.

TEY-B Shared ownership for youth success

TEY 10 Track progress: Track youth outcomes using educational, social and community indicators collectively developed through the Cradle to Career initiative to help ensure that Portland youth are making progress towards educational success and self-sufficiency. (C2C)

TEY 11 Inventory resources: Create an inventory of youth programming and resources along the continuum of Cradle to Career and use this data to create a living map of where resources are located by neighborhood. (City, BPS)

TEY 12 Partnerships and investments: Include a policy in Portland’s Comprehensive Plan that supports partnerships with education organizations and directs City resources toward appropriate and effective tools to enhance the lives of our city’s youth. (BPS)

TEY 13 Youth empowerment: Refresh and reaffirm the Youth Bill of Rights. (City, Multnomah Youth Commission, Multnomah County, The Cradle) **Support social and emotional intelligence building programs and opportunities within schools and neighborhoods.**

TEY-C Neighborhoods and communities that support youth

TEY 14 Place-based strategies: In neighborhoods where youth are at risk of not graduating due to low achievement levels, gang activity and/or other factors, conduct one or more pilot projects in which neighborhood services are inventoried. Based on the identified deficits, develop a place-

based strategy to recommend interventions and continue to identify and enlist partners whose work affects youth outcomes in the short- and long-term. (BPS, PP&R, PBOT, PHB, PPB) **See discussion of community policing under HC 44.**

TEY 15 Place-based strategies: Support pilot place-based projects like the Dreamer School at Alder Elementary in Reynolds School District, the Wee Initiative in David Douglas School District, and the Promise Neighborhood in the Jefferson cluster of Portland Public Schools. (City, School Districts)

TEY 16 Place-based strategies: Expand presence of Schools Uniting Neighborhoods (SUN) to all schools in the city/ region and increase investment in anti-poverty services in schools that are in the top tier for poverty. (Multnomah County, City, School Districts, SUN) **Yes.**

TEY 17 Safe routes to schools: Expand the Safe Routes to Schools program, which currently serves K–8 students to reach all middle and high school students in Portland. (PBOT, School Districts) **Connect this with Greenways and view through the lens of how the community will walk/bike around after a large scale earthquake. See introduction to HCC-C section.**

TEY 18 Housing stability: Increase or target rental assistance programs to low-income households with students and invest in housing for homeless families with students, particularly where schools are experiencing high student mobility rates. (PHB, Home Forward, Multnomah County). **Yes.**

TEY 19 Family support: Increase the availability of family skills classes such as English as Second Language classes, financial literacy, parenting and other related subjects for families and neighbors in high poverty areas. (SUN, NGOs) **Use schools in all neighborhoods to teach additional evening and weekend classes, such as small business skills, home economics and shop skills, emergency preparedness, etc. See related recommendations under TEY 27, EPA 23 and HCC 16.**

TEY 20 Early childhood investments: Invest in preschool programs, home visits and other efforts designed to improve the quality and availability of child care for families in poverty. (Portland Children’s Levy) **Yes.**

TEY 21 Healthy eating and active living: Continue programs that increase children’s physical activity and healthy food choices in schools. (Multnomah County, School Districts) **Provide breakfasts and lunches for children in need.**

TEY 22 Volunteerism: Increase the percentage of city employees volunteering in middle and high schools through utilization of paid time off policies currently in place. (City)

TEY 23 Volunteerism: Invest in public service campaigns to enlist community members in youth-supportive volunteer opportunities. (City) **Use the Sunday Parkways program to recruit volunteers in that area, including gardening, neighborhood associations, neighborhood watch, neighborhood emergency teams, clean-ups, etc. Also, City volunteer management guidelines can include ways to reimburse volunteers for significant expenses.**

TEY-D Facilities and programs that meet 21st century opportunities and challenges

TEY 24 Co-location: Develop a funding strategy for the Gateway Education Center as a partnership of Parkrose and David Douglas school districts, Mount Hood Community College, Portland State University and the City of Portland. (Parkrose and David Douglas School Districts, MHCC, PSU)

TEY 25 Joint use agreements: Develop or update joint use agreements between Portland Parks and Recreation and all local school districts. Explore a greater level of facility and grounds management coordination and cost sharing. (PP&R, School Districts) **Use this approach to develop school buildings or other facilities into community centers (see TEY 27 and HCC 16).**

TEY 26 Shared resources: Develop intergovernmental agreements to address opportunities to share resources and reduce costs for facilities and maintenance, to coordinate on decisions that affect each others short and long term operations, and to preempt issues related to neighborhood/school issues, such as field use and parking. (School Districts, PP&R) **Follow the lead of Multnomah County, which leased out rooftops for large solar PV arrays and paid for the project by signing a long term power agreement at current power costs.**

TEY 27 Multi-functional facilities: Create new Comprehensive Plan policies and zoning for schools, colleges and universities to accommodate multiple community serving functions, while maintaining accountability to neighborhood concerns regarding impacts. (BPS) **While we commend the Plan's emphasis on neighborhood hubs and its intent to make schools available for community use, it should go further. See comments under HCC 16 regarding schools serving as community centers and emergency gathering places, and related comments under TEY 19 and EPA 23.**

TEY 28 Mutual consultation: Develop agreements between the City of Portland and each of its school districts to outline protocols for consultation related to issues and decisions of mutual interest and concern. (BPS, School Districts)

TEY 29 Arts programming: Invest in continuous, integrated arts learning programs for every K-12 student in Portland (e.g., Any Given Child, The Right Brain Initiative), using school, nonprofit and community resources. (RACC) **We strongly support this action.**

Economic Prosperity and Affordability (EPA)

As we noted in our introduction, growth is far from guaranteed. Many economists predict that we may face serious problems stemming from a long-term recession that could arise basically because of higher energy costs – persistent declining revenues, unemployment, falling incomes, demands for social services, and financial instability, to name a few. To ignore this possibility is perilous. In 2007 the City’s own Peak Oil Task Force Report described the potential for an oil shock and outlined various adverse economic effects in three economic scenarios. The Plan should build on them.

Business growth objectives based on the assumption that past growth rates will resume and continue may in fact be unrealistic and even counterproductive in a post-carbon world. If energy costs continue to rise and inhibit such growth, we need to be developing at least contingency plans for that eventuality. We need to find steady state indicators for sustainability and well-being. We need to re-examine and reinforce plans to achieve equity and build community even if we have lower material standards of living. We need to concentrate on developing transportation and local manufacturing along the lines envisioned in the pioneering Portland Peak Oil Task Force Report of 2007. In short, we need to think in advance about how continued economic stagnation or even decline would affect our whole community as well as our businesses. If standards of living continue to fall, advance planning and sharing of information could help avoid deep community divisions – blaming, rebellion, perhaps even violent clashes. Incorporating citizen initiatives and participation in designing and implementing programs could forestall social disintegration and increase support for government and business programs.

The Plan should also look at each Action with a view to increasing resilience and sustainability. For example, rather than banking on exports, manufacturing import substitutions should be emphasized for new growth. A massive conservation plan alone could provide an important, at least partial substitute for energy growth. Job training should also be viewed through this lens: focusing job training on work that will be required in a low-carbon, no-growth economy would help prepare everyone for that eventuality. And finally, a public information program would return its costs multiple times over in enabling everyone to understand and participate fully in creating a new kind of city, built to last, based on full equity, and fostering a deep sense of community.

On p. 34, in the Goal introduction to this section, under “Community Wide Prosperity Depends On:” change bullets to read as follows:

- A COOPERATIVE and innovative business environment.
- An EVOLVING and robust supply of stable living-wage jobs.
- Healthy LOCALLY BASED AND LOCALLY FOCUSED industrial districts and institutions .
- A well trained, HEALTHY, educated workforce.
- Options for affordable HEALTHY living.

EPA Objectives

- 1 Trade and growth opportunities (export growth):** The metropolitan area rises into the top ten nationally in export income, and jobs in the City’s target clusters grow at rates that exceed the national average. **Trade opportunities should be sought that support environmental health, sustainable prosperity, and share regional abundance without damaging our local environment.**
- 2 Urban innovation:** Portland grows as a national leader in sustainable business and new technologies that foster innovation, spur invention and attract talent. **Should read “spur invention and develop and support local talent.” We need to stop thinking that someone “out there” is better than who we are and can be.**
- 3 Trade gateway and freight mobility:** Portland retains its competitive market access as a West Coast trade gateway, as reflected by growth in the value of international trade. **Should read, “Portland retains its competitive market access as a West Coast trade gateway, without compromising local social and economic justice.”**
- 4 Growing employment districts:** Portland has captured 25 percent of the region’s new jobs and continues to serve as the largest job center in Oregon. Portland is home to over 515,000 jobs, providing a robust job base for Portlanders.
- 5 Neighborhood business vitality:** At least 80 percent of Portland’s neighborhood market areas meet metrics for economic health, including: economically self-sufficient households, retail market capture rate, job growth, business growth and access to frequent transit.
- 6 Access to housing:** No more than 30 percent of city households (owners and renters) are “cost burdened,” which is defined as spending 50 percent or more of their household income on housing and transportation costs. **Since the Plan indicates on p. 34 that almost 25% are cost-burdened now, why aren’t we shooting for an improvement? Also, without considerably more hubs, attempting to improve this situation is not likely to succeed.**
- 7 Access to housing:** Preserve and add to the supply of affordable housing so that no less than 15 percent of the total housing stock is affordable to low-income households, including seniors on fixed income and persons with disabilities. **Should read, “Preserve and add to the supply of affordable housing to meet the economic realities and housing needs of our community.”**
- 8 Education and job training:** Align training and education to meet workforce and industry skill needs at all levels. At least 90 percent of job seekers receive job-readiness preparation, training/skill enhancement and/or job placement services.
- 9 Household economic security:** Expand upward mobility pathways so that at least 90 percent of households are economically self-sufficient, earning enough income to cover costs of basic needs at local prices.

10 (New) Job opportunities: Support industry sectors whose mission is to develop and maintain a healthy population, community and environment.

11 (New) Sustainable, equitable housing: Encourage shared housing, cohousing and other homes that have lower carbon footprints. This could include reform of zoning, building codes and accessory dwelling unit regulation.

EPA-A Traded sector job growth

EPA-A1 Business cluster growth

EPA 01 Business development: Focus business development resources on enhancing the competitiveness of businesses in five target clusters: advanced manufacturing, athletic & outdoor, clean tech, software and research & commercialization. (PDC) **Reexamine such planning to include likely increasing energy costs and/or diminishing availability. This part of the Plan should be aligned with the Climate Action Plan, so as to nurture industries that need to be grown to meet emissions goals, and discourage others. Focus business development resources on enhancing industries that meet the needs of our community and work within our regional values of social and ecological sustainability and social equity.**

EPA 02 International business: Implement an international business development, trade and investment strategy that emphasizes job creation with coordinated promotion of both the region and local firms. (PDC) **See comment under EPA 01 regarding energy implications. Support international trade strategies only when they are win-win situations that do not compromise local economic security and prosperity. Prioritize regional economic development over international opportunities, as insurance against energy constraints.**

EPA 03 University connections: Pursue connections between higher education and firms in the target industries, whereby universities help solve technical challenges facing commercial firms by turning university-based innovations into commercially viable products. (PSU, OHSU, PDC) **Support the integrity of university-based research under these kinds of partnerships.**

EPA 04 Workforce alignment: Align workforce development efforts to match the skill needs of targeted industries. (WSI, PCC, MHCC) **Target workforce training to businesses engaged in sustainability and resilience-related activities and to smaller, local businesses that can less afford to train their workers, to strengthen the local economy.**

EPA 05 Workforce alignment: Develop model community workforce agreements to ensure industry growth brings benefit to the whole community. (PDC, WSI) **We strongly support this.**

EPA-A2 Urban Innovation

EPA 06 Next generation built environment: Advance the next generation built environment through the creation of the Oregon Sustainability Center and ecodistricts. Also, establish at least one new or major expansion of a district energy system. (POSI, PDC, City, PSU) **Ensure active engagement of neighborhood residents in decisions on ecodistrict priorities.**

EPA 07 Arts support: Expand public and private support for Portland’s arts and creative industries through a dedicated funding mechanism, and improve access, outreach, and services for youth and under-represented communities. (RACC)

EPA 08 Economic development: Complete the formation of a regional economic development corporation that will be responsible for a regional brand strategy. (Greater Portland, Inc.)

EPA 09 Green recruitment: Support and recruit companies that design, apply or manufacture products and systems for clean energy, water efficiency, sustainable stormwater management, and high-performance building materials. (PDC, BPS) **We strongly support this. These skill sets are critical as we adapt to energy constraints and climate change, and recover after a disaster.**

EPA 10 Broadband access: Begin implementing a broadband strategic plan to facilitate and optimize citywide broadband access. Work with PDC, educational institutions and other partners to identify and incent research partnerships that require “large pipe” broadband. Initiate a project, (such as genome research) that will anchor a large pipe campus or co-located business cluster. (OCT, PDC, PSU, OHSU) **This could be critical for recovering from an earthquake, for general communication as well as improving businesses’ ability to teleconference and telework.**

EPA 11 Broadband service: Convene a planning process with industry to identify and leverage incentives for broadband service expansion including complete neighborhood coverage for wireless. Review and update the City’s comprehensive approach to wireless facilities including a database and mapping. (OCT) **See comment on EPA 10.**

EPA 12 Broadband equity: Establish a fund for broadband equity. Develop a stable funding stream for access subsidies through a strategy such as a 1% universal service fee. Work with non-profits and NGOs to increase access to broadband tools for underserved communities. (OCT) **See comment on EPA 10.**

EPA 13 Workforce agreements: Build from the community workforce agreement approach used with Clean Energy Works to ensure that other urban innovation initiatives bring benefit to the whole community. (PDC, WSI, BPS) **This repeats Action EPA 05.**

EPA 14 Building energy efficiency: Build demand for building energy efficiency in new and existing commercial and residential building through incentives, better information and public/private partnerships. (ETO, BPS) **We strongly support this. One of our members, Jeremy O’Leary, says, “As a proud owner of a house that was in the pilot for Clean Energy Works Portland, my house stays habitable longer when the power is out than it did before these improvements.”**

EPA-A3 Trade gateway and freight mobility

EPA 15 Freight rail: Develop a regional freight rail strategy to enhance and improve access and the efficiency of rail operations with Metro, railroads, the Port of Portland and other regional partners. (Metro, PBOT, ODOT) **We strongly support this.**

EPA 16 Strategic investments: Update and implement the next five-year increment of the Tier 1 and 2 projects in the Freight Master Plan and Working Harbor Reinvestment Strategy in order to improve freight mobility. (PBOT)

EPA 17 International service: Implement strategic investments to maintain competitive international market access and service at Portland's marine terminals and PDX. (Port) **Target these investments to the marine terminals, as shipping is vastly more energy efficient than air freight, which will diminish with the inevitable rise in fuel costs.**

EPA 18 Sustainable freight: Implement Portland's Sustainable Freight Strategy to reduce the need to travel to work by single occupancy vehicle, support increased urban density and improve the efficiency of the freight delivery system. (PBOT) **We strongly support this.**

EPA 19 Contracting best practices: Compare the contracting procedures of agencies involved with transportation infrastructure (Port, PBOT, TriMet, ODOT) and identify leading edge best practices. (PBOT)

EPA-B Diverse, expanding city economy

EPA-B1 Growing employment districts

EPA 20 Brownfield investment: Pursue legislative changes and funding sources to accelerate cleanup of brownfields. Develop a strategy to address the impediments to redevelopment of brownfields. Lead effort with Metro and regional partners to include brownfield redevelopment assistance in the regional investment strategy. (PDC, BPS, BES) **Actions EPA 20 and 31: We are aware that customary brownfield remediation procedures are costly and time-consuming. We recommend that the City experiment with "green" remediation strategies for their efficacy and time and cost-effectiveness. Three methods we are aware of are**

(1) mycoremediation (contact Paul Stamets of Fungi Perfecti - fungiperfecti.com - in Olympia, WA: PO Box 7634, Olympia, WA 98507, 360-426-9292)

(2) sustainable biochar and terra preta (See Albert Bates, *The Biochar Solution*)

(3) composting

Another solution that should be held in reserve - in the event of an extended power outage so that the sewer system shuts down (as in a megaquake) - is mixing raw sewage with woodchips, depositing it on brownfield lots, and allowing it to sit for several years. It will eventually compost and repair the soil.

EPA 21 Industrial site readiness: Assemble at least one new shovel-ready 25-acre or larger site for environmentally sensitive industrial development as a pilot project for advancing both economic and natural resource goals in industrial areas. (PDC)

EPA 22 Growth capacity: Plan for adequate growth capacity to meet projected employment land shortfalls in the Comprehensive Plan, including industrial districts, multimodal freight facilities, campus institutions and commercial corridors in underserved neighborhoods. (BPS) **See introductory comments!**

EPA 23 Campus institutions: Develop new land use and investment approaches to support the growth and neighborhood compatibility of college and hospital campuses in the comprehensive plan update. (BPS) **College campuses could be included in the effort to make educational facilities more available for community use. See comments under HCC 16 regarding schools serving as emergency gathering places, and related comments under TEY 19 and 27.**

EPA 24 Central city office development: Develop incentives or other supports for accelerated office development, particularly in expanding Class B and C markets, to improve Portland's share of regional office development. (PDC)

EPA-B2 Neighborhood business vitality

EPA 25 Portland main streets: Maintain and expand the Portland Main Streets program for commercial areas interested in and ready to take on the comprehensive Main Street business district management approach to commercial district revitalization. (PDC) **Use this program to build up smaller commercial districts into full neighborhood hubs.**

EPA 26 Focus area grants: Establish a Focus Area Grant Program to support focus on two to three economically challenged areas of the city to spur business development and revitalization that is community led and community driven. (PDC) **We need more small businesses: the income is local and locally distributed; they don't have the growth imperative of large corporations; and they are more responsive to community needs. Small businesses require additional support, including training in entrepreneurship and small business management, microfinance, etc. Cooperatives should also be supported (see Canada's regulatory framework for cooperatives at <http://www.coopzone.coop/en/coopsinca>).** Suggested additional partner: Mercy Corps NW.

EPA 27 Training and networking: Establish regular training and networking opportunities for business district associations, neighborhood associations, community-based groups and community volunteers to expand their knowledge of best practices and effective techniques in neighborhood economic development. (PDC) **This could be helpful in bridging the current fragmentation of neighborhood activities (associations, watch, emergency teams) as they relate to hubs.**

EPA 28 Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and on supporting the growth and development of neighborhood based businesses, and provide those services at the neighborhood level. (PDC) **See comment under EPA 26. Allowing quiet businesses in residential areas would be helpful.**

EPA 29 Business resources: Increase knowledge of resources available for small business development (public, private and nonprofit) among community leaders, including business associations, neighborhood associations and community-based organizations. (PDC) **Suggest also partnering with Mercy Corps NW, SBA, PCC CLIMB Program, Springboard Innovation, PoSI, Janus etc.**

EPA 30 Fill gaps in underserved neighborhoods: Consider zone changes to fill commercial gaps in underserved neighborhoods, reduce regulatory barriers to upgrade technology, and promote flexible mixed uses. (BPS) **Designating many pocket hubs, i.e., smaller commercial districts, would be a good start. Then build pocket hubs into full neighborhood hubs with the Portland Main Street program (as in EPA 25 comment).**

EPA 31 Brownfields: Expand assistance for commercial corridor brownfield redevelopment. (BES) **See comments under EPA 22.**

EPA 32 Financial tools: Increase financial tools to support neighborhood business development and catalytic redevelopment projects outside existing Urban Renewal Areas. (PDC) **Develop a task force to seriously look at integrative economic strategies to meet the financial needs for creating a thriving, empowered region. Of particular focus, this task force would evaluate the strategy of creating a regional complimentary debt-free currency system to meet our social service, municipal service and environmental restoration goals, that would function alongside our national currency system. Such systems have been shown to work very well at the city/regional levels and empower local regions to be self-responsible and not dependent on federal policies or state financial decisions. One example of such a system can be found at www.lietaer.com under government, the case of Worgl, Austria. This task force would develop such a plan, identify the legal changes that will be necessary to bring such a plan to our city, and engage citizens with educational outreach to help expedite these changes.**

EPA 32.1 (New) Financial tools: To help our citizens move towards self-sufficiency within the context of community building and cooperation, encourage entrepreneurship, small business training, other business models such as cooperatives, and consumer aids such as buying clubs. A focus on small and local economies will create a resilient and nimble community.

EPA 32.2 (New) Financial tools: We recommend the City officially take a public stand to support a state bank and state bank initiatives, and invite dialogue with other cities to do the same.

EPA 33 Sustainability at work: Expand sustainable business education and services on energy and water efficiency, waste reduction, materials and transportation to reduce business costs and improve overall practices. (BPS) **We strongly support this.**

EPA-C Broadly accessible household prosperity and affordability

EPA-C1 Access to housing

We strongly support the goals of this section.

EPA 34 Housing supply: Increase affordable housing supply by completing the preservation of properties that receive federal and state housing subsidies and building new affordable housing in high opportunity areas, such as locations with frequent transit and high-performing schools. (PHB)

EPA 35 Housing security: Remove barriers to affordable housing for low-wage workers and other low-income households, through the Fair Housing Action Plan and housing placement services. (PHB)

EPA 36 Homelessness: Continue investing to finish the job on the 10-Year Plan to End Homelessness for veterans, families and chronically homeless people, including housing placement, eviction prevention, and coordinated support services. (PHB)

EPA 37 Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners. (PHB)

EPA 38 Housing strategy: Prepare and begin implementation of a Citywide Housing Strategy, including 25-year opportunity mapping, resource development, equity initiatives such as increased use of minority contractors, and alignment with other community services for low/moderate-income residents. (PHB) **Please also consider how we recover from an earthquake, and how we would deal with a possible surge of immigration, for example from the desert Southwest due to climate change-driven water shortages.**

EPA 39 Fair housing: Implement Portland's Fair Housing Action Plan. (PHB)

EPA 40 Align housing and transportation investments: Identify housing needs and opportunities in conjunction with the Barbur Corridor Study. (BPS, PHB)

EPA-C2 Education and job training

We strongly support these actions, with the comments noted.

EPA 41 Training: Focus, align and expand workforce training programs and higher education degree programs to prepare job seekers for long-term employment at a self-sufficient wage. (WSI, PCC, OUS, MHCC) **Workforce training needs to be focused on skills needed to support sustainability, resilience and economic relocalization. The economic part of the Plan should be aligned with the Climate Action Plan, so as to nurture industries that need to be grown to meet emissions goals, and discourage others. Training should be directed toward skills needed by these industries. Recruit recent retirees and facilitate their participation as trainers and mentors. Center for Earth Leadership is working in this direction.**

EPA 42 Youth employment: Create a tax incentive for businesses to support career-related learning experiences in city schools and to employ foster youth. (WSI) **Business support should include strengthening Benson High School's career programs, which have been weakened in recent years.**

EPA 43 Hiring agreements: Establish first source hiring agreements and other types of community workforce agreements with businesses awarded sizable public grants or loans so that businesses hire local residents that have recently completed skills training or become unemployed. (PDC)

EPA 44 Higher education system: Involve higher education and workforce development partners in implementing the Cradle to Career Initiative recommendations so that at-risk youth are supported and successfully complete training and university programs. (C2C)

EPA 45 Post-secondary: Study the feasibility of a program that guarantees public school students access to two years of education or training past high school.

EPA 46 Youth employment: Develop a system for sustaining the City's Summer Youth Connect program. **Encourage youth employment and civic engagement through business associations and neighborhood associations.**

EPA-C3 Household economic security

We strongly support these actions.

EPA 47 Self-sufficiency metrics: Adopt the Self-Sufficiency Index as the official measure of poverty and encourage its use in policy discussions and decisions. **Adapt this metric to include the recommendations of emergency managers regarding food supplies to be maintained on hand.**

EPA 48 Childcare: Undertake a project that removes barriers or pilots approaches to providing affordable, accessible and quality childcare in selected underserved neighborhoods. (SUN, DHS, C2C)

EPA 49 Disadvantaged workers: Increase skill-level of low income, multi-barriered residents who need remedial education, ESL and other special assistance to overcome basic skill deficiencies, disability related disadvantages such as mental illness, criminal background, and chemical dependency issues through workforce training and wraparound services. (WSI, HomeForward, DHS, Multnomah County)

EPA 50 Race and ethnicity: Increase targeted contracting, community workforce agreements, job training and culturally specific services to reduce racial and ethnic disparities. (City, PDC, WSI, Multnomah County)

EPA 51 Anti-poverty strategy: Engage with the Multnomah County Community Action Agency to develop a comprehensive anti-poverty strategy to increase economic self-sufficiency. (Multnomah County, Home Forward, PHB, PDC)

EPA 52 Federal and state tools: Develop a legislative package to address unmet local needs by providing additional tools and resources to increase economic self-sufficiency. (City, Multnomah County)

EPA 53 School-based service delivery: Develop agreements outlining the role of the SUN Service System toward implementing or supporting the above-listed actions. (SUN)

HCC Healthy Connected City

As noted earlier, adequate attention to emergency preparedness is absent from the Portland Plan. While we are aware that planning is ongoing for infrastructure issues and first response, there is insufficient effort in the area of public education and creation of a culture of preparedness among Portlanders. Neighborhoods like Old Town Chinatown, where the majority of residents live in SROs, will face a food and water crisis in an earthquake or other disaster. Many dine in soup kitchens and do not stock food. Many are mentally ill. Social service providers need to be brought in as key players in emergency preparation. These principles could be applied to citizen participation in all neighborhoods. In addition, community centers in, for example, school buildings could be outfitted to serve as emergency gathering places, and neighborhood retail businesses should be included in this planning process. Accordingly, we have added two new Objectives and Actions in this section.

An issue noted in a number of places in this section is the fact that toilet availability positively affects active living, healthy aging, childhood fitness, pedestrian life and use of public transit. **Public restrooms particularly serve the “restroom challenged,” a term used by the American Restroom Association** for two types of people. First are those whose need for toilets comes frequently – every hour or so. Second are those whose need comes suddenly and urgently. “Restroom challenged” people may have normal conditions – pregnancy, young age, old age etc. – or medical conditions, many of which are invisible. Many hesitate to leave their homes or their cars unless they are certain to find a restroom.

Also, this part of the Plan should address significant needs in East Portland by increasing its few designated neighborhood hubs and envisioning major improvements to walking, biking and transit facilities – not to mention housing and security.

Another issue in this section, despite numerous mentions of transit in parts C and D – see especially pp. 75, 78 and 79 – is that for the last three years transit service, especially bus lines, has been reduced and eliminated while fares have increased. This is likely to continue if something isn’t done to change the funding for transit operations. For transit and buses to be used as a major source of transportation, replacing the auto, it will need to be both affordable and convenient. Fares must be reasonable and bus frequencies must be adequate.

About ten years ago Mayor Katz suggested in a State of the City speech that transit should be free. While this is probably impractical, lower fares than we have today would increase usage, which would increase frequency and help to implement the transit goals of the Portland Plan. We also need some serious work done on finding alternative funding sources for TriMet (tax autos more?).

We note that Tri-Met is listed as a Portland Plan Partner on the inside cover, but is not listed as a partner on the Plan Actions. Why?

HCC Objectives

1 Healthier people: The percentage of Multnomah County adults at a healthy weight meets or exceeds the current rate, which is 44 percent. The percentage of eighth graders at a healthy weight has increased from 75 percent and meets or exceeds federal standards (84 percent). **Why shoot so low? Why not aim to exceed the federal standard of 84%? Also, this as the single measure of healthier people feels very inadequate. We would replace it with developing and tracking a health related quality of life measurement (HRQLM) for our region. We would also add affordable neighborhood access to healthcare and wellness opportunities for all, including supporting annual neighborhood association wellness fairs.**

2 Complete neighborhoods: 90 percent of Portlanders live within a quarter to half mile of sidewalk-accessible complete neighborhoods. **This absolutely requires evenly dispersed neighborhood hubs, which is simply not the case under the draft proposal. Tiers of hubs with the proposed regional hubs plus neighborhood and pocket hubs would support this objective.**

3 Neighborhood economic vitality: At least 80 percent of Portland's neighborhood market areas are succeeding in terms of the strength of the local market, local sales, business growth and stability.

4 Access to healthy food: 90 percent of Portlanders live within a half mile of a store or market that sells healthy food. **This cannot be achieved with the draft hub map.**

5 Transit and active transportation: Portland residents have reduced the number of miles they travel by car to 11 miles per day on average and 70 percent of commuters walk, bike or take transit to work. Carpool or telecommuting rates have also increased. **Greater dispersal of hubs is necessary for this to have any chance of attainment.**

6 Carbon emissions and climate change: Portland's transportation-related carbon emissions are 50 percent below 1990 levels. **Structurally, this is simply not possible with the current arrangement of hubs.**

7 Parks and nature in the city: Nearby parks, streams and natural areas give Portlanders places to recreate, relax and spend time with friends and family. This improves both physical and emotional well-being. Currently, 76 percent of Portlanders are within a half-mile safe walking distance of a park or natural area. The Portland region's 40-mile loop and the larger regional trail system provide access along rivers and through major natural areas like Forest Park, Johnson Creek and the Columbia Slough. However, this popular system of trails is incomplete and has few connections to neighborhoods. **The objective would be to have the 40 loop and trail system fully implemented. Further, the objective should be to have 100% of the population within serviceable distance to recreational/natural facilities. The language here lacks vision. Additionally, restore restroom facilities to major urban parks and ensure that toilets are placed at regular intervals along the 40-mile loop trail.**

8 Watershed health: Neighborhoods with generous tree canopy and less pavement have cleaner, cooler air, which reduces health problems such as asthma. Healthy streams and natural areas help prevent damage to homes due to landslides and flooding. Currently, 33 percent of Portland's land is impervious – either paved or roofed – and only 26 percent is covered by tree canopy. Portland has about 20,000 acres of good-quality natural resources that provide habitat for a wide variety of native and migratory wildlife. Yet, much beneficial wildlife, including salmon

and bat species, is at risk or threatened with extinction, and over 20 miles of waterways and 100 acres of wetland lack necessary protections. **The objective should be to Increase tree canopy and reduce impervious surfaces. We should have an approach that recognizes the pre-settlement naturescape and where possible moves in the direction of that model. Again, more vision is needed. Additionally, at present there is no stated plan that we are aware of to maintain watershed health should the sewer system go offline in a major earthquake.**

9 Safety and security: In 2008, Portland’s violent crime rate was 5.5 crimes per 1,000 people — a 50 percent decline over the past decade and one of the lowest rates for similarly sized cities nationwide. From 2004–2008, 9,750 people were injured or killed in traffic crashes in Portland. Only 59 percent of Portlanders feel safe walking alone at night in their neighborhoods. Reducing crime and ensuring people feel safe can make people more comfortable walking, biking or playing outside. **Placing quiet businesses that encourage 'eyes on the street' in residential neighborhoods would be very helpful. Also, there is more to public safety than crime prevention. See new HCC Objectives 12 and 13.**

10 Quality public infrastructure: Neighborhoods with quality public infrastructure can provide residents with necessities like clean drinking water, quality sewer and safe streets. Today, services in some parts of Portland do not meet city standards. For example, over 55 miles of streets are substandard and 12,000 properties are at risk of basement sewer backups during heavy storms. **Quality public infrastructure is essential for recovery from a major disaster.**

11 (New) Safe streets: Through partnership with neighborhoods, work to provide safe walking and gathering conditions (i.e., sidewalks, benches and signage) for all neighborhoods and residents. Safe streets without someplace public to gather or go simply amount to expensive landscaping.

12 (New) Emergency preparedness: Incorporate emergency preparedness into neighborhood planning. Expand the concept of neighborhood gathering places to create community centers, using schools and other suitable facilities, that will also serve as gathering areas and shelters after a large scale disaster.

13 (New) Emergency preparedness: Create a culture of preparedness among Portland residents. Provide and publicize resources that can help Portlanders appreciate the importance of preparing their households for coming through a disaster, and that will show them how to prepare with their families and neighbors. Emergency preparedness planning invites people to think creatively, to imagine and respond to various scenarios and in the process to strengthen community cohesion and resilience.

HCC-A Public decisions that benefit human and environmental health

In all partnership conversations, the first partner should be the citizens. The language throughout this section feels very top down.

HCC 01 Partnerships and collaboration: Establish protocols for regular information sharing and consultation between the City of Portland and health partners including dialogues, joint projects and trainings. (Multnomah County, City, PSU, OHSU, NGOs: OPHI, UPH, CLF)

HCC 02 Partnerships and collaboration: Develop a “Health in Planning Toolkit” that Portland Plan partners can use to promote cross-discipline exchange and working partnerships among city bureaus and health partners. (Multnomah County, City) **Include the development of a health-related Quality of Life measurement that incorporates physical and mental health parameters.**

HCC 03 Partnerships and collaboration: Include health partners on advisory committees and project teams for projects with potential pollution, toxics, noise, environmental hazard and other health impacts. (Multnomah County, City, PSU, OHSU, NGOs: OPHI, UPH, CLF) **Yes.**

HCC 04 Public decisions and investments: Establish criteria and methods to formally assess the human health and watershed impacts of public policy and investment, including which types of decisions require assessment and which impacts to consider.

- As initial efforts, integrate human and watershed health, and air quality and greenhouse gas emissions criteria in the analysis of alternative growth and land use scenarios in the comprehensive plan; update budget considerations.
- Through the work of the Communities Putting Prevention to Work Health Equity Action Team, develop recommendations and methods to integrate health considerations into the prioritization and design of transportation projects. (Multnomah County, BES, BPS, OMF) **Yes.**

HCC 05 Quality public infrastructure: Identify infrastructure facilities that have a high risk of failure. Prioritize these assets for monitoring, planning and investment to protect human and environmental health. (BPS, OMF, BES, PWB, PBOT, PP&R) **We strongly support this action.**

HCC 06 Disparity reduction: Develop a Healthy Community Index combining neighborhood, environmental and demographic data. Use this information to identify, measure and track disparities and to inform health and equity assessments for planning, policy, and investment decisions. (MCHD, Metro, PSU, OHSU, City) **We strongly support this action and recommend its use alongside the HRQOL (Health Related Quality of Life) index mentioned in HCC 02.**

HCC 06.1 (New) Education and Promotion: Expand popular education and outreach for communities regarding all issues pertaining to personal, community and environmental health. These educational activities should be offered collaboratively through local schools, community centers and churches, and should target those communities with health disparities as our priorities for outreach. The development of these programs could be a collaborative approach between government, NGOs and small businesses in the business of holistic, integrative preventive health care.

HCC-B Vibrant neighborhood hubs

One component missing in this discussion is the need to accommodate population growth and accept greater density in our neighborhoods. Furthermore, there are constructive and destructive approaches to increasing density; we like the constructive approach.

HCC 07 Neighborhood businesses and services: Use the Portland Development Commission Main Street and Neighborhood Economic Development strategies to strengthen neighborhood hubs. Undertake business development activities in the Cully Main Street Plan area as a pilot

project. (PDC, BPS) **As noted earlier, use this strategy to build up pocket hubs into neighborhood hubs. There are not nearly enough hubs for them to have a neighborhood/community feel, not to mention reaching the goals of the Plan; adding multiples of the proposed hubs should be considered. The definition needs to accommodate schools and churches, not just retail businesses.**

HCC 08 Broadband in neighborhoods: Identify and create several high capacity broadband access points in neighborhood hubs. Provide free WIFI at all public buildings in each neighborhood. (OCT) **See comment under EPA 10.**

HCC 09 Quality, affordable housing: Complete the citywide housing strategy and use it as a basis for regulations, location policies, incentives and public-private partnerships that help locate new well-designed, affordable housing in and around neighborhood hubs and near transit.

- a. Explore opportunities to create housing for elders and mobility-impaired residents in service-rich, accessible locations; and ensure that workforce housing is part of the mix of housing in neighborhood hubs.
- b. As an initial project, construct and include workforce and senior housing in the Gateway-Glisan mixed-use/ mixed-income housing development. (PHB, PDC, BPS)

The plan focus is on new structures. Recognizing that there are many unutilized/underutilized existing properties, the plan should also focus on utilizing existing structures and housing units to create greater density in the inner core rather than use land and resources to build new. To this end the code and fee structures must be modified and made more flexible to encourage this refit/reuse modality. Not addressed is how these new projects are to be funded - public funds are in decline. Reuse would be less costly.

HCC 10 Transit and active transportation: Identify pedestrian barriers within and to neighborhood hubs, develop priorities for investment, and implement policy changes to ensure hubs have safe and convenient pedestrian connections. (PBOT) **Yes.**

HCC 11 Healthy and affordable food: Retain and recruit grocery stores and other sources of healthy food as key components of neighborhood hubs. (PDC, Multnomah Food Initiative) **Include farmers markets and small market farms as other healthy sources of food.**

HCC 12 Healthy and affordable food: Undertake efforts to support and encourage owners of existing small markets and convenience stores to provide healthy, affordable, and culturally relevant food, especially in underserved neighborhoods. (BPS, Multnomah County) **Encourage small markets to be associated with local food buying clubs.**

HCC 13 Healthy and affordable food: Create 1,000 community garden plots, focusing in areas accessible to neighborhood hubs and higher-density housing, by pursuing opportunities to repurpose publicly owned land and through public-private partnerships. (PP&R) **Associated greenhouses in community gardens would be very helpful. People need more plentiful places to grow food. Encourage citizen farming, as in Victory Gardens and growing fruit and nut trees. Education and implementation of example projects, such as Median Farms (<http://tpdxfood.blogspot.com/2011/10/median-farms.html>) can provide an impetus. The education component would also discuss permaculture.**

HCC 14 Gathering places: Acquire land for an urban park in Hollywood. (PP&R, BPS, PDC)

HCC 15 Gathering places: Develop new design options for neighborhood streets that allow more community uses on streets, especially in neighborhood hubs. Build one demonstration project. (PBOT, BPS) **As part of the Portland LEAP (Local Energy Assurance Program) effort, plan neighborhood staging areas where community emergency response efforts will begin in the moments after a major earthquake. These might be schools or parks.**

HCC 16 Gathering places: Explore ways to support arts and cultural facilities and incubators in underserved areas, through tools such as public-private partnerships and incentives. (RACC, NGOs) **Expand this item to read as follows:**

HCC 16 (New) Gathering places/community centers: Ensure the development of a multi-purpose community center in each neighborhood hub and satellite facilities in surrounding areas. These centers could be neighborhood schools – expanding on the intent in TEY Action 19 (Family support) and TEY 27 (Multi-functional facilities) to broaden the use of existing school buildings – or other suitable space including college facilities (EPA 23). In addition to the arts and cultural facilities and incubators mentioned in the original form of this Action, and to the family support and adult education activities planned in TEY, these centers would become the mainstays of community resilience activities, broadly construed as efforts to buffer residents from economic as well as natural disasters. After school hours, they could become incubators for micro-enterprises and cooperatives; centers for workforce training as well as learning skills such as bicycle repair, making clothing, and growing, preparing and preserving food; community kitchens, health clinics and tool lending libraries. In this way, neighborhood schools become community focal points and clearing houses for information and resources for the community.

Also, with the seismic upgrades that need to be performed on all schools, they would become gathering areas and shelters after a large scale disaster. Most elementary schools are close to being within a 20 minute walk of all residents. We recommend the following elements be considered:

- (1) Solar roof panels could distribute electric power to the surrounding community for additional income. If the panels are on the grid, they should be ready to take off the grid in an emergency so that when the power goes out, the school becomes the local center for light, heat and communication. Follow the lead of Multnomah County, which had solar panels installed on large rooftops and signed long-term power agreements to pay for the panels;**
- (2) Rainwater catchment would offset some of the impact if the water supply is offline or greatly limited;**
- (3) Space should be allocated for a large number of community garden spots so that people could at least partially feed themselves or augment the local food pantries;**
- (4) Certified kitchens should be maintained and used after school hours to teach nutrition, cooking, canning, drying and other food preparation and storage skills; and**
- (5) Storage space should be provided for emergency equipment, emergency food and water stores, and materials for emergency dry composting toilets (containers, which can be used to store food, water and other items; sawdust or woodchips; bamboo and tarps for privacy structures; soap, sanitizer, and instructions for assembly and use.)**

Goals of reducing CO₂ emissions, reducing the impact of economic and energy shocks, and improving community disaster resilience can then be met. Neighborhood groups should be included in decisions about these centers.

HCC 16.1 (New) Create a culture of preparedness among Portland residents: Provide and publicize resources that can help Portlanders appreciate the importance of preparing their households for coming through a disaster, and that will show them how to prepare with their families and neighbors. (Transition PDX is already working – in collaboration with the NET program, PBEM, Southeast Uplift, Multnomah County Emergency Management, and the Sellwood-Moreland neighborhood association – on the development of a regional community preparedness website that is expected to launch in January. We have put substantial effort into this project and will continue to do so, looking forward to cooperation with the City on publicizing this program and encouraging citizens to prepare.) Partners: Bureau of Emergency Management and other regional emergency management agencies, Office of Neighborhood Involvement and its network of neighborhood associations and coalitions, Portland Fire & Rescue, the NET program, and community groups including Transition PDX. Also, establish a standing Emergency Preparedness Commission (see new Action HCC 48).

HCC 17 Resource conservation: Pursue ecodistrict partnerships and support collaboration among building owners to improve environmental performance at a district scale. (City, NGOs) **We strongly support this action.**

HCC 18 Resource conservation: Develop approaches for district-wide natural resource conservation — water conservation, stormwater management, energy production and natural resource enhancement. (BES, BPS, PWB) **We strongly support this. Add citizen recycling initiatives such as neighborhood composting and gray water use. Also, there is still no stated plan for the case where the Big Pipe isn't big enough, if the sewer system is offline or lacking a water supply. Instill contingency thinking among bureaus and ask them to develop plans in collaboration with citizen volunteers.**

HCC-C Connections for people, places, water and wildlife

There is plenty of good work already being done for Greenways, and we would invite you to look at Greenways in the context of how people will find the designated neighborhood emergency staging areas. Greenways could easily be the main corridor for information exchange when we have a wide scale power outage and/or the telecommunications network is overloaded. We see this fitting in as part of **HCC 31** (Civic corridors), where if there are shelters for pedestrians and bicyclists, these could easily serve as the information boards that spring up after earthquakes. Having a list of specific suggestions and volunteer opportunities (**TEY 23**) for community resilience activities and organizations in the area would be important, and **TEY 17** (Safe Routes to Schools) would also seem to fit in well.

Dovetailing with one of the other purposes of Greenways is stormwater management. After a large earthquake, it is highly likely that both water and sewage are going to be knocked offline, possibly for an extended period of time. Setting rainwater catchment at schools, eco-districts, homes and apartment buildings would offset stormwater run off and provide a source of water that could be cleaned for drinking water.

Finally, tree planting or the tree canopy are referenced in the second Guiding Policy on p. 70 and in Actions HCC 22 and 31. Tree placement decisions should be mindful of sunlight needs of solar collectors and gardens. Sight lines need to be maintained to support public safety and business signage.

We recommend that the design principles of permaculture be adopted as often as possible in the design and care of urban spaces.

HCC 19 Habitat connections: Engage with Metro and The Intertwine – a regional network of trails and habitats – to connect, expand and maintain Portland trails and habitat corridors as part of the regional system. (PP&R, BES, Metro)

HCC 20 Habitat connections: Initiate a culvert removal program to expand salmon habitat within Portland streams, beginning by restoring Crystal Springs to a free-flowing salmon-bearing stream with enhanced stream bank and in-stream habitat. (BES)

HCC 21 Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restoration sites. (PP&R, BES, Metro)

HCC 22 Habitat connections: Identify key locations for preserving and enhancing neighborhood tree canopy for stormwater management, hazard mitigation, wildlife habitat benefits, air quality and climate change adaptation. (PP&R, BES, NGOs) **See introduction to HCC-C.**

HCC 23 Habitat connections: Adopt an updated citywide natural resource inventory as a basis for updating the City's natural resource protection plans for the Willamette River (north, south and central reaches) and the Columbia Corridor. (BPS, PP&R, BES)

HCC 24 Habitat connections: Remove invasive species and revegetate 700 acres of natural areas. (PP&R, BES)

HCC 25 Habitat connections: Assemble at least one new shovel-ready, 25-acre or larger site for environmentally sensitive industrial site development as a pilot project for advancing both economic and natural resource goals in industrial areas. (BES, PDC, BPS, Port)

HCC 26 Neighborhood greenways: Initiate implementation of the neighborhood greenways network by completing 75 miles of new neighborhood greenways, including: a. Clay, Montgomery, Pettigrove and Holladay Green Street projects to connect every quadrant of the city to the Willamette River. b. Connections to Multnomah Village and the Hillsdale Town Center. c. Connections between SE Foster to the I-84 path using a route along NE/SE 128th and 132nd Avenues. d. North Portland Neighborhood Greenway from Pier Park to Interstate Avenue. (PBOT, BES, PP&R, BPS)

HCC 27 Neighborhood greenways: Implement key trail projects to support Neighborhood Greenway connectivity by supporting the following trail efforts: a. Pursue ways to speed up the trail acquisition process and create additional tools to enable the City to obtain trail easements, so that the regional trail system in Portland can be completed in a timely manner. b. Construct sections of the Red Electric Trail connecting to Hillsdale Town Center. c. Complete the Sullivan's Gulch Trail Concept Plan and the North Willamette Greenway Feasibility Study. (PP&R, PBOT, BPS)

HCC 28 Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics. (PBOT, BES)

HCC 29 Neighborhood greenways: Develop new options for temporary or permanent repurposing of unimproved rights-of-way for public uses such as pedestrian and bikeways, community gardens, rain gardens, park spaces or neighborhood habitat corridors. (PBOT, BES, PP&R)

HCC 30 Neighborhood greenways: Resolve issues related to pedestrian facilities that do not meet city standards but provide safe pedestrian connections. (PBOT)

HCC 31 Civic corridors: Identify and develop new right-of-way designs for key transit streets that integrate frequent transit and bike facilities, pedestrian crossings, landscaped stormwater management, large canopy trees and placemaking amenities (e.g. benches, lighting and signage). (PBOT, BES) **See introduction to HCC -C.**

HCC 32 Civic corridors: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment in the following efforts to provide a model for future projects: a. 122nd Avenue planning — to enhance transit service and connections to east Portland and citywide destinations. b. Portland-Milwaukie Light Rail Tacoma Street Station — to restore the adjacent section of Johnson Creek and provide connections to the Springwater Corridor. c. Foster Lents Integration Partnership — to coordinate transportation investments, stormwater management improvements, open space, flood plain restoration and private development and investment. d. Barbur Concept Plan — to create a long-term vision for the Barbur corridor between Portland's central city and the Tigard city limit in anticipation for future high capacity transit in the Southwest Corridor. (PBOT, TriMet, Metro)

HCC 33 Civic corridors: Through the Sidewalk Infill on Arterials Program, invest \$16 million in building sidewalks on arterials in southwest and east Portland to address high priority gaps in the sidewalk network. (PBOT, BES, BPS, TriMet, Metro, PP&R)

HCC 34 Civic corridors: Begin concept planning for two corridors identified in the Streetcar System Concept. (PBOT, BPS, TriMet)

HCC-D Coordinated interagency approach

To support its emphasis on community participation, the Plan should significantly broaden the list of potential partners (now mostly public agencies). The proposed physical changes in neighborhoods, for example, will need to engage neighborhood associations and other community organizations. The City may need to identify community organizations/communities of interest and document where they are engaged, by conducting a survey of social and civic capital on the ground.

HCC 35 Planning and investment: Through a multi-agency effort, develop a Healthy, Connected City framework that identifies a system of neighborhood hubs and city greenways and use it to coordinate policy across elements of the comprehensive plan. (BPS, PP&R, PBOT, BES)
Reorganize City efforts directed at neighborhoods, where possible under similar geographic boundaries, to ensure coordination with

the new designated hubs and the community centers recommended in HCC Action 16. These include the different civic and public organizations: Neighborhood Associations, SUN schools, Neighborhood Watch and NET. These efforts need to be aligned and in communication! Also, collaboration with adjacent municipalities in the border areas is imperative.

HCC 36 Planning and investment: Establish a transportation policy that prioritizes creating transportation systems that support active transportation modes – walking, biking and transit. Develop and promote telework resources and incentives. (PBOT, BPS) **Encourage community van pooling and car sharing. Active transportation planning needs to include toilets along routes.**

HCC 37 Planning and investment: Develop a strategy for more adequate, stable and equitable funding for development, long-term maintenance and management of transportation and green infrastructure systems. (PBOT, BES) **We strongly support this goal. Actions might include establishing a task force to develop the strategy. A local currency might be necessary.**

HCC 38 Planning and investment: Complete the Central City 2035 Plan to enhance the role of the central city within the Healthy Connected City network and to expand opportunities for central city neighborhoods to develop as complete communities. (BPS, PBOT, BES, PP&R)

HCC 39 Planning and investment: Develop and implement new approaches, such as area-specific development standards or design guidance, to ensure new development and infill is both affordable and responsive to the distinctive characteristics of Portland’s neighborhoods. (BPS, BDS) **Yes.**

HCC 40 Planning and investment: Inventory historic resources in neighborhood hubs and along civic greenways and develop a strategy to preserve key resources. (BPS) **Yes.**

HCC 41 Social impacts and mitigation: Develop strategies and a more robust toolbox to address potential residential and commercial displacement as development occurs. (PDC, PHB, BPS) **We strongly support this action.**

HCC 42 Community capacity and local initiatives: Establish or expand technical assistance and matching grant programs to incent and leverage community-based initiatives that further Healthy, Connected City (e.g. community-based groups that maintain green streets, parks and natural areas and plant trees). (BES, PBOT) **Another example is health and wellness committee development in our neighborhood associations.**

HCC 43 Community capacity and local initiatives: Expand programs that promote periodic community use of streets, such as Sunday Parkways, block parties, festivals and farmers markets. (PBOT) **Yes.**

HCC 44 Community capacity and local initiatives: Support and expand community-based crime prevention efforts and work to improve communication and understanding between police and the community. **We have found no mention of community policing. This has been talked about for 25 years but is only partially implemented. It should be the cornerstone of policing in Portland and coordinated with many other organizations that provide security as well as related activities. This action and TEY14, which relates to public safety**

through gangs and juvenile delinquency, seem to be describing community policing without using the term. Incorporate the term and expand the scope of this Action to include the Police Bureau, ONI and other interested parties.

HCC 45 Education and promotion: Expand active transportation education and outreach programs.

- a. Expand Sunday Parkways to include most eastside and some westside areas, focusing routes on existing and planned neighborhood greenways. Promote ongoing use of neighborhood greenways during events (i.e., Sunday Parkways Every Day).
- b. Expand the Safe Routes to School program, which currently serves K-8 students to reach all middle and high school students in Portland.
- c. Reach every household in Portland and 1,500 businesses through SmartTrips Portland. (PBOT) **Yes.**

HCC 46 Education and promotion: Expand recreation offerings, including the amount and variety of community center and outdoor recreation and leisure programming so that Portlanders spend more time engaged in beneficial physical exercise. (PP&R) **Yes.**

HCC 47 (New) Education and promotion - Energy Descent Resilience: Education should also involve popular education of communities regarding energy issues, conservation issues, the importance of energy conservation, and the plan to transition into renewable green local energy resources for long term stabilization of our energy needs and environmental health. This is consistent with the Community Engagement goal of the City/County Climate Action Plan.

HCC 48 (New) Emergency planning: Establish a standing Emergency Preparedness Commission to look at what is currently being done to meet our emergency preparedness needs, identify further areas of development needed to meet these needs, create an outreach and development plan, and fund this planning effort as a priority. If funding resources are not available, the financial tools suggested in EPA Action 32 could meet these needs.

Measures of Success

Objective 5 Growing businesses: By 2035, the metropolitan region ranks 10 or better among U.S. cities, in terms of export value. **We would change the objective to read as follows: “By 2035, the metropolitan region ranks 10 or better among U.S. cities in terms of thriving, resilient local economy.”**

Objective 10 Healthier people: By 2035, the percentage of Multnomah County adults at a healthy weight meets or exceeds the current rate, which is 44 percent. By 2035, the percentage of 8th graders at a healthy weight has increased and meets or exceeds the national target, which is 84 percent. **We recommend changing the objective completely to this: “By 2035 our city's residents all have access to health care and wellness opportunities, and local mental health agencies and public health providers have sufficient funding to both deliver services and evaluate programs for ongoing improvement in population health measures.”**

Objective 11 Safer city: By 2035, 75 percent of Portlanders feel safe walking alone at night in their neighborhood. Portland’s communities of color report feeling comfortable calling emergency services. **We recommend increasing the goal to 90% or greater. We would also add immigrant communities and individuals with mental health issues to those feeling comfortable calling emergency services. We would add that all neighborhood associations have active emergency planning committees, policies and procedures.**

Implementation

Page 117 We would add at the end of the paragraph in bold: “. . . the success of the plan will depend on continued collaboration with state and federal partners, the future involvement of a greater number of businesses and community organizations, and innovative financing such as local complementary currency.”

Planning and Sustainability Commission
1900 SW 4th Avenue, St 7100
Portland OR 97201

Dear Commissioners:

Thank you for the opportunity to comment on the Draft Portland Plan. I am writing on behalf of the Southwest Neighborhoods Inc. (SWNI) Parks and Community Centers Committee.

SWNI hosted a BPS presentation of the Draft Portland Plan at the Multnomah Arts Center and provided a few copies of the draft plans. Shortly thereafter the Parks and Community Centers committee met and discussed the Draft Portland Plan. Committee members were encouraged to read the draft plan either from the few copies available or online. One significant concern was with the naming of one of the 24 Sub-area geographies.

There was astonishment that one of the sub-areas was called "Tryon Creek – Riverdale", with the "Riverdale" name being the problematic element. Many felt that the use of "Riverdale" in that title was inappropriate because it neither reflects a neighborhood focal point, nor does it refer to any neighborhood landmarks. Riverdale is simply the name of a non-Portland (PPS) high school that is presently located in the Collins View neighborhood. Tryon Creek is an appropriate reference in that it acknowledges the watershed name and a large landmark park in the area.

We therefore would like to request that the naming be reconsidered. A change to this name will both better reflect the neighborhood identity and also help those reading the plan understand what area is being considered in this sub-area. We respectfully suggest the use of one of the following alternatives:

Tryon Creek-South Terwilliger
Tryon Creek-South Burlingame
Tryon Creek-South Taylors Ferry
Tryon Creek-Terwilliger

We hope that the names used in any element of the plan will accurately reflect the historical aspects of our area and references that are of significance to our neighborhoods.

Thank you for your consideration. Please contact our committee if you have any questions or comments.

Kirky Doblíe

Kirky Doblíe
0106 SW Ridge Drive
Portland OR 97219
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PORTLAND BUSINESS ALLIANCE

Leading the way

December 28, 2011

Andre' Baugh, Chair
Portland Planning and Sustainability Commission
c/o Portland Bureau of Planning and Sustainability
1900 SW Fourth Avenue, Suite 7100
Portland Oregon 97201

Dear Chair Baugh and Planning and Sustainability Commission Members:

The Alliance appreciates the opportunity to comment on the Portland Plan Proposed Draft. The draft represents years of input from stakeholders, including the business community. We appreciate the comprehensive depth and wide spectrum of policy items in the draft. We agree with the goals of the plan to set a path forward for Portland, and that the city should focus on raising the quality of life for all residents by 1) increasing wages and incomes through promoting employment opportunities; 2) improving educational outcomes so Portland citizens can succeed in the local and global economy, and, 3) improving transportation access to and within the neighborhoods and districts of the city.

While all of these efforts are well intended, we are concerned with the city's ability to implement the objectives and the many short-term action items in this plan. This concern is based on the fact that 1) the plan lacks prioritization of action items; 2) it lacks guidance on how to resolve potential conflicts between action items and, 3) the plan is not financially constrained and there is no funding strategy.

We fear that, without prioritization, very little of this plan will be accomplished. And now, more than ever, Portland needs some focused action. A recent study shows that Portland-metro area employment fell deeper in the 2008 recession than peer cities and, due to this, recovery is taking longer. Some Oregon economists document that nearly half of the jobs lost will not return in economic recovery. This means that job creation and economic growth is twice as challenging and twice as important. Compounding this economic crisis, the city has millions of dollars in deferred maintenance of important infrastructure projects. The city's budget suffers shortfalls to pay for basic services such as public safety and human services. And the land supply for development is becoming more constrained with very few tools to offset the increased cost of density, environmental remediation and other constraints.

Therefore, the Alliance urges the city to re-organize the Portland Plan with a prioritization structure so that the objectives can be accomplished in the next 25 years. Specifically, we recommend that the city do the following:

1. Prioritize the strategies in the plan. Prioritization will give decision makers a parameter for timing and resource allocation for action item implementation. This will also give the city a framework to address inherent conflicts between goals and ensure that the action items will be implemented as efficiently as possible.

2. Make Economic Prosperity the priority focus of the five-year action plan. Setting growth of Portland's economy as the top priority of the Portland Plan ensures success on many levels. First, raising individual's incomes and wages directly improves quality of life. Increased earnings allow individuals to pay for their basic needs and create household stability and reduces the demand for public services. Creating well-paying jobs for all Portlanders will go farther than any other single objective in the plan to addressing the important equity objectives throughout the plan.

Second, many of the plan's action items that are essential to securing a prosperous and livable city require resources – staff support, infrastructure investments, redevelopment and subsidies and incentives for desired outcomes. However, current public resources cannot even address the existing unmet needs and deferred capital maintenance. Therefore, the city must do everything it can to grow the economic base, so that there are resources to pay for all of the Portland Plan action items. This means that creating jobs, retaining and expanding firms, and ensuring a favorable business environment, must be the priority of the first five years.

2a. The Alliance recommends the Economic Prosperity and Affordability goal be the Portland Plan's primary objective. Within that goal, we suggest the following language (as amended – added in italics, omissions in strikethrough):

- **Workforce Development: Align workforce development demands with curriculum.** (Portland Plan Economic Prosperity & Affordability Action Items #4, 41) Align workforce development efforts *in high school and postsecondary curricula* to match the skill needs of ~~targeted~~ *all* industries. Focus, align and expand workforce training programs and

higher education degree programs to prepare job seekers for long-term employment at a self sufficient wage.

- **Traded-Sector Business Growth: Focus on growing traded-sector industries.** (#1, 2) Focus business development resources on enhancing the competitiveness in the five target clusters...*and other industries, including manufacturing and traded sector industries.*
- **Employment Land Supply: Ensure an adequate supply of industrial/employment land.** (#20, 21, 22, 24, 31) Brownfield Investment: Pursue legislative changes and funding sources to accelerate clean up of brownfields, *in particular, sites in the Portland Harbor Superfund Area.* Develop a strategy to address the impediments to redevelopment of brownfields.

~~Industrial Site Readiness: Assemble and improve market readiness of at least one new shovel-ready 25 acre or larger industrial sites in the city of Portland to help address the regional need for large lot industrial land supply. For environmentally sensitive industrial development as a pilot project for advancing both economic and natural resource goals in industrial areas. Modify Healthy Connected Neighborhood Action Item #25 to be consistent with this action item.~~

Growth Capacity: Plan for adequate growth capacity to meet projected employment land shortfalls in the Comprehensive Plan, including industrial districts, *harbor-dependent employment lands*, multimodal freight facilities, campus institutions and commercial corridors in underserved neighborhoods.

Central City Office Development: Develop incentives or other supports for accelerated office development ~~particularly in expanding Class B and C markets~~, to improve Portland's share of regional office development.

- **Business Support Tools: Create finance tools to support entrepreneurial and small business.** (#28, 29, 32)
Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development and on supporting the growth and development of *small businesses.*

~~neighborhood based businesses and provide those services at the neighborhood level.~~

Business resources: Increase knowledge of resources available for small business development.

Financial tools: Increase financial tools to support neighborhood business development and catalytic redevelopment projects *both inside and outside urban renewal areas.*

- **Freight Mobility: Re-emphasize the priority of multi-modal freight; maintain and improve access.** (#15, 16, 17, 18) Freight Strategy: Develop a freight rail strategy to enhance and improve *rail access, travel time, and the efficiency of rail operations within the Portland region to support growth and operations of the industries in the region and the movement of goods to market.*

Strategic investments: Update and *give priority to implementation of the next five-year increment of the Tier 1 and 2 projects in the Freight Master Plan and the Working Harbor Investment Strategy to improve freight mobility.*

International service: Implement strategic investments to maintain competitive international market access and service at Portland's marine terminals and PDX.

Sustainable Freight: Implement Portland's Sustainable Freight Strategy to *support efficient freight mobility on the entire freight system reduce the need to travel to work by single occupancy vehicle, support increased urban density and improve the efficiency of the freight delivery system.*

- **Workforce Housing: Supply financial tools that facilitate development and retention of housing for all spectrums of the workforce.** (# 35, 37) Housing Security: Remove barriers to affordable housing for low *and middle-wage workers and other low income households, through the Fair Housing Action Plan and housing placement services.*

Moderate-income workforce housing: Facilitate private *and public* investment in moderate-income (80 – 120 percent MFI) housing to expand affordable housing options for both renters and homeowners.

- **Higher Education and Economic Development: Connect postsecondary curriculum with industries to create tech transfer, spin-offs and innovation.** (#3) University connections: Pursue connections between *postsecondary institutions* ~~higher education~~ and firms in target *and manufacturing and traded sector* industries, whereby institutions help solve technical challenges facing commercial firms by turning ~~university curriculum-based~~ innovations into commercially viable products.

Potential conflicts to promoting economic prosperity in this section:

- #12 Eliminate the proposal for the Broadband Tax, as residents and businesses cannot support any new taxes and fees until the economy has recovered to pre-recession levels.
- #7 Whether or not there should be a dedicated funding mechanism for the Arts is not appropriate for inclusion in a planning document. There are funding shortfalls in every goal in the plan and it is inappropriate to single one goal out in this way.
- #9 Do not create a separate action item for Green Recruitment unless you are also going to create an action item for all cluster industries. This long-range city-wide plan is an inappropriate place to include single-industry strategies. The Plan should provide broad-based, multi-industry economic development strategies. The appropriate place for policies targeting single industry recruitment and other economic development strategies is the city's Economic Development Plan.

2b. The Alliance recommends the following specific Healthy Connected Neighborhood items (as amended – added in italics, omissions in strikethrough) to be prioritized, as they are supportive of the Economic Prosperity goal:

- **Quality Public Infrastructure: Add capacity to accommodate growth.** (Portland Plan Healthy Connected Neighborhood Action Item #5): identify *streets and other* infrastructure facilities of *citywide significance to mirror the strategic use of funds that the Portland Bureau of Transportation is currently trying to do.* ~~risk of failure.~~ Prioritize these assets for monitoring, planning and investment to

protect human and environmental health and *economic activity as demand for use increases*.

- **Transit and Active Transportation: (#10):** Identify pedestrian *and transit barriers on streets of citywide significance* ~~and to neighborhood hubs~~, develop priorities for investment, and implement policy changes to ensure *optimal flow of people, goods and services of the whole system*. ~~hubs have safe and convenient pedestrian connections.~~
- **Healthy and Affordable Food: (#11, 12):** **Incentivize businesses to provide healthy products for the customer.**
- **Resource Conservation: (#17):** Pursue ecodistrict partnerships and support collaboration among building owners to improve environmental performance at a district scale.
- **Planning and Investment: (#37):** Develop a strategy for more adequate, stable, and equitable funding for development, long-term maintenance and management of transportation and ~~green~~ *other critical* infrastructure systems.

Potential conflicts to promoting economic prosperity in this section:

- Guiding Policy of “reestablish(ing) functioning habitat corridors within Portland by preserving existing habitat and restoring degraded natural resources and reconnecting habitat corridors wherever possible” (emphasis added) will often be in conflict with both the regional density goals to accommodate growth and efforts to ensure an affordable employment land supply.
- Guiding Policy of “us(ing) the healthy connected city framework... to coordinate policy, land use and investment decisions” is problematic. We suggest using the economic strategy, the freight strategy, and other adopted strategies to coordinate these decisions.
- #4, #5 Add “economic impact” to decision and investment criteria when addressing watershed impacts. If not amended to include economic value, it is an unbalanced decision matrix and a potential conflict to economic prosperity.
- #6 Developing a healthy community index without a clear method of how this information will be used is concerning, and how this is aligned with city and county agreements for service is unclear.
- #8 The market is better able to address these needs than governments. This technology is changing too quickly and

unpredictably for the city to productively respond (see unused free wi-fi network). The city should not risk its limited resources with heavy investments in a technology that is likely to become obsolete when the market will take that risk on behalf of the customers.

- #23 Citywide natural resource regulations and regulatory processes that add to or go beyond state and federal protections create unnecessary complexity, cost and uncertainty for those making an investment in the city.
- #33 Do not apply a specific amount to any one project unless all projects are assigned an amount. Keep action items consistent.
- #36 Transportation policies must address a city wide strategy that targets streets of citywide significance, accommodates all modes and prioritizes increasing capacity to accommodate growth. Do not prioritize one mode over another.
- #39 Developing new standards and guidelines in specific areas creates competitive disadvantages and disparities.

2c. The Alliance recommends the following specific Thriving Educated Youth items (as amended – added in italics, omissions in strikethrough) to be prioritized, as they are supportive of the Economic Prosperity goal:

- **College and Career Exposure:** (Portland Plan Thriving Educated Youth Action Item #1) Support summer jobs, job training and career and college exposure through strategies such as Summer Youth Connect.
- **College Access:** (# 2, 3) Develop and expand initiatives that support access to and completion of a minimum of two years of post-secondary education or training leading to a career or technical credential, industry certification and/or associates degree. Expand access to and participation in college access and dual enrollment programs through partnerships between K-12 and *postsecondary* education.
- **Effective Public-Private Partnerships:** (#7) Increase private partnerships with schools, and in doing so, number of career-related learning options and dual-enrollment high school students taking college credit-bearing classes.
- **Measurable Progress:** (#10) Track youth outcomes using educational, social and community indicators collectively developed through the Cradle to Career initiative to help ensure that Portland youth are making progress towards educational success and self-sufficiency.
- **Safe Living Environment and Family Support:** (#14, 15, 17, 18, 19)

- **Early Childhood Investments: (#20)** Invest in preschool programs, home visits and other efforts designed to improve the quality and availability of child care for families in poverty.
- **Healthy Lifestyles: (#21)** Continue programs that increase children's physical activity and healthy food choices in schools.

3. Make the range of aspirations for the Measures of Success consistent and focus them on supporting economic growth. As mentioned above, the cost-constrained reality of our public resources will make implementation challenging. The action items and objectives in this plan are important guidance to the regulatory and incentive alternatives used to implement the city's Comprehensive Plan. Therefore, we urge the city to measure actions relative to their ability to support economic growth.

Thank you for your consideration of these comments. The Alliance and its members have spent years contributing to the Portland Plan because it is a very important roadmap to our collective success. We believe that quality of life for every citizen starts with a well-paying job. We will continue to offer our insight and suggestions on making this happen in a way that accomplishes other important goals at the same time. Please contact us to expand on any of these concepts and recommendations in this letter.

Sincerely,



Sandra McDonough
President & CEO

cc: Portland Planning & Sustainability Commission
Susan Anderson
Joe Zehnder

December 28, 2011



Planning and Sustainability Commission
1900 SW 4th Avenue
Portland, OR 97201
Attn: Portland Plan Testimony

Dear Members of the Commission:

On behalf of Portland Community College and as a member of the Mayor’s Portland Plan Advisory Group, I appreciate the opportunity to offer comments on the draft Portland Plan. The process of creating a 25-year vision with both ambitious long-term goals and achievable short-term outcomes is a daunting one. There were many, many ideas shared during the process of developing the plan. Both the Commission and the Bureau of Planning and Sustainability should be commended for bringing these together into a Plan that is focused, coherent, and interesting to read.

The Plan’s priorities for the next 25 years – to create well-paying jobs, advance social equity, improve educational outcomes, and support healthy, connected communities – are right on track. There were numerous potential priorities discussed during the many public meetings, advisory group meetings and workgroup meetings held over the last year. These four are the right ones to drive Portland toward becoming the city we want to be.

The College strongly supports the Plan’s emphasis on high educational attainment for the residents of Portland and the linkage of a well-educated community to economic prosperity and equity. The goals for educational attainment are ambitious – and essential – to creating the culture of high educational expectations and achievement our city lacks. PCC is excited about the Plan’s proposed 5-year actions around developing initiatives that support college access, dual enrollment, college completion, and workforce training. These actions will lend support to the College’s efforts to maintain and expand new partnerships like the Jefferson Middle College High School and the Future Connect Scholarships program, among other efforts.

The College is also pleased about the inclusion of 5-year actions that support the development of the Cascade Campus and Southeast Center. As a result of the bond program approved by voters in 2008, both Cascade and Southeast will expand in order to meet increased student demand. Working with the surrounding neighborhoods, the College wants to be sure that our campus development activities spur additional economic and community development efforts along the Killingsworth corridor and SE 82nd Avenue. Support from the City, the Portland Development Commission, Tri-Met, and other partners will be critical to this development. The City’s interest in alternative approaches to right-of-way improvements and neighborhood economic development strategies as called out in the Plan are helpful actions.

www.pcc.edu

P.O. Box 19000
Portland, Oregon 97280-0990

An Affirmative Action, Equal Employment Opportunity Institution

As the Commission moves forward with completing the Portland Plan, PCC asks the Commission to consider the following additions and changes to the final plan:

- 1) Establish a wider base of Lead Partners by drawing in prominent nonprofit organizations, local businesses, and business interest groups, including those that can marshal investable capital. The current “Potential Partners” are predominantly public agencies and institutions. Given the scope of the plan, and declining public resources, a wider group of lead partners will be required to make the vision the Portland Plan articulates a reality.
- 2) (p. 25) Thriving Educated Youth, Action 5: Career readiness – This action currently reads as “Develop career readiness certificate programs in partnership with target sector businesses.” The language as written references a particular certificate out of context to its actual use. A ‘career readiness certificate’ is a specific certificate (rather than a program) issued by Worksource Oregon centers to certify a job applicant’s basic skills in reading and math. They are not offered through colleges or K-12 schools. Nor are they customizable to individual employers. Assuming the intent is to develop additional programming that prepares young people for employment, we would broaden the action beyond a specific certificate. *Recommended language: Develop career pathways programs in partnership with target sector businesses.*
- 3) (p. 25) Thriving Educated Youth, Action 6: Campus investment – As mentioned earlier, PCC is very pleased that language calling out support for PCC’s development of its Cascade and Southeast Campuses is included in the plan. PCC would also like to include language related to its other campus located in the City of Portland – the Sylvania Campus. This could be done in conjunction with the 5-year action to create a vision for the Barbur corridor. *Recommended language: Explore the idea of a ‘south’ neighborhood hub in the PCC Sylvania vicinity, as an element of the Hillsdale-Multnomah/Barbur geographic sub-area.*
- 4) (p. 35) Economic Prosperity and Affordability, 2035 Objectives – Objective 8 should be made more ambitious and should focus on the outcome of receiving job training – employment – rather than receiving the training itself. The current objective states “at least 90% of job seekers receive job-readiness preparation, training/skill enhancement and/or job placement services.” *Recommended language: Something like, 95% of job seekers find family-wage jobs.*
- 5) (p. 35) Economic Prosperity and Affordability, 2035 Objectives – Given the importance of small business to the Portland economy, we would recommend including a specific objective related to small business growth or profitability. *Recommended language: Employment by small and emerging businesses grows at an annual rate of X% or the number of small businesses in Portland increases at an annual rate of X%.*
- 6) (p. 67) Healthy Connected City, 5-Year Action Plan – In support of the city’s urban innovation, equity, and neighborhood development goals, we would recommend an action that demonstrates robust City support for transportation demand management initiatives that reduce travel by single occupancy vehicles. One possible place for this would be to create an Action #14, as a second action under Transit and Active Transportation. *Recommended*

language: Complete one new pilot Transportation Demand Management project with a public agency that whose mission creates significant single occupancy vehicle demand, such as Portland Community College, aimed at advancing knowledge and research on effective TDM approaches.

Thank you for the opportunity to share our comments on the draft plan. It has been my pleasure to work with the staff from the Planning and Sustainability Bureau. They have actively sought the College's input and have been very receptive to our ideas and feedback throughout the process. We look forward to working with the Commission and the City as you finalize the Plan and move toward implementation.

Sincerely,



Kristin Watkins

Associate Vice President of College Advancement

From: Wood, Sandra **On Behalf Of** Planning and Sustainability Commission
Sent: Wednesday, December 28, 2011 5:13 PM
To: Howard, Alexandra
Subject: FW: Portland Plan Testimony

Mail:
Buckman Community Association
c/o Southeast Uplift, 3534 SE Main Street, Portland, OR 97214

From: Susan Lindsay [mailto:lindsays@pdx.edu]
Sent: Wednesday, December 28, 2011 4:24 PM
To: Planning and Sustainability Commission
Subject: Portland Plan Testimony

From the Buckman Community Association:

Nice work on plan. Thanks to all who worked on it.

Official feedback on Portland Plan.

1. No mention of Washington High School Community Center...how can this be? The center is in land use review and is a key priority of Portland Parks. Who is not talking to who there???
2. No mention of Neighborhood Associations as partners or involved players.
3. Historical preservation ignored.

These three items should not have been omitted. The exclusion of the Community Center is baffling. The exclusion of the Neighborhood Associations really troubling. The NAs are the first place the Planning Bureau come to when seeking assistance from volunteers and involved community residents. Why ignore us in this plan??

Historical preservation also can not be ignored....place and history matter

Thank you,

Sincerely Yours,

Susan Lindsay
Chair, BCA.



200 SW Market St., Suite 150
Portland, OR 97201

December 27, 2011

Andre Baugh, Chair
Portland Planning and Sustainability Commission
c/o City of Portland, Bureau of Planning and Sustainability
The Portland Plan – Proposed Draft
1900 SW 4th Avenue, Suite 7100
Portland, OR 97201

Dear Chair Baugh and Planning and Sustainability Commission Members:

The Working Waterfront Coalition (WWC) is appreciative of the opportunity to comment on the Portland Plan Proposed Draft and engage in this important public process. The WWC, established in 2005, is an organization of businesses concerned about the environmental, health, and economic vitality of the Portland harbor. One out of every nine jobs in the Portland/Vancouver area is located in or supported by the work done in the Portland Harbor Industrial District. The approximately 50 industrial marine businesses with direct access to the harbor support over 40,000 local, living-wage/family-wage jobs, generating nearly \$1 billion in personal income to the region's economy on an annual basis.

The WWC recognizes the substantial amount of staff work and public process that went into generating the Draft Portland Plan. While we agree with and support the overall goals of the Plan, there are some aspects that would be well-served by further refinement. Other aspects of the Draft Plan are cause of concern to some of our members and we suggest a great deal more examination and revision in these areas.

Prior to providing specific comments on the Plan and its language, we would like to note the overall “aspirational” quality and tone of the Plan: the Portland Plan puts forth ideals in a financially and economically unconstrained framework. In reality, significant resource constraints exist, including budget austerity and globally-competitive markets in which Portland must compete and thriveⁱ. Succeeding under these real-world constraints is particularly vital in order to attain the ideals outlined in the Plan. The Portland Plan does not attempt to prioritize its various aspects, action items, and proposed policies, particularly where leading factors are concerned (such as successful economic development leading to living-wage employment, leading to attainment of equity

objectives, and so forth). Because of this lack of prioritization, there appear to be many areas where objectives, actions, and policies could be interpreted as conflicting.

Given current economic conditions, the WWC encourages prioritization of those aspects of the Plan related to economic development that will directly create jobs and stimulate the local economy. This will have a greater impact than any other aspect of the Plan on attaining equity/social sustainability as more Portlanders will be employed in living-wage/family-wage jobs. This will, in turn, have a multiplier effect on the region's economy, ultimately resulting in more resources available for public programs and systems.

Our specific comments on the Plan generally relate to four subject areas intertwined throughout aspects of the Draft Plan: (1) workforce education, preparedness, and development; (2) freight mobility; (3) industrial land supply; and (4) economic development strategy. The endnotes provide specific examples of Plan language referenced by our comments.

1. WORKFORCE EDUCATION, PREPAREDNESS, AND DEVELOPMENT

The Draft Plan discusses the need to assure that Portlanders are well-qualified to fill open job positions now and into the future. Plan language notes that the city has a well-educated workforce, with nearly forty percent (40%) of adults holding a college degree. The Plan also alludes to a skills gap, particularly among the young, with respect to succeeding in current job markets as well as educational completion/attainment. There appears to be particular concern given to attainment of post-secondary degrees.

We contend that attainment of post-secondary degrees is not an exclusive or optimal measure of success in this area, especially in a manufacturing- and trade-dependent region such as Portland's. We recommend more extensive analysis of the skills gap with respect to Portland's workforce, and in particular urge that language be incorporated into the Plan which includes training attainment in the tradesⁱⁱ. To compete both locally and globally, Portlanders will need a combination of relevant secondary, post-secondary, vocational, college, certificate and graduate programs available to acquire the necessary skills and competency. For example, many emerging, "green energy/economy" sectors establishing themselves in Portland (such as wind and solar energy) seek employee candidates who have completed industry- and/or sector-specific certificates, as opposed to a four-year degree program. The absence of any significant focus on trade skills, particularly given the industrial composition of the working harbor, threatens to render this important section of the Draft Plan virtually irrelevant to our economic reality. We also encourage stakeholders such as Portland Public Schools, city and regional governments, to engage more actively with the private sector to shape policies in this area, especially with regard to the skills gap mentioned in the Plan.

2. FREIGHT MOBILITY

Plan language lays out aspirations with respect to being a net-exporter of goods, in order to bring in and retain wealthⁱⁱⁱ. The WWC views balanced trade with respect to freight volumes as an important aspect of keeping Portland's Port facilities competitive by facilitating ease of access to transportation equipment for exporting goods. Our celebrated role as a leading exporter is fragile given geographic and competitive challenges. Our success could be undermined if we do not give

adequate attention to strengthening our freight transportation network, which connects us to global markets. Portland's role as a regional freight hub – goods transiting the area via the water to rail/road connection – plays an important role in our ability to economically recover and thrive. Later Plan language appears to support this view, though these two position statements (one aspiring towards a net-exporter position, the other indicating the benefits to the transportation network and local exporters of balancing trade) appear in some ways to be at odds with one another^{iv}. This apparent conflict should be clarified and resolved.

Another section of the Plan notes the importance of freight mobility to the region's economy although, as in several places in the Plan, the policy approach to improving freight mobility seems to rely heavily on reduction of single-occupancy vehicles (SOV), thus assuming that the indirect effects of such a policy approach will be sufficient to meet the mobility needs of freight and maintain a competitive, advanced freight transportation network. The transportation system is burdened with many obsolete, end-of-life assets in terms of the functional condition of roadways and bridges, and the related impacts of congestion and accident/incident rates and their costs both economically and in terms of regional quality-of-life. Maintaining a cutting-edge built environment is a critical aspect of sustaining the region's freight- and trade-dependent economy. The Plan does not discuss funding for freight mobility projects or modernization of the built environment, but instead relies upon policies of system management/ITS to allocate existing system capacity to freight. With the projected growth in freight volumes, even with policies that reduce SOVs, the Portland region will need to construct additional system capacity to meet demand. System management/ITS is not the only/best approach to addressing these issues. We encourage inclusion of language in the Plan which emphasizes the need to construct additional capacity and to modernize facilities to accommodate growing freight demand^v. Additionally, it would be helpful for policy to note the difficulty in delineating between freight and general vehicular traffic on the system, as this is a challenging area of transportation policy for which no optimal solutions have been determined as of yet: trucks and SOVs use the same infrastructure, and some approaches to reducing SOVs are detrimental to freight mobility.

We appreciate the language emphasizing the use of Portland's Freight Master Plan (2006) to improve various aspects of the planning process^{vi}. There are abundant, recent examples of projects where freight mobility concerns were not taken into account at the planning level in freight districts. For example, the "Green Street" project on SE Clay Street and the Burnside/Couch couplet project both have failed to adequately plan for truck turning movements (in the case of the not-yet constructed SE Clay "Green Street" project, negotiating with the Bureau of Environmental Services over the needs of truck turning movements in the project area is ongoing; Burnside/Couch recently completed construction and has resulted in a detrimental impact to freight mobility in the Central Eastside Industrial District). Clearly, regardless of language and intent expressed in planning documents, City Bureaus need to improve coordination efforts in planning for freight mobility.

Freight mobility planning also needs to give more attention to "last mile" aspects of freight delivery^{vii}. Efficiency and sustainability come with increased scale. Using a larger delivery vehicle to carry a greater quantity of freight and make multiple stops along a route is more efficient – both environmentally in terms of emissions and energy consumption, and economically in terms of capital employed and labor required for delivery of the same amount of freight volumes – than utilizing multiple, smaller delivery vehicles. Likewise, consolidating freight into larger trucks for

delivery reduces demand and congestion on roadways. Policy does not always facilitate the movement of trucks over the “last mile” in the most efficient of ways, particularly with respect to truck turning movements, traffic calming, and so forth. This reality should be reflected in policy as well as in project design approaches.

The Plan contains language directing the implementation of Portland’s Sustainable Freight Strategy^{viii}. It should be noted that the Sustainable Freight Strategy has not yet been vetted by crucial stakeholders such as the Portland Freight Committee. It is thus premature to rely on this strategy as a basis for policymaking. Additionally, we suggest the following amended language to the item referring to the Portland Sustainable Freight Strategy found on p.43, under the 5-year Action Plan, item 18 (we suggest the struck-through language be omitted as follows):

“Sustainable freight: Implement Portland’s Sustainable Freight Strategy to ~~reduce the need to travel to work by single occupancy vehicle, support increased urban density and~~ improve the efficiency of the freight delivery system.”

We encourage increased use of active transportation, transit, and telecommuting to reduce both wear and demand on the transportation system and to free up capacity for freight mobility, as the Plan aspires to^{ix}. However, this should not come at the expense of failing to invest in a modernized, complete, and comprehensive transportation network, including enhancing the built environment as previously noted. Also of concern is the need for labor force and service mobility for service-people and trades-people engaged in mobile repair and maintenance professions, as well as labor force mobility to areas where system capacity is insufficient (areas where the active transportation network has not been sufficiently built out and/or where transit routes and facilities offer insufficient service levels or coverage).

With respect to achieving Climate Action Plan goals, we are concerned that these objectives are stand-alone and not relative to the other objectives of the Plan such as economic development and equity, and do not appear to anticipate technological changes. The Plan’s focus on SOV reduction, for example, doesn’t appear to anticipate or account for the proliferation of electric vehicles. With respect to modal splits and rates of commuting by transit and/or active transportation, are the measures establishing current baseline rates reliable? Are the goals for modal split and commuting by transit and/or active transportation realistic given the lack of priority and funding in the Portland Plan and anticipated cuts at the Portland Bureau of Transportation and other involved agencies? We suggest the Portland Plan reflect a financially-constrained set of goals, given the numerous investments involved in attaining the Plan-specified outcomes in these areas. What other steps/actions would have to occur in order to attain these goals?

3. INDUSTRIAL LAND SUPPLY

The Plan discusses the industrial land supply and projected shortfall in several areas. It does not, however, differentiate between light, medium, and heavy industrial lands and appropriate variations in policy given these different uses and characteristics. Rather, all industrial areas appear to be treated homogeneously. The Draft Plan approach is unrealistic as a result. The WWC would also like to see references in the Plan to State land use goals - particularly Goal 9 Economic Development – and how compliance with applicable Goal requirements has been addressed in

portions of the Plan pertaining to land use planning. There is also no reference to the Industrial Sanctuary policy, thus we would encourage the Plan to place emphasis on this important land use/planning policy as a means of ensuring that the current and future industrial and employment land supply is not lost or diminished to conflicting non-industrial uses and activities.

Given the shortfall of unconstrained industrial lands for development^x, and the significant obstacles to development on brownfield sites, there is justified concern on the part of industrial stakeholders over how the city will meet future demand for industrial land to meet employment and economic need. Further exacerbating this issue are policies calling for the use of industrial lands for non-industrial use such as natural resource restoration mitigation without ensuring no net loss of industrial land supply. Further, in the case of the Portland Harbor, the Plan seems to aspire to prioritizing some form of industrial activity in close proximity with sensitive environmental and natural resource applications, which likely precludes or, at a minimum, significantly diminishes the possibility that this industrial application will be river-dependent/river-related^{xi}.

The position of the WWC is that offsetting mitigation should be permitted, if not encouraged, to occur outside of the industrial sanctuary, thus preserving industrial lands for economic/employment purposes. Conversion of industrial property to mitigation bank sites (whether privately or publicly operated) is likewise considered by the WWC to be an unwise allocation of a severely limited/constrained industrial lands resource. In this case, the mitigation bank would generate a one-time economic benefit as the mitigation project is completed, but unlike lands in continuous industrial use, the output and employment associated with such a project would dissipate – in essence, a “one and done” scenario. Again, the WWC urges the city to adopt proactive measures that protect industrial lands for industrial production and employment, and lands in the Portland Harbor for river-dependent/river-related activities.

A further example of policy in the Plan exacerbating the industrial lands shortfall is the requirement to increase tree canopy^{xii}, presumably to improve the health of Portland’s watershed. The WWC questions the appropriateness of this requirement on industrial lands – again, of which there is already a shortage, and which requirements to increase tree canopy would worsen as this would essentially take more land out of industrial production. A major source of current water pollution derives from household and city sewage and runoff, which is occasionally discharged into the watershed without treatment. Industry can provide many examples of major capital investment undertaken to capture and treat storm water to protect the health of the watershed. Some such improvements involve an increase in effective impervious area which the Plan calls for reducing. Thus, in this particular measure there is some working at cross-purposes with the intent to achieve protection of watershed health. The Plan should detail actions the city and its households will undertake to likewise protect the health of the watershed, and should exempt industrial lands from tree canopy and effective impervious area requirements in order to protect the industrial land supply and permit industry the flexibility to continue to invest in storm water capture and treatment methods appropriate for particular sites.

Along these lines, the Plan suggests steps be taken at a legislative level to address the stagnant rate of brownfield redevelopment^{xiii}. The Plan needs to acknowledge the reality that the Portland Harbor Superfund process poses a significant impediment to brownfield redevelopment. The WWC would

like to understand what specific steps the Plan contemplates, in general strategy and/or at a legislative level, that would further the cause of brownfield redevelopment.

The Plan demonstrates a substantial lack of understanding regarding nature of activities and uses on industrial lands and their respective significance to the local economy^{xiv}. Industrial lands, particularly those in the Portland Harbor characterized by river-dependent/river-related activity, require open space, free of structures in some cases, for lay-down/inventory space, marine terminal operations, rail yard activities, and other manufacturing activities. Land productivity tends to be evaluated using a single measure: job density/jobs per acre. The WWC contends that use of this metric to evaluate industrial land productivity, particularly those in the Portland Harbor, is a limited, short-sighted way of understanding the harbor. The sites in the Portland Harbor are of regional and state significance to the economy, generating job density elsewhere in the city and state through the commercial activities conducted on these parcels. It is impractical and unrealistic to expect such sites to “increase density” when their commercial activities are driven by physical space and materials issues, not by the number of jobs on the specific site. The WWC continues to be willing to help educate staff and policymakers as to the nature of activities and land needs on the economically-significant sites in the city’s industrial areas, particularly those in the Portland Harbor. We recommend that other metrics be developed to improve the appreciation of the economic contribution of Portland’s Working Harbor.

4. ECONOMIC DEVELOPMENT STRATEGY

The Plan indicates that, relative to other metropolitan areas, Portland has performed well in terms of retaining manufacturing employment within the city^{xv}. We would like to see data within the Plan providing evidence for this statement.

Plan language indicates that policy development and action need to be undertaken to provide for a more competitive and supportive environment for business activity. The Plan acknowledges the role this kind of business environment has on strengthening the economy and improving Portlanders’ quality of life through better employment opportunity^{xvi}. Further, Plan language suggests a focus on retaining existing businesses and industries, as well as integrating traded sector competitiveness in city planning and policy direction, and using regulatory and fee approaches that make the city competitive on a regional basis^{xvii}. The Portland Plan indicates the need to create nearly 150,000 jobs in the city by 2035 and that industry, the city, and suburban jurisdictions must cooperate toward that end by implementing the adopted Economic Development Strategy, addressing land supply issues and brownfield redevelopment, improving and expanding infrastructure, and improving workforce training efforts^{xviii}.

One of the Plan’s stated guiding policies suggests considering economic metrics in decision-making for land use, programs, and investments, as well as environmental and social metrics^{xix}. The WWC supports this statement and encourages an added emphasis on the economic aspects given current economic conditions and the need to stimulate economic activity and job creation, although the particular wording here implies that economic implications are not considered on balance with the environmental and the social implications of decision-making currently. It is hoped that this is not the case. The WWC strongly agrees with this policy direction, and desires that this be given high priority as a guiding principle in planning and policy. We encourage further development of detail

and action around this language in the Plan, and engagement with stakeholders in industry to determine the most effective approaches to accomplishing these aspirations.

The business/industry sector's needs are driven by the realities of a globally-competitive marketplace. Businesses must compete for capital to expand, customers (and in some cases suppliers), and talented/qualified labor. The Portland region's trade-dependent economy demands modern, efficient transportation infrastructure to facilitate freight mobility and worker productivity. There is question over whether a city-adopted Economic Development Strategy translates to obliged action on the part of suburban jurisdictions. Thus, perhaps this section should be amended to reflect that the Portland Plan applies to the Portland jurisdiction, and that the city will seek to cooperate with other suburban, regional, and state jurisdictions on these issues, implementing Plan elements insofar as agreement on these elements is reached with the other stakeholders.

The WWC is concerned about some aspects of the city's adopted Economic Development Strategy, referenced repeatedly in the Portland Plan, which seem to conflict with the objective of retaining existing businesses and industries. In several areas of the Plan, emphasis is given to five targeted clusters for economic development: advanced manufacturing, athletic and outdoor, clean tech, software and research and commercialization^{xx}. Certain Plan language implies that, in the face of scarce industrial land and economic development resources, existing businesses/industries could be 'selected out' of the regional economy because they do not fall into (or are not interpreted as falling into) the policy-defined, favored clusters^{xxi}. The clusters appear to lack any clear definition in the Plan and related strategies, leaving businesses/industries to wonder whether they are included in these clusters, or whether they are viewed unfavorably under such policies. To address these issues, the WWC suggests that the retention of existing industries/businesses – and particularly those which are predominant in the working harbor – be afforded equal priority with new economic development targets.

It is challenging to attempt to discern the direction particular markets are headed in a complex, global economy, and determine who the winners and losers will be. Policy should focus on the overall business climate rather than singling out particular sectors for success and subsidization. Policy and subsequent action should help existing businesses survive and thrive, and create a competitive environment that fosters innovation and attracts new businesses into the region. Further, in practice there seem to be inter-bureau/intra-bureau disconnects with respect to actions taken to further economic development as policies and actions which adversely affect the business climate occasionally emerge from the Bureau of Planning and Sustainability, Bureau of Environmental Services, Bureau of Transportation, Bureau of Development Services, and Water Bureau. The WWC therefore urges the city to give priority to improving and enhancing the economic climate in Portland, and to commit all of its bureaus to take actions and enact policies, coordinating within and across bureaus accordingly.

The Plan states goals to reduce the number of "cost-burdened" households over current levels^{xxii}. In terms of achieving this goal, the Plan does not indicate what actions or outcomes will need to occur in order to achieve this goal. For instance, how many new living-wage/family-wage jobs need to be created in the city to attain the stated goal? Such information should be included in the Plan.

The fifth item in the 5-year Action Plan contains language implying that the city should/will intervene in industry/workforce relationships through the development of model workforce agreements^{xxiii}. It is unclear what exactly is meant by this language in the Plan. The language gives one the impression of intent to achieve equity through redistribution on the part of the city. If, in fact, it is the city's intention to intervene in industry/workforce relationships, we question the appropriateness of the city assuming such a role. It is likely to result in a detriment to Portland's business climate.

Eco-districts are also mentioned in the 5-year Action Plan as an enhancement to the built environment^{xxiv}. While the WWC is familiar with eco-districts and 'industrial symbiosis', there is not a great deal of evidence demonstrating that this approach works outside of one or two isolated cases, most notably Kalinborg, Denmark. In the case of Kalinborg, a business climate existed which facilitated a self-organizing industrial eco-district, as opposed to a policy-driven, top-down approach. The WWC suggests that the city maintain its focus on creating a competitive and innovative business climate, and efficient eco-districts will appear as emergent, self-organizing phenomena.

CONCLUSION

The Portland Plan process represents extensive work on the part of many stakeholders to create guiding strategies for an update to Portland's Comprehensive Plan. It is a significant first step toward incorporating all of the stakeholder input into a cohesive plan. While it is lacking in establishing priority and defining possibilities under real economic and financial constraints, the process provides for continued input and refinement towards that end.

We appreciate your consideration of our comments and input to this process, and we look forward to continued engagement with staff and policymakers as the Portland Plan undergoes further refinement and improvement. We are supportive of this process and its aspirations for the community, and again emphasize the importance of creating an economic environment that drives the creation of living-wage/family-wage employment, particularly in the traded sector, as this is the engine which drives our shared prosperity.

With kind regards,



Jeff Swanson
President, Working Waterfront Coalition

ⁱ p.95, Creating Jobs: "In coming decades, the City must invest in freight mobility improvements as well as transportation demand management (reducing auto travel by increased use of transit, telecommuting, bicycling and walking) to help support job growth across all industries. The City must also 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. At the same time, we need to continue to maintain and upgrade the systems we already have. Portland and the region, will need to develop new ways to fund infrastructure if we want to provide a nationally competitive and innovative business environment."

ⁱⁱ p.22, Portland Today, item 2: “Challenges at each stage of growth: Too few children have access to quality early childhood education, and less than two-thirds of our youth graduate from high school. This leads to fewer graduates attaining post-secondary degrees. In addition, outcomes for youth of color and youth in poverty are proportionally worse.”

p.96, Creating Jobs: “The city has a well-educated workforce, nearly 40 percent of Portland adults have a college degree, but many 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 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.”

ⁱⁱⁱ p.37, A. Traded Sector Job Growth: “Traded sector businesses are companies that sell their products and services to people and businesses outside the Portland region, nationally and globally, as well as to other local businesses. Selling goods and services to people and businesses outside Portland brings new money into the local economy; and selling things within Portland helps keep local money at home. Because they bring new money into the region and keep local dollars circulating, Portland’s traded sector businesses have the power to drive and expand Portland’s economy.”

^{iv} p.93, Growing businesses: “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.”

^v p.42, Guiding Policies: “Prioritize freight movement over single-occupancy vehicle travel on truck routes. Use traffic management technology and demand management to allocate a higher share of limited transportation system capacity to freight movement.”

^{vi} p.42, Guiding Policies: “Build on Portland’s innovative 2006 Freight Master Plan to better integrate freight mobility into land use, neighborhood, environmental and sustainability planning.”

^{vii} p.42, Guiding Policies: “Apply best practices that reduce energy consumption, meet increasing consumer needs and help carriers and shippers achieve maximum efficiency.”

^{viii} p.43, 5-year Action Plan, item 18: “Sustainable freight: Implement Portland’s Sustainable Freight Strategy to reduce the need to travel to work by single occupancy vehicle, support increased urban density and improve the efficiency of the freight delivery system.”

^{ix} p.61, 2035 Objectives, item 5: “Transit and active transportation: Portland residents have reduced the number of miles they travel by car to 11 miles per day on average and 70 percent of commuters walk, bike or take transit to work. Carpool or telecommuting rates have also increased.”

p.97, Transit and active transportation: “About 23 percent of the nearly 300,000 workers that are 16 years and older in Portland, either walk, bike or take transit to work (2009). An additional six percent telecommute. This is a high number, when compared to our national average and many other cities. However, if we are going to achieve both our health and carbon reduction goals, more Portlanders will need to choose alternatives to driving a car to work. We picked a 70 percent transit and active transportation to work mode split target because that is what the Climate Action Plan and related science suggests will be necessary to achieve our adopted carbon emissions reduction goal.”

^x p.96, Creating Jobs: “Current estimates are 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 more 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 can be developed, but mitigation costs must be considered.”

p.B-21, River and Industrial District, Proposed Actions – Examples: “Action 21 – Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restoration sites.”

^{xii} p.47, 5-year Action Plan, item 21: “Assemble at least one new shovel-ready 25-acre or larger site for environmentally-sensitive industrial development as a pilot project for advancing both economic and natural resource goals in industrial areas.”

p.B-21, River and Industrial District, Proposed Actions – Examples: “Action 25 – Habitat connections: Assemble at least one new shovel-ready, 25-acre or larger site for environmentally-sensitive industrial site development as a pilot project for advancing both economic and natural resource goals in industrial areas.”

^{xiii} p.110-111, 12. Healthier Watersheds, Tree Canopy: “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.”

^{xiii} p.96, Creating Jobs: “...Address difficult issues related to protecting environmentally sensitive land while accommodating the demand for redevelopment, especially in the industrial areas along the riverfront.”

p.B-21, River and Industrial District, Proposed Actions – Examples: “Action 20 – Brownfield investment: Pursue legislative changes and funding sources to accelerate clean up of brownfields. Develop a strategy to address the impediments to redevelopment of brownfields.”

^{xiv} p.96, Creating Jobs: “...Increase productivity from existing employment land and facilities through reinvestment and modernization...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.”

p.B-20, Industrial and river area: “Portlanders will need to figure out how to build smarter and manage properties for multiple uses, including marine industrial, habitat and recreational uses.”

^{xv} p.37, A. Traded Sector Job Growth: “...Unlike many other metropolitan areas, Portland has done a good job keeping manufacturing employment within city limits.”

^{xvi} p.37, A. Traded Sector Job Growth: “...Work needs to be done to provide a more competitive and supportive environment for traded sector businesses to help strengthen the overall economy and to ensure that more Portlanders have the opportunity to secure stable living wage jobs.”

^{xvii} p.38, Guiding Policies: “Focus business assistance efforts first on retention, then expansion, and then recruitment of businesses.” “Integrate traded sector competitiveness into the city’s planning and overall policy directions.”

p.46, Guiding Policies: “Foster regulatory and fee approaches that keep Portland regionally competitive for business and job growth.”

^{xviii} p.95, Creating Jobs: “To increase the number of jobs in the city by nearly 150,000 between now and 2035, private industry and the City and suburban jurisdictions 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.”

^{xix} p.46, Guiding Policies: “Institute a means to consider economic as well as environmental and social metrics in making land use, program and investment decisions.”

^{xx} p.93, Growing businesses: “Example 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.”

p.95, Creating Jobs: “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 – to increase the global competitiveness of these engines of economic growth and to retain and create living-wage jobs.”

^{xxi} p.96, Creating Jobs: “...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.”

p.B-21, River and Industrial District, Proposed Actions – Examples: “Action 1 – Business development: Focus business development resources on enhancing the competitiveness of businesses in five industry concentrations: advanced manufacturing, athletic and outdoor, clean tech, software and research and commercialization.”

^{xxii} p.35, 2035 Objectives, item 6: “Access to housing: No more than 30 percent of city households (owners and renters) are ‘cost burdened’, which is defined as spending 50 percent or more of their household income on housing and transportation costs.”

^{xxiii} p.39, 5-year Action Plan, item 5: “Workforce alignment: Develop model community workforce agreements to ensure industry growth brings benefit to the whole community.”

^{xxiv} p.41, 5-year Action Plan, item 6: “Next generation built environment: Advance the next generation built environment through the creation of the Oregon Sustainability Center and eco-districts. Also, establish at least one new or major expansion of a district energy system.”

12/28/2011

TO: THE PORTLAND PLANNING and SUSTAINABILITY COMMISSION

FROM: Philip Wilson
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MY COMMENTS ON THE PORTLAND PLAN - PROPOSED DRAFT

I'm Philip Wilson. I recently built a house in the Woodstock neighborhood at 50th and Duke, amid a warren of unpaved, potholed "streets". These lend a rural feeling and are fun sometimes for playing in mudpuddles and dirtbiking but are probably not fitting for a civilized city. The Portland Plan seems to be proposing to address this issue of unimproved streets from several stanpoints and I want to lend my support to these "Actions" and "Guidelines" in the Plan.

ACTIONS & GUIDELINES I'm refering to:

Action #28:Pg. 73, implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.

Action #29, Pg. 73: Develop new options for temporary or permanent repurposing of unimproved rights-of-way for public uses such as pedestrian and bikeways, community gardens, rain gardens, park spaces or neighborhood habitat corridors.

AND (under "Healthy, Connected City" Pg. 66):

Guidelines that call for "Vibrant Neighborhood Hubs" which would "Prioritize street improvements that make it safe, convenient and attractive to walk, bike or roll to neighborhood hubs and key community destinations."

THE PROBLEM IN OUR NEIGHBORHOOD:

Water-filled pot holes and mud in the winter, dust in the summer which coats everything including windows and solar collectors.

Vehicle speeds over 5 mph rattle your teeth and ware down suspension systems.

Haphazard parking, sometimes in the road way.

Drivers weaving from one side to the other down roads to avoid potholes.

The smoother roadways draw more traffic, penalizing residents who've been maintaining them with gravel and filling holes with bricks or concrete chunks or sod or whatever's handy.

Strollers, wheelchairs and other hand-pushed conveyances have a time of it.

PAST ATTEMPTS TO ADDRESS THE PROBLEM:

LID:

In January of '08 many of us living along SE 50th between Henry and Glenwood attended a meeting with Andrew Aebi, Local Improvement District Administrator for Portland. He was informative but his hands were tied by city policy and we all went home grumbling over the prospect of having to bear the entire expense, upwards of a million dollars, of constructing a 3 block street that would meet city standards. Following through with a project was never even considered. Nobody could really understand why the city would so completely withdraw from responsibility. The matter was dropped and now smoulders again as it has for perhaps nearly a century.

"ROADWAY NOT IMPROVED":

Earlier this year, a grad. student group from PSU: "Roadway Not Improved" researched and delineated the larger neighborhood problem, tapped a lot of interest and support among residents and came up with some plausible solutions, the most popular of which did not include standard paved streets with sidewalks but envisioned, instead, a more balanced roadway usage that emphasized paths and gardens along with limited vehicle traffic on permeable but durable surfaces; pedestrian and bicycle friendly while avoiding the usual asphalt and concrete grid. The PSU students, through their community centered approach, were able to give expression to the prevailing sentiment in these neighborhoods that the rural quality here is a good thing, good for people and pets; but the feeling of 3rd world neglect isn't.

The underlying question, as the students completed their project and we disbanded was whether the city would respond in some way to our efforts, hopefully with the adoption of new standards that would support our alternative vision. The Portland Plan does seem to mandate this.

The Woodstock neighborhoods could be seen as a blank slate since so little has so far been invested in them. We would like to see a neighborhood of paved roadways alternating with sound, attractive, relatively inexpensive country lanes maintained to some degree and gardened by near-by residents, perhaps in some kind of partnership with the city.

It seems to us this would be a positive step away from the petroleum driven infrastructure which has begun to erode the quality of our lives.

Thankyou.

Sincerely, Philip Wilson
6501 SE 50th Ave.
503-775-2565



CITY OF

PORTLAND, OREGON

OFFICE OF NEIGHBORHOOD INVOLVEMENT

AMANDA FRITZ, COMMISSIONER

Amalia Alarcón de Morris, Bureau Director

1221 SW 4th Avenue, Room 110

Portland, Oregon 97204

Enhancing the quality of Portland's Neighborhoods through community participation

Wednesday, December 28, 2011

MEMO

TO: Planning and Sustainability Commission
FR: Amalia Alarcon de Morris, Director
RE: Comments on Portland Plan from Office of Neighborhood Involvement

The Office of Neighborhood Involvement has enjoyed working with staff from the Bureau of Planning and Sustainability in the development of the Framework for Equity in the Portland Plan. Our bureau has been developing new programs in the recent past with an equity lens and has found the result in better programs that best reflect and serve Portland's rapidly diversifying communities.

Below are a few comments that we believe warrant consideration before adoption of the plan:

City Charter, incorporation of public involvement

Though the City of Portland has developed a strong commitment to an informed and engaged citizenry since the 1970's the City Charter has yet to codify the central role of public involvement as a City service in developing policy, budgets and planning efforts. Currently the community led Charter Commission is considering the very same issue. We recommend the Portland Plan acknowledge this shortcoming and incorporate into the Five Year Action Plans an update of the Charter to integrate the principles of public involvement as the formal values to guide the City's involvement of the public in the development of City policies, programs, and projects. *(Adopted by City Council on August 4, 2010. See more at : <http://www.portlandonline.com/auditor/index.cfm?c=26885&a=25176>)*

Adequate time for public comment

An ongoing frustration of the volunteer based neighborhood associations has been the narrow time periods for public comment for a myriad range of land use and other development related decision making processes. Many of ONI's newer non-geographic community partners have also expressed cynicism about the same issue. Our understanding is there has been an erosion of days provided for public comment for some of the most typical land use processes compared to a generation ago. If the City is truly committed to informed and articulate input on public policy, budget and planning processes we need to allow adequate time for volunteer based organizations to collectively review and develop informed opinions. The Bureau of Planning and Sustainability should reflect upon the two month timeline for comment on the Portland Plan as inadequate for a document with a 30 year focus.



Neighborhood/Community Driven Needs Assessments

A generation ago the City maintained a Neighborhood Needs Assessment program in which ONI partnered with numerous development bureaus to provide a structure for neighborhood associations to collectively identify and prioritize “neighborhood needs”. Such assessments ranged from requests for fixing broken street lights and park amenities to advocating for long-range planning needs. City bureaus would review and respond identifying those projects they could implement or explain why not. Though such a program is challenging to implement in a difficult budget environment the program went a long way towards fostering “early engagement,” community pride in seeing the City accomplish small scale infrastructure and resulted in a community taking ownership over its shared priorities with development bureaus. Any future program would need to incorporate engagement of non-geographic community partners including historically underrepresented populations.

Role of Neighborhood and Business Associations, non-geographic communities

The City of Portland has recognized the role of neighborhood associations as a core component of the City’s land use decision making process since 1973 with the adoption of City Code 3.96 creating the Office of Neighborhood Associations. Yet the current Portland Plan fails to acknowledge their ongoing role within the civic life of the City. In addition, the Plan refers to supporting leadership development and breaking down barriers for communities historically underrepresented. We recommend the Plan go further by supporting ONI’s goal to update our Standards for Neighborhood Associations, District Coalitions and Business Associations to codify a role for non-geographic based communities, several of which are already represented in partnerships with ONI and address other 21st century issues such as the role of digital communication and social media that conforms with the City’s longstanding commitment to open, transparent and non-discriminatory public engagement processes.

December 28, 2011

Planning and Sustainability Commission
1900 SW 4th Avenue
Portland, OR 97201-5380

Dear Members of the Planning and Sustainability Commission:

It is with pride as a resident of the City of Portland, and with sincere hope for the future, that I submit the following comments on the Portland Plan. The draft document is impressive. It is comprehensive in its scope, in both the range of policy issues it covers and the civic values to which it aspires. The proposed integrated strategies express precisely the values that Portland needs over the coming decades: equity, opportunity and livability.

Rather than commenting on any particular part of the draft plan, I would like to suggest that the plan should place a single principle front and center to accompany the work that has already been done. That principle: **public involvement** is the heart of a healthy city. Effective public engagement is essential to achieve the goals of the Portland Plan.

It is clear that the draft Portland Plan itself is the product of extensive public involvement. It is not possible to create a plan of this breadth without working closely with the public, and the Public Participation Progress Report bears this out. The inclusive process for developing this long term, strategic and multi-jurisdictional plan should serve as a model for developing and implementing more specific and legally binding future city plans.

Public involvement is not merely a "process" issue or means to an end. It is the essence of democracy, and it has a very direct and practical connection to the highest values expressed in the Portland Plan. In particular:

- Public involvement is the key to equity. The first "Citywide Success Measure" is equity and inclusion. Engagement of diverse communities within the policymaking process must occur early and as a deliberate effort of all responsible government agencies. Often this requires commitments by government that go beyond minimal legal requirements. Clear statements in documents like the Portland Plan regarding the meaning and value of public involvement can go a long way in modeling best practices and expectations for other planning documents.
- Public involvement improves government effectiveness. Bringing the public into the policymaking process can help governments make better and more sustainable decisions. Without exception, engaged communities can provide local knowledge and information to planning professionals that improve the outcomes of government efforts. In planning a healthy and connected city, professional

planners must solicit and rely on the understanding of each neighborhood that they couldn't possibly be expected to know without closely consulting local residents. While careful engagement of the public can appear to slow down the decision making process, conscientious initial efforts by government agencies almost always reduce challenges to decisions later in the process (including costly lawsuits by citizens who feel their voices were neglected early on).

- Public involvement promotes prosperity, especially under tight fiscal constraints. During difficult economic times, the basic fact of life is that tradeoffs must be made – tradeoffs in spending, services and priorities. Public engagement is essential to help citizens understand the nature and necessity of these tradeoffs. Government agencies benefit tremendously by having deliberate conversations with citizens about difficult choices, rather than waiting for the public backlash from cutbacks they never saw coming and do not fully understand. Furthermore, planners benefit from well designed conversations with the public by improving their understanding of the community's priorities and preferences regarding how to face fiscal realities.

The point of my comments is not only to emphasize the value of public involvement in the planning process, but to encourage planners to take advantage of available resources to help engage the public in meaningful and effective ways. As a member of Portland's Public Involvement Advisory Council (PIAC), I strongly encourage you to connect to the public involvement resources already available in the City of Portland, and to reference explicitly in the Portland Plan the public involvement principles that have already been adopted and embraced by the city.

As someone who has had the opportunity to speak and work with some of the best public engagement practitioners in the country, I can say without reservation that Portland is a genuine leader among larger American cities in the way it engages its residents. By placing public involvement at the center of the Portland Plan, the city has a great opportunity to build upon and enhance this position of leadership.

Sincerely,

A handwritten signature in black ink, appearing to read 'Greg Greenway', with a stylized, sweeping flourish at the end.

Greg Greenway
1313 SE Oak Street
Portland, OR 97214



December 28, 2011 (*Original response sent via e-mail 11/23/2010*)

To: Mayor Sam Adams
Susan Anderson, Director, Bureau of Planning and Sustainability

Cc: Commissioner Randy Leonard
Commissioner Amanda Fritz
Commissioner Dan Saltzman
Commissioner Nick Fish
Debbie Bischoff, Bureau of Planning and Sustainability
Members of the Planning and Sustainability Commission
Alison Stoll, Central Northeast Neighbors

Dear Mayor Adams and Director Anderson:

In Fall 2010, the Rose City Park Neighborhood Association (RCPNA) organized a committee of neighborhood residents to study the Portland Plan/Comprehensive Plan processes and find ways for us to lend our voice and ideas. We share our comments with you in a detailed response to the Portland Plan Background Reports and Buildable Lands Inventory reflecting our thoughts on the opportunities and challenges the Portland/Comp Plans present for our neighbors and all Portlanders.

Our commitment remains to make Portland and the RCPNA a better place. To that end, we are keeping our team's website up for review at <http://sites.google.com/site/rcpnaportlandplanteam> and invite you to review our process and progress and read some of the debate and our own background notes that helped inform the crafting of this document. As stated earlier in our initial response, we intend to remain engaged with and contributing to the Portland/Comp Plan process moving forward, and will continue to monitor the Plan and how it is used to inform the Comprehensive Plan update. We also intend to use our website to continue to organize ourselves, archive our conversations, and share resources regarding these Plans. My comments to the Proposed Draft following the original response follow the topics discussed and are in **red print**.

Overview of Key Issues/Executive Summary

This Executive Summary came from our response in providing input to the Background Reports and encouraging further discussion in specific areas of concern. The following were key themes and concerns we returned to many times in our discussions that cut across several of the Background Report topics and I am writing a brief reflection on how these comments were included or touched on in the Proposed Draft:

- The Portland Plan offers an opportunity to think creatively about how our City can embrace growth and change while valuing and preserving some of the best things its past and present

have to offer. This will help ensure a vital and dynamic future for all Portlanders. However, we must be careful to not let our vision get ahead of our means to achieve it. We must balance our thinking about what is desirable with what is achievable politically and economically, and make hard choices about where we will invest our finite resources. The Portland Plan will need to strike a balance between bold vision and pragmatism, embracing modest, creative innovations that take us where we want to go not so much by great leaps and gestures, but by small, achievable, measureable, cost-effective steps. We also urge flexibility and scenario-based planning to allow for adjusting development priorities and blueprints should assumptions about growth rates and drivers shift or be proven incorrect.

The strategy for and implementation of the Portland Plan will answer this first of our itemized list. The Proposed Draft is nicely presented and well organized but only time will tell whether and how our City staff and political leaders embrace the Portland Plan and integrate it into City life. It will also be interesting as to how and to what degree that the concept of “equity” will be embraced and tracked across City bureaus and departments. The concern continues to exist for flexibility for scenario-planning and adjustment to growth rates and drivers for maximum efficiency and impact.

- The Background Reports rightly acknowledge the crucial issue of equity. Too often, lower-income individuals and families – often of color – do not have the same access to clean air, walkable streets, parks, good schools, and other amenities taken for granted by the City's older neighborhoods and often higher-income residents. The Background Reports do not, however, acknowledge the role planning and policy choices can have in exacerbating such inequalities (for example, by accelerating gentrification). Neither do the reports propose a mechanism by which unequal distribution of the benefits of growth can be minimized or mitigated. We propose just such a mechanism be developed and integrated into the revised planning and permitting processes the Portland/Comp Plans will generate. We suggest redevelopment and reinvestment planning and funding be allocated across the City at least in part based on redistributive formulas incorporating poverty measures, lack of "20-minute-neighborhood" amenities, and other objective measures. We also suggest the creation of a Citywide "Equity Commission" that prompts elected officials and bureau staff to consider the equity implications of the planning and policy choices they make. Multnomah County's Health Equity Initiative could serve as a model.

Creation of the first City Equity Commission was a surprise since it was announced only a few weeks after we submitted our initial comments. We cheered the announcement but remain cautious about how it rolls out and what issues are addressed. The initial Proposed Plan seems to expect to speak to City-wide disparities and youth. It does not name “people with disabilities” specifically and we think it should. The terminology in “A Framework for Equity” is inclusive and should include “people with disabilities” and we hope it does. There remains a predisposition to ignore this segment of our society and it will take many years before the general populace fully accepts the needs and understands their issues. We applaud all of the points in the Equity Framework, especially to “Launch a Racial/Ethnic Justice Initiative” and will watch closely and participate as best we can to follow the Five-year Action Plans and monitor the measures of success for all points within the Equity Framework.



- The Background Reports could be strengthened with a holistic analysis of the coming retirements of Baby Boomers from the full-time workforce over the next two decades and their decision-making about how they live out their remaining years. This demographic tsunami will have major foreseen and unforeseen ramifications for the economy and public governance and finance. The needs and interests of older Americans in general and Baby Boomers in particular can be found in parts of the Background Reports, but we feel they could be knit together in a more systematic way so as to help planners and the public better understand the opportunities and challenges we will face. In following sections we will provide some thoughts on likely implications of this demographic trend.

It appears that you have made room to provide constant monitoring and reassessing a variety of needs with a variety of measures during the volatile economic times we are currently experiencing. This is very important. The only constant is change and sometimes we are the drivers of the change and sometimes we have to take into account changes that others find that work.

- We advocate for the inclusion of an additional background report covering the provision and improvement of City, county and regional services, or at least its incorporation into one of the existing background reports (perhaps Infrastructure). While we understand that this is not traditionally a planning issue or concern, we submit that it is through the daily delivery of City services such as police, fire, and street and park maintenance that most citizens become aware of and interact with City staff and policies. This is a major opportunity to improve dialogue with citizens about those issues that impact the City council and County commissioners most visibly. Many citizens are interested in more efficient and equitable provision of City services (services they have paid for), and those bureaus or departments providing them are natural touch points and conduits for better communication between the City and residents. The Portland Plan should take into consideration the adequate funding and allocation of city, county and regional services so as to ensure their equitable and efficient distribution throughout all areas of the City. Development of program services has to be concurrent with physical planning and development to be effective and efficient.

I have not visited updated background reports but the “Implementation” section seems to address bringing groups together so that everyone is on the same page. What the actual steps will be remains unknown. Also, I did not see the Office of Neighborhood Development (except in Acknowledgements), neighborhood associations, or Rose City Park listed as a partner in developing the current Proposed Draft. This is an omission because I know our neighborhood association put in a lot of work in reviewing the background reports and responding and sometimes it is nice to be acknowledged. Implementation of a Strategic Plan to create and initiate formal partnerships to implement the Portland Plan seem to be lacking. While the section on a “Coordinated Inter-Agency Approach” sounds great, the truth will be found in the the implementation of the Plan, especially with regard to how the concept of “equity” is introduced and adapted across all topics and platforms, or not. The “Implementation” and “Portland Plan Elements Crosswalk” might be good starting mechanisms for that process. There needs to be a concrete plan to acknowledge, build and nurture those partnerships. Rose City Park is not even identified in any of the Appendix C –



Local Measures maps. Considering our level of input, we are very disappointed. We are thrown in with Roseway and Cully in almost all instances.

Arts & Culture

We acknowledge and heartily second the Arts & Culture Background Report's highlighting of the importance of arts and artists to enlivening our public spaces, contributing to our community's vigor and vibrancy, inspiring or challenging us to think about the world and our conventions in new and innovative ways, and sustaining Portland's share of the "creative economy". We lament that the arts are often seen as a frill or a luxury to be sacrificed when funding is scarce, most visibly in public school systems facing budget shortfalls. We are heartened by the efforts of Portland Parks and Recreation, the Multnomah Arts Center, and other public and private entities to provide arts and arts education for Portlanders of all ages. We support the City's efforts to promote the arts through the leveraging of its own assets and resources, as well as through collaborations with the Regional Arts and Culture Council and similar organizations.

We are happy to see the arts is identified as an Action area "Arts, Culture and Innovation", and that there are a number of action plans and some measures to see that arts and culture are supported, encouraged and invested in.

Buildable Lands Inventory

Although not one of the provided Background Reports, we chose to also review the Buildable Lands Inventory. While we acknowledge that our current built environment cannot be preserved in amber and that redevelopment is inevitable and even necessary in many cases, we are concerned about some of the assumptions inherent in the Inventory and some opportunity costs it does not acknowledge.

- First, the Inventory suggests that properties where the improvements are less than 50 percent of the land value be automatically evaluated for redevelopment, and that surface parking be reduced when possible. Taken together, these assumptions promote a preference for redevelopment focused on dense, multi-story buildings that not all businesses and residents will favor or be able to utilize; overlooks opportunities to re-purpose open spaces in dense areas as parks, hard-surface public plazas, and permeable surfaces for improved drainage; and does not acknowledge that many Portland workers, families, and businesses must rely on automobiles to live their lives and conduct their business.
- Second, the Inventory may overestimate the amount of land available for redevelopment, as it counts as re-developable properties that actually may not be available due to physical constraints or the prohibitive costs of improving them. Perhaps Rose City Park and the City could collaborate in identifying appropriate sites for development of a community garden(s), community center, multi-level, multi-unit housing (if any such sites exist) and other mutually beneficial projects. The Rose City Park N.A. could provide a key link in working with the local business districts including the Hollywood Boosters and the Portland International



District in developing options. It would also make sense to connect the proposed redevelopment of the 60th Street Station with the proposed Sullivan Gulch Bike Corridor.

- Third, we urge restraint and careful consideration when choosing to catalyze redevelopment with public subsidies. While we acknowledge at times there is a need for the public sector to "prime the pump" to unlock private investment to improve neighborhoods and business districts, we urge planners to keep in mind that public monies so dedicated cannot be used for other worthwhile projects and services citizens support, and that such reinvestment tends to raise land values and commercial rents to levels some residents and business owners will no longer be able to afford. We suggest the City consider tax mechanisms that can help residents and business owners better absorb or adapt to rising land valuations and rents.
- Fourth, the Inventory analysis does not integrate certain other considerations of development costs and benefits. Specifically, dense redevelopment can have negative impacts on air quality and noise levels, particularly for residents in transportation corridors next to freeways, major arterials, and railways. In addition, redevelopment that removes trees and other beneficial vegetation deprives land of essential pollution, noise, stormwater, and erosion buffers. We recommend the articulation and enforcement of pollution- and erosion-mitigation policies within the Portland/Comprehensive Plans' changes to the City's planning and permitting mechanisms, up to and including the creation of an "Air Quality" or "Pollution Mitigation" zoning overlay.

It is very difficult to assess if these four areas of concerns that we've identified have been addressed in the Draft Plan. The Proposed Portland Plan even in its 183 pages address some of the issues we've raised but it remains to be seen if the focus to small small-business, equity and redevelopment of existing un- or under-used facilities, or if the rhetoric will obscure a move to quietly push along the Port, large industry still more undeveloped land.

Economic Development

We agree wholeheartedly with the Economic Development Background Report that a decent-paying job is an essential component of livability for the vast majority of Portlanders, and that a robust economy is the beating heart of our urban community. Therefore, we urge planners to consider the following:

- The Background Report devotes considerable space to examining the needs of large employers, in particular manufacturers and "campus institutions", which we assume means colleges and hospitals. We understand the key role such large companies and institutions play in our local economy in terms of employment opportunities and income and business tax revenues, and laud the City's efforts to support them and recruit even more to the Portland area. However, we feel this emphasis on large organizations overlooks two important considerations:
 - Small- and medium-sized businesses are the backbone of the Portland economy, and add substantial energy and diversity to our job market and commerce. Some of the most sought-out and viable commercial areas in our City – Hawthorne, NW 23rd Avenue,



Alberta, Mississippi, and the Pearl District – are neighborhood commercial zones dominated by small businesses. Small businesses also tend to be more responsive to local demands than large corporations, particularly in providing the high-quality, locally produced goods and services many Portlanders say they want. We praise the City's Neighborhood Small Grants and Main Streets programs, and encourage it to identify additional opportunities and incentives to support our local small- and medium-sized businesses. We would add, however, that wholesale streetscape changes in commercial districts are not always necessary to help small businesses, and in some cases could actually hurt them by removing customer parking and blocking off streets during construction. We urge the City to consider reducing where possible policies, fees, and zoning restrictions that only deep-pocketed, non-local chain stores have the wherewithal to navigate. As an example, perhaps the City could work with Multnomah County and TriMet to reduce or waive certain business taxes and fees for business startups until they are established and profitable.

- In many cases, "campus institutions" are nonprofits that pay minimal or no property taxes. While we understand that helping such institutions expand and generate more economic activity and income tax revenue can be worth the trade-off in lost property taxes, we must acknowledge that their expansion locks up land from being used for other property tax-generating purposes in perpetuity. Perhaps as recompense (if only symbolic), City policy and codes should require expanding nonprofits to dedicate some portion of the planned improvements on the land they are absorbing to public purposes. These may include providing space for neighborhood groups to hold meetings, granting easements for bike and pedestrian transit through the property, or making an annual contribution to a neighborhood-improvement fund. In addition, signing good-neighbor agreements with all affected neighborhood associations should be mandatory for institutions expanding their campus footprints.
- We are proud that innovative Portland companies are making a name for themselves and our City in specific industries such as athletic and outdoor apparel, clean tech, advanced manufacturing, and software, and agree that there is a role the public sector can play in supporting and nurturing them. However, we urge caution in overestimating what that supportive role can and should be and in underestimating the costs of zeroing in on specific industry target clusters at the expense of others. Focusing investment on targeted industries increases the risk that public dollars will "back the wrong horse" in the fiercely competitive global marketplace; that is, favored companies and industries could ultimately fail or be made obsolete, taking tax breaks and any other public incentives with them. We feel taxpayers would get the most value out of public economic development spending if it was directed towards creating a business-friendly environment for companies of all sizes, and towards investing in public infrastructure and human capital development (i.e., education and training) that will benefit all employers and industries in the Portland area in the long run.
- We feel the value of Portland as a transportation hub should receive more prominence in the Report. The City's port facilities and rail, road, and air access make it a significant link in global supply chains, which could be enhanced with additional investment. Such expansion



should not, however, occur at the expense of the environment, wildlife, or less well-connected City residents.

Both Tri-Met and small businesses are largely absent in the Proposed Draft of the Portland Plan. I would assume that both are key stakeholders in the implementation of the Portland Plan from advertising to creating planning and implementation groups. With “equity” playing a supposedly stronger role in the growth and change of Portland, it will be important to have all sizes of business involved in planning and implementation of the goals, action plans and measurement and monitoring of outcomes.

Energy

We urge consideration of the overall economic impact of investing in "green technology". While homes and businesses are relatively easy to retrofit with windows and insulation, funding for energy-efficient vehicles and their additional infrastructure needs require a great deal more thought. For instance, it is now an accepted view that alternative fuels such as ethanol are now known to actually cost more to produce than their market value. Public investments in alternative energy sources, technologies, and vehicles need to be evaluated primarily from an objective, holistic, scientific analysis, rather than jumping on the latest trend or assuming that anything touted as "green" actually is. Investing in them at the expense of other priorities can raise equity and fairness issues, as some residents may be better positioned than others to benefit from them or afford them. Much more research should be done on total impact of relatively untested technologies and alternative fuels before significant public resources are committed to implementing them. For instance, why not create “test cases,” Rose City Park could be a site, to prove the financial benefits of building and operating a charging station rather than siting 15 such stations throughout the City and expending a lot more money on an unproven technology and an unproven need. How many people in the area will actually purchase electric vehicles, support the attendant technology or choose to invest in peripheral products and jobs. By creating such “test cases,” the investment can be monitored and changed or proven over time.

A focus on green and sustainable energy systems is very obvious in the Portland Plan Draft. That is great. If there continues to be incentives for solar and alternative energies in Portland, the effort must be funded and not a “pie-in-the-sky” plan. Governor Kitshaber has tried to push through a green schools initiative that while it sounds good, has not been funded by the legislature.

Food Systems

We suggest the Portland Plan advocate for the following changes and enhancements to City policies, permits, and fee structures to better support local food systems:

- Champion the cultivation of derelict or underutilized properties and City-owned rights of way as additional sources of locally grown food, as Multnomah County does with some of the irregularly shaped land parcels in its possession.



Change its policies and fees to support the creation of more community gardens. There is clearly a large demand for these gardens, as evidenced by their long waiting lists. However, the utility-connection and systems-development charges typically charged for creating a new garden are beyond the reach of most of the grassroots, volunteer-driven groups backing them. Just as one example, in researching the costs of building a 10,000-square-foot community garden in Frazer Park in our neighborhood, we were quoted a systems-development charge of \$22,000. The total estimated cost for our garden would be \$60,000. For this and other reasons, our garden project is on an indefinite hold, despite the many efforts our volunteers have put into organizing it and the neighborhoods support for it.

Community gardens not only benefit their users, but can also be a food resource for City residents in the event of a major natural disaster such as an earthquake in which people cannot travel and stores cannot open.

- Include in disaster-response plans a priority for securing and protecting food supplies in the event of major natural disasters such as earthquakes.
- Support or emphasize food production as an option in the design and construction of “green roofs”.
- Change zoning restrictions to allow neighborhood grocery stores in residential areas.
- Support small businesses, nonprofits, and individual farmers in establishing food cooperatives, produce stands, and farmers markets through removal of prohibitive zoning and regulatory policies, prioritizing such projects in parts of the City that are “food deserts”.

In Measures of Success “Growing Businesses” the emphasis seems to be in the Port and attracting large industrial-based businesses. The smaller business sector is the driving economy of Portland, why not embrace that. There is little “equity” in this approach.

We are very thankful that Commissioner Fish has embraced a plan to create many new community garden plots in the City. Rose City Park has worked for more than 25 years to establish a community garden and we now know that the Frazier Park Community Garden in Rose City Park will open in the Spring of 2012. This is dynamic leadership on the part of Commissioner Fish.

Few of our comments above have been addressed and appear to be left out of the Proposed Draft of the Portland Plan.

Health & Safety

We appreciated the comprehensive discussion of public health and safety issues in this Background Report. Following are several suggestions and reflections we discussed:

- Health care is a primary need and essential concern for all Portland residents. Costs are high, although recently expanded federal coverage will add important services to those most



vulnerable. Essential services for everyone, including the homeless and low-income working poor, will undoubtedly require a sustained and coordinated effort by health care providers, local governments, non-government agencies, and concerned citizens until universal health care (which we support) becomes a reality. Portland can utilize its leverage and partnerships with other local agencies and large health care employers to catalyze thoughtful, collaborative solutions for the health needs of our citizens.

- The Neighborhood Emergency Team (NET) program has trained many neighborhood activists to assist with a local presence in the event of emergencies. How will those efforts be coordinated if something catastrophic happens? The City should further encourage citizens to become NET-trained, invest additional resources in the NET program, and focus on developing a comprehensive disaster-response plan.
- The City currently has toxic areas of significant benzene and related types of pollution, mostly as a result of factors not considered or evaluated when making transportation policy. These levels are above acceptable EPA standards. The Background Report is inadequate in identifying and discussing these and other pollutants. If the City wants to help keep residents healthy, it must re-examine the siting and design of housing units next to transportation corridors. The current process for planning and designing such infrastructure is not sustainable or acceptable: developers and builders must be required to address and mitigate the presence of air pollution, including a number of carcinogens not currently tracked or monitored. Scientific monitoring of various pollutants must be better coordinated among all responsible air quality-monitoring agencies and be made more publicly accessible.
- Various parts of the City have higher-than-acceptable levels of radon. The City should implement a program to assist those unable to afford to detect, monitor, and mitigate radon in their homes and businesses. The City should also work with legislators – including our neighborhood's state senator, Jackie Dingfelder, who has taken an interest in this issue – and the real-estate industry to strengthen disclosure rules so homebuyers and sellers can make fully informed decisions about radon detection and mitigation as part of the home-buying process.
- The Background Report gives a relatively short treatment of public safety issues, in particular police and fire services. We feel more attention should be given to this topic, given how a sense of safety is a key component of a neighborhood and City's perceived livability; perhaps it should have been pulled out into its own Background Report. City voters recently approved a bond levy to purchase new fire trucks, emergency radios, and new or remodeled fire stations. While we certainly want our firefighters to have the best equipment, why were funds not available from general revenues to make these essential purchases? Are there other ways in which we are under-investing in police and fire protection? We feel more data and discussion is warranted.

The City currently has toxic areas of significant benzene and related types of pollution, mostly as a result of factors not considered or evaluated when making transportation policy. These levels are above acceptable EPA standards, that is to say Portland is substandard. The Portland Plan only addresses the need to monitor “carbon emissions.” Multnomah County



currently has one of the highest rates of cancer among all other counties in the United States, and this is in all probability not just due to carbon.

In “Citywide Measures – Healthier People” there is only information on diet and exercise. There should be performance measures for County health departments and all City, County, State and Federal services. The Portland Plan should engage citizens with important dialogue on health-care delivery systems and services, and their costs. There is a reason for the “Occupy Wall Street” movement and that has to do with the quality of life for citizens. These are only a few of the many issues that the Portland Plan avoids.

Historic Resources

We strongly agree with the Historic Resources Background Report that historic buildings, landmarks, and districts anchor our sense of place and community history and continuity. We also would like to emphasize that re-purposing and re-using existing structures is often more "green" and sustainable than replacing them with new ones. We lament the loss over the decades of historic Portland assets that are now gone forever, and urge planners, citizens, and local historical societies and organizations to undertake efforts to identify and protect for future generations those structures and neighborhoods that remain. To that end, we cheer the Bureau of Planning and Sustainability's pursuing and winning a grant from the State Historic Preservation Office to start inventorying historic mid-century homes in East Portland. We agree with the Background Report that the City should prioritize updating the Portland Historic Resources Inventory, which hasn't been revised since 1984.

We recognize that historic structures will deteriorate over time and require maintenance, and that a balance must be struck between the need to preserve the historical character of an old house or commercial building and the need to upgrade it to modern safety, seismic, and energy-efficiency standards. We also recognize the tradeoffs property owners bring upon themselves, subsequent owners, and the public at large when they seek historic designations for their buildings or neighborhoods. Such designations can complicate future repairs and remodels that are desired or necessary, can restrict redevelopment plans that would benefit other property owners and City residents, and can make buying or occupying a residence or commercial building unaffordable for some future homeowners, renters, or businesses.

We therefore suggest the following to strike the needed balance between protecting structures and landmarks with historical value while maintaining some flexibility for growth and change:

- Strengthening land-use and design-review processes and policies to encourage "context-sensitive" building designs for new residential and commercial structures that honor the historical styles and aesthetic sensibilities of surrounding properties while allowing flexibility for adapting to and incorporating modern tastes and technologies.
- Down-zoning historic buildings and sites to reduce redevelopment pressure, and/or expanding mechanisms such as transferable development and "air" rights that can be sold to others so as to protect and preserve a historic structure.



- Incorporating incentives in the planning and permitting processes to encourage developers and contractors to preserve architectural features of historic significance.

We could find no mention of “Historic Structures” in the Proposed Draft.

Housing

We generally felt the Housing Background Report was on-target in its analysis of the interplay between housing and the City's residents and economy. We feel it could be strengthened with some additional consideration of the following:

- As noted in our comments on the Economic Development Background Report, the emphasis by planners and policymakers on high-density living makes sense theoretically, but may be somewhat disconnected from the needs and preferences of the majority of the people who would consider living there, and comes with unforeseen consequences for affordability and equity. Does the relative resiliency of house prices in Portland's inner, established neighborhoods dominated by single-family houses compared to the City's outer neighborhoods and suburbs suggest something about the housing choices residents prefer to make if they can afford to make them? Is it a reflection of that ineffable sense of "charm" such older, established neighborhoods offer? Is it their proximity to services, shops, transit, and jobs in the Central Business District? While we understand there is a place for policy to shape personal choices, particularly those that are unsustainable on a long-term, collective basis, we urge planners to factor into their analyses what market signals can tell them about the housing choices people prefer to make. There is a market for well-planned and executed, high-density housing among some segments of homebuyers, as the success of the Pearl District has shown. Certain existing mechanisms could be reinforced and new ones added to make high-density living more attractive to more residents. Examples include development incentives for building condominiums and "garden apartments" with multiple bedrooms and public play spaces for families, and more diligently enforcing existing requirements that developers receiving public subsidies set aside a certain percentage of housing units for lower-income individuals and families. New mechanisms to make higher density living more attractive should help create complete, not fragmented, communities (like South Waterfront). The existing land use code has had the unfortunate cumulative effect of relegating multi-family housing types to the margins of neighborhoods – in pockets adjacent to commercial and parking uses, making them less than desirable locations. We encourage the City to seek long-range alternatives in non-central locations, such as the complete redevelopment of low density commercial corridors into attractive, tree-lined, multi-modal, mixed-use linear communities, along the lines of the European *bahnstrasse*. Work with METRO on this sustainable initiative.
- As we noted in our general comments, we feel the Housing Background Report should consider the demographic wave about to break in Portland and across the country in the form of Baby Boomers retiring and determining how they want to live out their final years. This will have major ramifications for the local housing market. We urge planners to consider that many older Americans may prefer to "age in place"; that is, remain in the homes they currently occupy as long as they are able to do so physically and financially. Planning and



permitting mechanisms could be modified to accommodate this preference. For example, building codes and remodeling permits could be adjusted to incorporate "universal design" principals into buildings (which benefit everybody but the elderly and handicapped especially) or to streamline retrofits. The City's experimentation with "accessory dwelling units", while undertaken primarily to increase density within neighborhoods of single family houses, could also benefit aging Americans by giving them an opportunity to live with and share housing costs with their families.

In the "Citywide Measures - Prosperous Households" – Objective 4, the Plan mentions that "Portland's Economic Opportunity Initiative" launched in 2004 refocused local poverty-reduction efforts, and it has been replicated as a national model." That's great, but how are we stacking up to other programs and other cities? Our unemployment is higher than many other places, why would anyone want to replicate our model? The data used from Gu, Danan and Martin et.al. in the table at the bottom of page 92 is not current. Data from 2008 means little in Portland at the end of 2011, people are hurting too much, losing their houses and crying out for jobs. The Portland Plan needs to provide a mechanism for radical change to get us out of the morass in which we currently find ourselves. It's a decent planning exercise, but will it ever be more than that?

Infrastructure

We appreciated the thorough, data-driven analysis of Portland's transportation, water, sewer and stormwater, and parks infrastructure contained in the Infrastructure Background Report. Rising water and sewer bills, the end of the leaf-removal service, increases in vehicle-registration fees, requests for volunteers to help maintain our parks, and other recent developments make us and our neighbors acutely aware of the challenges our City faces in maintaining and upgrading its century-old pipes, parks, bridges, and roads, as well as the consequences of decisions about infrastructure investment (or disinvestment) made earlier in our City's history we must now live with and pay for. These issues are of particular interest to our Neighborhood Association, and for that reason our Land Use/Transportation Committee is our most active. As such, this Background Report generated the most discussion and commentary from our project team members, and we wanted to share with you the following from conversations:

- We support spending to enhance infrastructure for the benefit of alternative modes of transportation, including walking, bicycling, and public transportation, particularly to implement the "20-minute neighborhood" concept in parts of the City that could benefit from it. We also acknowledge the costs automobile travel levies on public health, public safety, and geopolitical stability. However, we must stress that, while we might have made different choices at the time, decades of auto-centric land-use planning and infrastructure investment has created economic and social dependencies that require accommodation. Automobile travel is the preferred mode of transportation for many individuals and families, and in many cases is their only option. Similarly, many businesses, particularly manufacturers and small retailers and dining establishments, depend on trucks to bring them raw materials and supplies. Many of these businesses also could not survive without adequate roads and parking to bring in customers from outside of the immediate area, as there is not enough demand from local shoppers and diners. We certainly support the development of more fuel-



efficient cars and trucks, and are excited about Portland becoming a pilot site for the fast-charging electric vehicles now coming onto the market. We also expect that in the decades to come people will drive more hybrid vehicles, more electric vehicles, and more vehicles with fuel cells or highly-efficient, ultra-low-emission gasoline and diesel engines. However, they will still choose or need to drive, and while alternative transportation modes should remain a priority in transportation planning, we caution against over-investment in them at the expense of maintaining the roads and bridges to a standard that supports the automobile travel most of the public depends on and will for the foreseeable future.

- Much of Portland's existing transportation infrastructure and planning is predicated on funneling travelers towards and through the central City. This hub-and-spoke model overlooks the needs of many residents, particular public transit users, who wish to travel across town (particularly on the City's north-south axis) without having to be routed through downtown. It also does not acknowledge that much recent growth in economic activity has happened outside of the Central Business District, particularly in the City's western suburbs. We urge the City to work with TriMet and Metro to find ways to support transportation planning and infrastructure investment that acknowledges these realities and allow for the flexibility to re-direct traffic and public transportation routes to better respond to changes in population density and economic activity.
- While we appreciate the aesthetics of train travel and several of us might even call ourselves "rail fans", we must collectively express deep skepticism about the City's professed hope of recreating a Citywide streetcar network. While our neighborhood could stand to benefit should a proposed streetcar route along NE Sandy Boulevard be built (or rather, restored), we are very concerned about the cost of doing so, the downsides that could result, and the planning process for it that has been, in our opinion, less than rigorous. Several of us have engaged with the Streetcar System Plan process, and over a year ago we formally asked the City for detailed project cost estimates that factors in alternatives such as trolleybuses. Specifically we are seeking for the respective costs of the rails and rail bed construction in comparison with the cost for the catenary poles and overhead catenary power supply lines. These respective costs would illustrate the premium that the luxury of the rail system is costing taxpayers. We have not yet received that data, despite a personal assurance from the Mayor that it was forthcoming. Streetcars have always been development tools, and our own neighborhood is a "streetcar suburb" that benefited from its early developers lobbying for and investing in streetcar service so they could make a profit selling lots in their new subdivision. However, the distinction must be made between the private investment that first built the City's streetcar network and the public investment that is proposed to rebuild it now. We are not sure that this proposed massive investment of taxpayer dollars would be wise, particularly given the road congestion and decreased economic activity that would result from the removal of auto travel lanes and parking spaces (particularly in "town centers" such as the Hollywood District), and the fact that streetcar plans clearly prioritize rail-oriented redevelopment and discount other, less-expensive rapid-transit alternatives such as trolleybuses and express bus service that could better meet the transportation needs of commuters and residents across the City and region. Not all commercial / mixed-use corridors are suitable for fixed-rail transit; some existing transit streets could be electrified for trolley coaches to reduce air pollution. We suggest that new streetcar lines should not be



funded primarily from scarce general funds, but rather from land value increases attributable to increased transit accessibility and up-zoning for transit-oriented development. This means that the real estate market will largely drive the timing and development of streetcar-related improvements.

- We encourage the City to work with Metro, the Port of Portland, Washington County, and the City of Hillsboro to invest in the expansion of the Hillsboro Airport to handle large passenger and cargo planes. This would provide more convenient air access for Westside suburban travelers and freight shippers, it would reduce congestion and air pollution within Portland as fewer car and truck trips would be made between Washington County and Portland International Airport. Development of the Hillsboro Airport to a status equal to that of Portland International Airport would provide the region with a redundancy for air service that would be priceless in the event of a natural catastrophe that would cripple the ability of PDX to operate normally. An alternate major air center at Hillsboro would also extend the useful life of PDX in its current configuration.
- There is a need within the planning process to establish a comparison formula that considers the value of existing infrastructure already in place before replacing it with something else or a costly alternative, often at taxpayer expense. This may not and/or may not pencil out without some form of taxpayer subsidies and should consider any ongoing subsidies.

White there is a great deal written about infrastructure in the Portland Plan Draft, it seems to be oriented towards the Neighborhood Hub concept. This is admirable and we hope that this concept fulfills everything that planners hope it does. The idea seems well-developed with fairly thorough guiding policies, action plans, and action areas. It will be important to closer monitor successes and failures on a hub-by-hub basis with some specific “test areas” so that money will be saved in developing the neighborhood hubs throughout Portland.

Natural Resources

We found the Natural Resources Background Report to be well-developed and grounded by a significant amount of scientific data. We feel it could be enhanced with some discussion of the historical development of commerce and industry in the City and region. The white settlers that started arriving in the area in the mid-19th Century brought very different ideas about property rights, land stewardship, trade, and consumption than the Native Americans they displaced. We are still living with the consequences of some of the large and small land-use planning and resource-management decisions the City's founders and early developers made; to name a few, combined sanitary and stormwater sewer systems, filled-in wetlands, diverted streams, a polluted Willamette River, and clear-cut stands of old-growth timber replaced with non-native species.

Connections for People, Places, Water and Wildlife talks briefly about Guiding Policies related to Natural Resources. It will be important to have measureable goals and objectives for such things as identifying and erradicating non-native, or at least non-native invasive species.

Public Schools

We feel the Public Schools Background Report is well-conceived and written, but could benefit



from some additional specific suggestions as to how the City could partner with Portland's school districts and others to make schools active and vital not just for students and teachers, but for the neighborhoods that surround them. We wholeheartedly endorse the Background Report's concept of schools as "multi-use community facilities" and important focal points and hubs of "20-minute neighborhoods". This is a subject of great interest and concern to us and our neighbors, as our own elementary school, the Rose City Park School, was a source of community pride and a key landmark and gathering place in a neighborhood that has relatively few of them. We are still lamenting its closure at the end of the 2006 school year, although we were heartened to see it brought out of mothballs temporarily to house the Marysville K-8 School students and teachers that were displaced from their own building by a fire in the fall of 2009.

We hope the City, Multnomah County, the City's school districts, and other public- and private-sector organizations can continue to work together to identify mutually beneficial collaborations and partnerships such as the SUN Schools program. Collaborative projects with Metro, neighborhood associations, community groups, local service groups, and others could offer expanded enrichment opportunities for children and youth, and could help keep surplus school facilities clean, safe, and available for public use until their ultimate fates are determined. For example, unused or underutilized school grounds could be adapted to support community gardens and farmers markets, and businesses and community groups could rent out classrooms and gymnasiums for meetings, events, and classes.

Related to this consideration of unused or under-utilized school facilities, we second the Background Report's call for regulatory and legislative changes that enable land-use considerations to factor into the disposal of school properties. We understand school districts are autonomous entities and must have leeway to make decisions about the use and re-use of facilities in what they see as in the best interests of their students and staff. We also understand the emotionally and politically fraught process of shuttering a neighborhood school will not benefit from additional complications. However, school buildings are public property, and we feel any sale of surplus lands and buildings must be handled in an open, accountable fashion. We support strengthening public-review and comment mechanisms within both district administrations and other governmental entities to ensure the public's interests are protected in any property-disposal or school-reconstitution processes.

There is considerable inclusion of Public Schools and their impact on neighborhoods throughout the Portland Plan Draft. Portland Public Schools (PPS) will need to be a key stakeholder in order to make any progress toward the goals, objectives and measurements discussed in the Portland Plan. We reassert that we ask PPS to rebuild and redevelop existing schools for use to better serve the areas K-8 students, or for whatever ages the facilities could be used. We are especially interested in the former Rose City Park Elementary School. The loss of the school has made a hole in the Rose City Park neighborhood and if it were not for Marysville K-8 School currently occupying the site the facility would be vacant.

Urban Forestry

We laud the City's expressed goal of increased tree canopy throughout the City. However, regulatory mandates alone cannot achieve this goal at the desired numbers, types, and locations.



We urge increased support for incentives for individual property owners such as the Bureau of Environmental Services' "Treebate" program, as well as collaboration with and funding support for Friends of Trees and similar organizations. As new trees grow and older neighborhood trees are removed, City policy must be aware of the costs that are now being borne by the property owner.

No specific action plans or measures were discussed except for a mention on page 70 under "Connections for People Places, Water and Wildlife" and a map of Portland's Urban Forest Canopy.

Urban Form

We are generally in support of enhancing existing design features and historic elements in the community to promote livability. As mentioned in our responses to the Economic Development and Housing Background Reports, we urge restraint and careful consideration in the use public funds for re-development incentives. In our perspective, historically redevelopment incentives have contributed to, inadvertently or not, gentrification and the erosion of neighborhoods' aesthetics, historic character, and community cohesion. Large developments, whether public or private create their own identity and scale. We would urge the careful consideration of scale in large projects as they abut a smaller scale residential character. We would like to see larger developments allow for the boundaries of the public and private realms to be melted together and thereby encourage active streetscapes. We encourage sponsoring and supporting uses and investments that build upon existing forms and resources – rather than creating new ones – to enhance livability. We urge a respect for neighborhood individuality and increased opportunities for public input on land-use and design-review decisions that still respect a developer's or owner's property rights.

I found not mention of Urban Form in the Draft Portland Plan. I did find some relevant elements discussed in various other sections including issues around gentrification, re-development projects and neighborhoods as vital hubs.

Watershed Health

The scientific understanding behind watershed health, as exemplified in innovative Bureau of Environmental Services programs, has grown dramatically since the original Comprehensive Plan document. We urge continued use of the "best available science" to help our communities conserve and reuse our resources, design and maintain emergency systems, and manage limited water resources in a fair and equitable way.

The "Healthy Connected City – 2035 Objectives- 8- Watershed Health and A. Public Decisions the Benefit Human and Environmental Health" seems to provide reasonable Guiding Policies and Action Plans that will use the "best available science" and be adaptable for our changing world.



Conclusion

Thank you for considering our thoughts and comments on the Portland Plan Background Reports. We are impressed by the amount of effort that has gone into the project so far, and appreciate the care you have taken to provide opportunities for us and other citizens and community groups to participate in the process.

Please feel free to contact us if we can provide additional information about our project and feedback, or if you would like to discuss our submission in greater detail. We are excited and grateful for the chance to contribute to this important conversation, and look forward to additional opportunities to do so.

Despite the negativism in some of the previous comments, I think the Portland Plan Draft is a great start. There appears to be a genuine interest in creating a Plan that works for Portland. It has been difficult to compare apples to apples when we review Background Reports and make comments, then the actual Plan organizes the information in a much different way than originally presented. We can only hope that the implementation of this Plan addresses the many concerns that we've identified in black type in our original response and that the City and its many partners embraces the Portland Plan so that it can manifest as fully as possible.

Thank you to the Office of Planning and Sustainability for an excellent draft.

Respectfully yours,



Michael Roth
Chair, RCPNA
503-493-8316
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Greetings -

I am Jim Brown
3407 NE 27th
Portland, OR 97212

I am a Portland native, and have lived in Inner Northeast for nearly 70 years.

The Portland Plan is impressively visionary. Fully implemented, it will create a nearly ideal city.

Unfortunately, the current state of Portland's City government is one where quality assurance is lacking, maintenance budgets have been cut - some to zero - and our City Auditor says the City is slowly going broke. Project implementation is often based on politics and policy instead of effectiveness. Citizen participation in matters of community concern is quite lacking unless some urgent, intrusive problem arises.

To implement the Plan, our City government needs *many more dollars and far broader and deeper consistent citizen involvement* than it currently has. The tendency of the Council to divert basic service funds for showcase projects has fed public cynicism, creating resistance to contributing treasure or time to implementing any plan. The purpose of our City government is not to make Portland a "leader"; the purpose is to provide appropriate services for its citizens. The Plan advocates expanded programs, tax credits or incentives, public grants, training, education, etc. Who pays? The City is to monitor, track, plan, inventory, etc. Good things to do, but they all cost money.

The Plan gives little or no attention to:

1. solar access, essential for locally produced energy and food,
2. prioritizing maintenance and repair,
3. educating the culturally diverse on how to successfully adapt to daily living in Portland's society,
4. a means of assuring that the City's partners will be consistently committed to fulfilling commitments,
5. affordable, appropriate housing for singles and seniors (in their neighborhoods),
6. the fact that more exports mean more imports,
7. and, most important, the means of getting citizens committed and involved.

The citizens of Portland must become convinced of the value and effectiveness of the Plan. There must be a commitment to play catch-up in repairing infrastructure and restoring public education.. We must all be willing to pay and participate more. The major and most difficult task of our City government going forward will be to convince its citizens that they are all in this together, and that we will all benefit from shared effort and selflessness.

I'll pitch in; I already do. Just a half-million folks to go. Good luck!

Jim Brown

From: Linda Nettekoven [mailto:linda@lnettekoven.com]
Sent: Wednesday, December 28, 2011 6:31 PM
To: Planning and Sustainability Commission
Subject: Public Involvement, Aging, etc.

Dear PSC Members,

Thank you again for all the reading, listening and synthesizing you have done and are doing in connection with the Portland Plan. I have a couple additional comments to make -- without the detail I had hoped to include.

Historic Preservation still seems to get only an honorable mention in the Plan. Concepts such as cultural significance (in addition to architectural features) and the role of landscapes in the making of historic places (such as the Park Blocks, Peninsula Park, etc.) could use additional emphasis. There also could be a stronger link made to sustainability and urban design in thinking of historic preservation. At this point the formation of a historic district is one of the few tools available to residents or business districts wanting some say in the future look and feel of their neighborhoods. It is not always the most appropriate tool, but perhaps this last concern can be addressed in the Comp Plan.

Public Involvement also gets very short shrift in the document. We talk about this being a "plan for people" P.3 yet in the Introduction on P. 4 even wildlife (finally) gets a mention, but there is no reference to the untold volunteer hours devoted to civic engagement in various forms especially during the past nearly 40 years since we began spending public money to encourage participation. Although I'm glad to see other species getting a mention front and center, I do think that one of the hallmarks of our city in recent times has been its overt (and admittedly variable) attempts to involve its residents in the decisions that affect their lives. These same residents have accomplished incredible feats in shaping public policy and infrastructure -- in many cases in very positive ways by proposing ideas, building support, creating cover (aka political will), leveraging resources, getting things done that government couldn't afford to do on its own.

I think this history of community engagement should be duly noted in the beginning of the Plan as a core part of Portland's culture since at this time in our city's history, as the Plan states, partnerships will be the key to accomplishing the many admirable goals we have set for ourselves. That brings me to another point -- we list only agency partners next to each action in the Plan as our potential partners. That signals we expect those bodies to make these ideas a reality. There just aren't enough public dollars to accomplish a fraction of these things without involving "the riches of our city"(i.e., its citizens) whether they be parents, environmentalists, business people, neighborhood leaders, the faith community, etc. There is mention of NGO's and a few specific organizations in some places, but there needs to be a call to action to for all readers of the Plan. Governmental entities have an important leadership role to play, but we all have to work together to if this Plan is to become a reality.

Thank you and Happy New Year.
Linda Nettekoven
2018 SE Ladd Ave
Portland, OR 97214

December 28, 2011

Comments on the Portland Plan from East Columbia Neighborhood

Our board has discussed the Portland Plan at various times in the past 3 years. We recently had the opportunity to review the Portland Plan draft proposal.

Our neighborhood has many unique features and does not seem to fit into any of the 5 distinct descriptions for Healthy Connected neighborhoods. We are concerned about how our neighborhood is recognized and evaluated based on data that seems to be incorrect in the Portland Plan Draft proposal. There doesn't seem to be any consideration for the uniqueness of our neighborhood or recognition that we exist.

It is difficult to tell where we have been included. The maps are small and there is no indication of streets or geographic marks. In several maps included in the appendices it appears we are part of "Eastern Neighborhoods" and in others "Inner Neighborhoods". We based this comment on the location of our neighborhood in regard to the Columbia Slough, Marine Dr, and the Columbia river.

In the descriptions on page 77 we could fit into the description of "Western neighborhoods" because of references to poor sidewalk and street connectivity, streams and natural areas (our entire neighborhood is in a managed flood plain) and habitat corridors. The other neighborhood descriptions don't include those features that are prevalent in our neighborhood. Over 60% of our neighborhood is zoned industrial and as such we could be part of the "River and Industrial District" because of our proximity to the river and NE Marine Dr. and location of large industrial complexes, as well as retail big box stores in Hayden Meadows. Geographically we could be in several. Descriptively we could be in several as well.

In the data collection tables and summaries throughout the draft we assume because of geographic location we have been combined in the Hayden Island/Bridgeton category (Sub Area 3). The population figures for Sub Area 3 as listed on page 114 of the Draft Proposal state a population for Hayden Island/Bridgeton as 2,501 households. The 2010 Census figures for East Columbia alone are 1,748 households. The figures appear to be wrong and it would follow that the assumptions about equity and diversity would be incorrect as well.

We strongly support the 5-year Action Plan for Habitat connections on page 69-71, (#17-24) and for many years have consistently worked for preservation of the natural habitat areas in our neighborhood. We have appealed land use decisions made by the City to allow land previously zoned open space and farm land to be developed into single family residential, cul-de-sac type development. We lost our appeals, but continue to encourage landowners to seek other types of development for their properties.

We strongly urge efforts be made to acquire natural areas for natural restoration sites (#21). Several parcels of land in our neighborhood could be acquired and linked to our Children's Arboretum Park, which is unique to the City. We are currently undertaking an effort in a mitigated wetland in our neighborhood (Blue Heron) to remove an invasive weed new to Oregon. We have partnered with the City, PSU, Metro, EMCSD, USDA, Port of Portland and ODA to eradicate the weed and develop a management strategy.

We support the 5 year action plan for strategies for Neighborhood Greenways. We are hopeful that future plans for NE Marine Dr will include safe bikeways, pedestrian paths and traffic calming features. Development of the Bridgeton Trail and the building of npGreenway would greatly enhance the livability of not only our neighborhood, but the entire City.

We hope efforts will be made to address and recognize the uniqueness of our neighborhood which would allow for flexibility in design when planning development of any type in our neighborhood.

Thank you for your consideration.
Maryhelen Kincaid
Land Use chair
East Columbia Neighborhood Association

Public Comments of Portland Plan

The following comments are submitted by Margaret B. Neal, Ph.D., and Alan DeLaTorre, research faculty, of the Institute on Aging at Portland State University. These comments have been informed by the local efforts connected to the World Health Organization's Age-friendly Cities and Global Network for Age-friendly Cities projects. These comments complement and augment the written comments by Elders in Action, AARP Oregon, and the Accessibility in the Built Environment subcommittee of the Portland Commission on Disability.

Overview

The Portland Plan process and resulting draft document reflect many of the efforts that have been undertaken to incorporate the views and values of Portlanders. This "once in a generation" opportunity has, at times, addressed the increasingly important issue of creating a Portland that is friendly for those of all ages and abilities. For instance, in the "Access to Housing" section on page 52, the issue of affordable housing is highlighted – a major issue for aging Portlanders – with particular attention to accessibility (e.g., "emphasizing universal design and accessibility, especially in neighborhood hubs and other areas with frequent accessible transit services."). However, the draft version of the Portland Plan must do more to lay the foundation for Portland, one of just two U.S. cities accepted as a pioneer members of the World Health Organization's (WHO) Global Network of Age-friendly Cities, to actually become an "age-friendly city" by addressing the critically important needs, and assets, associated with the burgeoning number of older Portlanders. There remains ample room for improvement in the Portland Plan, including the further development of Action Plans and Measures of Success, to assure that Portland lives up to the international reputation it has gained as a part of its work toward age-friendliness as a member of the WHO Network.

The Bureau of Planning and Sustainability (BPS), Portland's Planning Commission, and other inextricably connected bureaus and agencies should engage the wealth of resources that have the ability to make Portland a leader in access for those of all ages and abilities and use the human capital that exists among aging Boomers, older Portlanders, persons with disabilities, and others throughout the age and ability spectrum. Organizations that can be of assistance include, but are not limited to, Portland State University's Institute on Aging, Elders in Action, AARP Oregon, the Portland Commission on Disabilities, and Multnomah County's Aging and Disabilities Services Division.

The following comments address how the Portland Plan can more explicitly address the imperative to plan **now** for people of all ages and abilities, to address not only our needs, but, just as importantly, how the Plan can be improved to, as in the words on the first page of the Portland Plan, "follow a strategic path that recognizes...our strengths." Although some sections of the document *imply* the need for age-friendly planning, rarely is this explicit; the urgency of these issues is absent. The following comments offer specific suggestions.

Specific Suggestions for Improving the Portland Plan

Page 3: Introduction

The Portland Plan has not sufficiently acknowledged the impact of the rapid and unprecedented aging of Portland (and the world) on the design of the City and the equitable distribution of goods and services. The case for advancing equity in the Plan begins to address the issue of age, but it begs for further consideration in the document: “We can see from significant demographic shifts that we are becoming a more racially and ethnically diverse city...all Portlanders, regardless of race, gender, sexual orientation, disability, neighborhood, age...must have access to opportunities to advance their well-being and achieve their full potential” (p. 3).

Many demographers would argue that the biggest demographic shift is the oncoming “age wave.” In a 30-year window from 2000 to 2030, most U.S. cities will see a doubling in the number of people aged 65+, with the majority of that growth occurring from 2011 and beyond (the year the first Boomer turned 65). By the time the next “once in a generation” opportunity arrives for Portlanders to shape our future, the window for planning for the aging Baby Boomer cohort will have closed. Thus, it is vital that the Portland Plan address the “significant” aging of Portland in a way that leads to concrete changes in Portland’s policy responses to the demographic phenomenon, including the future comprehensive plan of the city.

Page 5: Introduction

The following information on the “demographic imperative” describes the changes in aging and rates of disability that were submitted to the BPS in early 2009 (via email per the request of BPS staff):

Portland’s Aging Population (January 20, 2009): “The U.S. Census Bureau estimated that between 2005 and 2007¹, 10.4 percent of the population of Portland was aged 65 or older (approximately 56,418 people), compared with 12.9 percent of Oregon, and 12.5 percent of the United States. However, the [Boomer] cohort (i.e., those born from 1946-1964) will begin turning 65 in 2011, which will substantially contribute to a dramatic rise in both the absolute number and proportion of older adults. Population projections for Oregon provide an example of the type of growth that can be expected in Portland; from 2010 to 2030, the state will see an increase in the proportion of those 65 and older from 13.0 percent (494,328 people) to 18.2 percent (881,957 people).²”

Information was also provided to BPS regarding older adults experiencing disability (February 23, 2009): “Although the proportion of older adults experiencing disabilities has been declining since the 1980s – due to advances in medical technologies, declines in certain disability-causing conditions, and possibly lifestyle changes – the total number of those with disabilities is on the rise due to the overall aging of the population.^{3,4}”

¹ U.S. Census Bureau, 2005-2007 American Community Survey 3-Year Estimates, 2008.

² U.S. Census Bureau, Population Division, Interim State Population Projections, 2005.

³ Schoeni, R.F., Freedman, V.A., & Martin, L.G. (2008). Why is late life disability declining? *Milbank Quarterly*. Vol (86), No. 1, 47-89.

⁴ Neal, M.B., Chapman, N., Dill, J., Sharkova, I., DeLaTorre, A., Sullivan, K, Kanai, T., & Martin, S. (2006). Age-related shifts in housing and transportation demand: A multidisciplinary study conducted for metro by Portland State University’s College of Urban and Public Affairs: http://www.pdx.edu/media/c/u/cupa_age_related_shifts.pdf

Page 7 (and Beyond): Thriving Educated Youth

Why is the need for education focused on youth alone? Learning should be, and is, a lifelong activity. With the increasing number of Boomers who are looking to re-career, it would be in our city's best interest to tap into the wealth of resources that we have in that generation, not only to work with and educate younger people, but also to thrive and continue to learn themselves. The "Cradle to Career" title leaves out an important (and growing) segment of our society; if we want to use the "All Hands Raised" title, it would make sense to include those in the post- and second-career stages of life. Perhaps we could focus instead on a "Thriving, Educated Portland."

Page 14: Increase Internal Accountability

Add 5-Year Action Plan # 25: "Work with Portland State University's Institute on Aging, the Office of Equity, Elders in Action, and Portland's Advisory Group for the World Health Organization's Global Network of Age-Friendly Cities to devise an Action Plan and to identify broader measures and outcomes for equity goals on aging."⁵

Page 22: Youth must be...

An additional point is needed:

- "Capable of aging in the most healthy, positive manner, throughout the life course."

Page 23: 2035 Objectives

Add number 10: "**Lifelong learning:** Portland citizens, regardless of age or ability, should have opportunities to continue their education and thrive to the greatest extent possible."

Page 28: Neighborhood and Communities that Support Youth

An additional point is needed:

- Neighborhoods and communities should strive to support multi-and intergenerational activities.

Page 29: 5-Year Action Plan #17

Safe Routes to Schools should be expanded to include "safe routes for seniors" and/or "safe routes to services" components that would be helpful for those of all ages and abilities (e.g., routes to hospitals, grocery stores, libraries, religious institutions, accessible parks, cultural activities, and community and senior centers).

Page 35: 2035 Objectives on Economic Prosperity and Affordability

⁵ Please note that this work is currently underway through efforts with the aforementioned partners; additional information is available with the Institute on Aging at Portland State University (email: aland@pdx.edu).

Consider the prospect of focusing on a “silver,” “gray,” and/or “gero” economy as an economic driver.⁶ Other cities have explored this approach as it pertains to four strategies: (1) providing and promoting “accessible tourism” which increases travel among older populations and those with disabilities; (2) cultivating local business opportunities that respond to the aging of society and the needs of persons with disabilities, such as innovative housing, live/work spaces (Portland could become a leader in providing aging-related innovation); (3) attracting businesses to locate in our city/region that work in the areas of health care technology (e.g., OHSU’s Oregon Center for Aging & Technology, Intel); and (4) attracting retirees who contribute to their communities financially and socially.

Page 41: Urban Innovation 5-Year Action Plan

See comment above, re: becoming a leader in aging-related innovations

Pages 52 & 53: Access to Housing

- Develop Portland’s first policy on “Housing Portland’s Aging Population.” It is important to note that the Bureau of Housing has NO existing policy addressing housing older adults in Portland and, as was discussed in the November 29th Portland Plan Testimony, the Portland Housing Commission is not addressing this issue.
- Add accessible/universal/usable design features into Portland’s Green Building Program; we MUST begin to frame housing that meets the needs not only of older adults but of people throughout the life course. A focus on healthy housing that facilitates healthy, active aging is needed.
- Find a way to work with older adults in the design processes for housing and adjacent land uses (e.g., commercial, transportation corridors).

Page 54-55: Economic Prosperity and Affordability

An additional point is needed:

- “Create education and job training programs that allow Portland to tap into the wealth of resources that exist in the older population.”

Page 60: Portland Today

Add information about the aging of the population (# 7), such as “Portland is aging in an unprecedented fashion, which will impact aging-related disabilities connected to physical and cognitive functioning. Currently, the cohort aged 85 and older, which is the group most likely to experience physical and cognitive challenges, is the fastest growing segment of the population.”

Page 61: 2035 Objectives

Add #7: Housing and communities for all ages and abilities: Portland is able to house its older population and those with disabilities in appropriate housing that is connected to accessible services.

Pages 83-84: Measures of Success

⁶ Critser, G. (2010). The Gero-economy Revs Up. New Geogaphy: <http://www.newgeography.com/content/001388-the-gero-economy-revs-up>.

Add a 13th Citywide measure: “Portland for all ages and abilities.”

Implementation (general)

Work with World Health Organization’s Global Network for Age-friendly Cities with the goal of creating a city that is friendly for those of all ages and abilities; this relationship will result in creation of an action plan and indicators to track progress over time.

Equity Initiative Objectives and Actions

Reduce disparities across all plan areas, starting with the most severe inequities

By 2035, all Portlanders benefit equitably and contribute to costs equitably in community services and infrastructure investments.

Action 1: Develop and apply a set of equity tools to **track and guide** the development and implementation of all city policies, programs and business operations, **with the goal being the elimination of racial, ethnic, and other marginalized population disparities.**

Action 3: Identify what works. Work with partner organizations, agencies and private sector leaders to research and develop innovative tools and methods **to empower marginalized populations.**

Action 4: Implement and extend Citywide Asset Management work plan, which includes race, **disability**, and social justice impact assessments, as well as best practices in risk management, business case and community consultation.

Action 5: Correlate and track racial, ethnic, and disability related disparities with infrastructure expenditures and urban renewal designations.

Action 6: Devise and apply **equitable** levels of service in infrastructure asset management. The intent is to: Distribute projects to eliminate public health **disparities** and provide environmental benefit across all social and economic demographics, **including people with disabilities.** Evaluate the risk of not meeting those levels of service. Identify budget needed to mitigate those risks.

Ensure accountability and implementation of equity initiative

By 2035, the principles and measurements of equity are monitored at multiple levels, before, during and after actions are taken.

Action 7: Build **informative** well-being and equity measurement metrics into the City Auditor's Biannual Resident Satisfaction Survey **evaluation** services.

Action 8: Gather, disaggregate and track data for key population groups* and geographic areas, using culturally specific metrics and research methods. Coordinate this activity with the Cradle to Career initiative.

*** Including, but not limited to, race, ethnicity, disability, and age related data**

Action 10: Ensure broad inclusion of **underrepresented populations** in decision-making and service level negotiations. Provide early engagement of community members and resources, to develop programs that effectively **manifest equitable outcomes by responding to the needs and priorities of underserved communities.**

Action 11: Recruit, train and appoint members to city advisory boards from all marginalized and underrepresented populations so as to equitably represent the city's diverse populations.

Action 12: Create a citywide, ongoing leadership training program to **enhance the organizing capacity of marginalized communities so as to empower underrepresented populations for equitable** engagement in shared governance.

Action 13: Build equity objectives and accountability into **all programs** receiving public monies, including youth services programs.

Ensure that the City and Portland Plan partners do business in an equitable manner

By 2035, City bureaus routinely pass equity reviews, and clients and communities express satisfaction with public access and involvement.

Action 14: The City and Portland Plan partner agencies **will strive to** exceed **minimum** compliance with Title VI of the Civil Rights Act and Title II of the Americans with Disabilities Act by allocating **sufficient** resources to **develop and maintain necessary** compliance **oversight** and educate City staff on legal requirements.

Action 15: Build the skills, capacity and technical expertise to address institutionalized barriers to full inclusion of all marginalized populations through education and training of public agency staff and subsequent performance review. Initial efforts will target institutional racism, intercultural competency, and disability awareness improvements.

Action 16: Each City bureau and partner agency prepares a business equity plan to increase purchasing and contracting from M/W/ESBs and firms committed to maintaining a diverse workforce and EEOE certification.

Action 17: Eliminate disparities in public agency hiring, retention and contracting for racial, ethnic, disability, and other marginalized populations.

Action 19: Develop and implement a coordinated translation and interpretation strategy and program for the City and partner agencies to **empower equitable participation of linguistically marginalized populations. Envisioned equitable outcomes will address barriers to full participation for both non-English-speaking populations and those with communication related disabilities.**

Portland Plan Equity Initiative

Portland Commission on Disability notes and suggestions

Why should disability be included in the equity initiative?

Some facts to frame our position:

- People with disabilities are the largest minority in our society, with one of every six people experiencing barriers to full participation due to disability
- People with disabilities are members of all races, ethnic groups, economic classes, genders, sexual orientations, and ages
- People with disabilities are overrepresented in the low and very low income demographics
- people with disabilities are overrepresented in worst-case needs housing data, particularly people with mobility impairments
- people with disabilities are overrepresented in homeless populations, particularly people with mobility impairments and mental illness disabilities
- people with disabilities are underrepresented in higher education and post secondary education workforce training opportunities
- people with disabilities, as a demographic, experience a far higher unemployment rate than any other demographic, including racial and ethnic minorities
- people with disabilities are often victimized physically, psychologically, sexually and financially because of their vulnerability due to their disability
- people with disabilities are victims of hate crimes

These facts indicate that the forces of oppression experienced by people with disabilities are substantially similar to those affecting racial and ethnic populations. If these oppressive forces are present in our communities at levels sufficient to manifest the statistically significant disparities and inequalities listed above, we can assume the causes are systemic or institutional. Just as there is still institutional racism that must be addressed, institutional ableism is also clearly a reality as well. The ADA attempts to address these institutional barriers by broadly banning discrimination based on disability, but local policy also plays a significant role in actually creating the opportunities necessary for equal opportunity for people with disabilities. Inclusion of disability in the equity initiative is necessary for policy development to address existing disparities and create opportunity.

Risks of not including disability in the equity initiative

- continuing economic marginalization of a large segment of our community due to lack of living wage employment opportunities
- continuing social marginalization of a large segment of our community due to lack of physical accessibility of infrastructure and facilities
- continuing segregation and isolation, often in nursing facilities, due to a chronically inadequate supply of appropriate housing options
- continuing physical and psychological health disparities due to systemic barriers and failures to provide appropriate supports for active community engagement and healthy lifestyle choices
- continuing criminal victimization of a large segment of our community due to systemic barriers to independence and self-sufficiency

The equity initiative documents

In general, the disability commission applauds the work done to date on the equity initiative. We do however feel strongly that disability needs to be part of the equity initiative. We feel that the disparities resulting from disability are severe and pervasive enough to warrant significant consideration and policy development in the near, and in some cases immediate, future. We do not believe that a truly equitable community is achievable without addressing disability related equity issues.

We understand that historical data and established metrics are necessary for policy creation and subsequent effectiveness evaluation. We recognize that this necessary historical data and the metrics needed for evaluation and assessment of progress already exist for the racial and ethnic communities. We acknowledge that similar data and metrics for the disability community do not currently exist at the local level to the same degree. For those reasons we support an initial focus on the racial and ethnic communities. We believe that disability specific data and metrics can be developed and that methods and best practices employed in addressing racial and ethnic disparities can inform a future disability focus.

The preamble:

We have no suggestions for improvement of this document. The language is broad and inclusive of all communities.

The initiative objectives and actions:

We feel that the language of this document needs to be universal and incorporate disability concerns. As an overarching document that will be a primary driver of policy direction, we feel strongly that these documents should acknowledge all marginalized populations and the associated disparities. We do not

feel that the inclusion of disability in these documents in any way diminishes or undermines the intended focus for emphasis on the racial and ethnic disparities originally targeted. The changes and additions we suggest are meant to enhance and broaden the initiative.

The following pages contain our suggested changes to each of the equity initiative documents...

Education strategy

What are the goals of this strategy?

A. The “Cradle to Career Initiative”

The Cradle to Career Initiative is a collaborative effort (already underway) by many educational, nonprofit and government partners to improve outcomes for all students, with an emphasis on communities of color, people in poverty and **people with disabilities**. By jointly developing indicators of success and monitoring progress, partners can better target education resources.

C. Workforce Preparation and Skill Building

A solid K-12 education, university or career training, mentorships and community support outside the K-12 classroom should be available to all students, regardless of race, ethnicity, income or **disability**. These things are essential to building a strong workforce that can respond to economic changes and attract the businesses with family-wage jobs.

D. 21st century school facilities

Investments are critical to transform the city’s schools into quality learning spaces that provide 21st century technology and desirable community gathering places. Quality multi-functional facilities **that incorporate universal design best practices for accessibility** create opportunities to serve all community members.

What will this strategy accomplish? By 2035...

2. Equitable participation: Youth of color, youth in poverty, **youth with disabilities**, English Language Learning (ELL) youth, and first generation college students participate in post-secondary education, vocational training, and workplace apprenticeships at the same rate as all students.

11. Learning environments: All school buildings in Portland provide a safe, warm **and accessible** learning environment and meet life safety regulations. Portland’s investment in education reflects pride of schools as honored places of learning.

Key 25-Year Policies and Quick Start Actions

A. The Cradle to Career Initiative

Quick Start Actions

Additional Action:

Action X: Collect data that tracks outcomes of youth with disabilities on educational, social and community indicators to help ensure equitable results relative to their non-disabled peers.

B. Communities and Neighborhoods Supporting Youth

Action 7: Increase or target rental assistance programs to low-income households with students and invest in **accessible** housing for homeless families with students, particularly where schools are experiencing high student mobility rates.

C. Workforce Preparedness and Skill building

Increasingly, pursuing educational training, apprenticeships, mentorships or college after high school is a critical step toward obtaining a living wage job and a high quality of life for Portlanders. Expanding support and opportunities for Portland youth to excel in languages, science, math, engineering and other disciplines necessary for a globally competitive workforce must be pursued. Gaining access to such training and education beyond high school, as well as arts and recreational programming, is an aspiration that should be available to all students, regardless of background, race/ethnicity, income or **disability**.

D. 21st Century School Facilities

Progress also requires longer-term changes at the state level. For instance, we could explore changing state law to require annual investments in facility improvements, **including accessibility renovations for ADA compliance**, similar to the approach taken in the State of Washington.

Economic Prosperity and Affordability Strategy

PCoD's note:

Section A: In general, we feel strongly that "universal design" (a.k.a. ADA compliant or accessible) emphasis should be a high priority through incentives and or regulations applied to infrastructure and housing development projects going forward.

B1. Access to Housing

PCoD's note:

Access to housing: there needs to be strong language ensuring attention to the development of a sufficient accessible and affordable housing supply, preferably going beyond current accessibility standards by utilizing universal design best practices. Currently there is a very conspicuous deficit that will only get worse as the baby boomers age. We would also add that the city should look at ways to incentivize private development of accessible housing, in addition to leveraging federal dollars for preservation, renovation, and development of existing subsidized properties. Federally subsidized housing supply is one segment of the market, but the private development of accessible housing is also critical for people with disabilities who don't qualify for low income programs due to successful integration into the labor market.

Key Policies

- Maintain and build low- and moderate-income housing that meets the evolving needs of our growing, diverse population, **including accessible, barrier-free housing for people with disabilities.**
- Provide a healthy supply of housing units of various types and price ranges, located to reduce household transportation costs, and preferably spread all across the City, **with particular attention to accessibility and visitability.**
- Remove barriers to fair housing, including discriminatory practices **and lack of accessibility,** and offer safety nets to keep households from falling into homelessness, **especially when disability is a factor.**

Action Steps

Action 18: Housing Supply: Maintain affordable housing supply by completing the preservation of properties that receive federal housing subsidies. **Where needed, the City will strive to improve the accessibility/visitability of those properties to best meet the needs of all demographics.**

Action 20: Homelessness: Maintain **and build upon** the **current** 10-Year Plan to End Homelessness, **while ensuring that those who are homeless due to disability receive equitable, sufficient, and, when warranted, priority attention.**

Action 21: Moderate-Income workforce housing: Facilitate and incentivize private investment in **accessible**, moderate-income housing to expand affordable housing options **for all demographics, with particular emphasis on universal design and visitability**.

Action XX: The City will explore and develop ways of incentivizing development that leverages federal dollars to build accessible, affordable housing for people with disabilities, utilizing universal design best practices whenever possible.

B2. Education and Job Training

PCoD's note:

Education and job training section: it's essential that people with disabilities be included in the targeted demographics. We would like to see language ensuring that the employment of people with disabilities will be incentivized, monitored, and equitable participation ensured similar to other underemployed and thus economically disadvantaged populations.

Key Policies

- Align training and education to meet and expand access to industry's skill needs at all levels, foster individual competitiveness and prioritize the job-readiness needs of the working poor **and chronically underemployed racial, ethnic, and disability related demographics**.

Action Steps

Action 25: Education System: Implement the Cradle to Career Initiative recommendations that focus on directing efforts toward at-risk youth, **including youth with disabilities**.

Action 26: Post Secondary: Study the feasibility of a program that guarantees public school students access to two years of education or **vocational** training beyond high school, **with targeted emphasis to reduce racial, ethnic, socioeconomic, and disability related disparities**.

Action XX: The City will work to ensure that all educational institutions receiving public funding or participating in City programs can live with current Americans with Disabilities Act Accessibility Guidelines (ADAAG).

B3. Neighborhood Business Vitality

PCoD's note:

Neighborhood and business vitality: we would like to see language added promoting accessibility of local neighborhood businesses, particularly in older neighborhoods and areas. We would also like to

have language included ensuring proactive attention to transit stop accessibility and related accessible routes of travel to services, amenities and residential areas.

Key Policies

- Stimulate economic activity and **incentivize barrier free, universal design development** in neighborhoods throughout the city to create thriving neighborhoods and **ensure** access to local opportunities and amenities **for all residents**.

Action Steps

Action 29: Establish regular training and networking opportunities for business district associations, neighborhood associations, community-based groups and community volunteers to expand their knowledge of best practices and **most** effective techniques, **including universal design**, in neighborhood economic development.

B4. Household Economic Security

PCoD's note:

Household economic security: need to add an action item targeting people with disabilities similar to the racial and ethnic item. We would also like to see language added that overtly acknowledges the statistical reality that people with disabilities as a demographic suffer the highest unemployment rate and are correspondingly overrepresented in the low income and federal poverty level income groups.

Key Policies

- Expand upward mobility pathways for the working poor, unemployed **and underemployed demographics, including people with disabilities**, so that the 77% share of economically self-sufficient households in Multnomah County in 2005 exceeds 90% by 2035.

Action Steps

Action 37: Disadvantaged Workers: Increase employment of low-income, multi-barriered residents who need **essential primary** education, ESL **or** other special assistance **services in order** to overcome **basic skill deficiencies, disability related disadvantages such as mental illness, or criminal background or chemical dependency issues**.

Action 38: Race, Ethnicity **and Disability**: Increase targeted contracting, job training and culturally specific services to reduce racial, ethnic **and disability related** disparities.

Healthy and Connected Neighborhoods Strategy

Why is this strategy needed?

Health: Chronic disease rates including those for obesity diabetes, and respiratory illness have skyrocketed. Today, 1 in 16 Multnomah County residents has diabetes, 1 in 8 has asthma, and 1 in 2 is overweight or obese. Low-income, minority, **and disabled** residents often face many more risk factors for poor health than the general population and experience significant health disparities.

Add:

Independence: People with disabilities, including aging elders, are frequently denied independence and community participation due to the current chronic deficit of affordable accessible housing located near complete services and accessible public transit. This disparity creates very negative physical and psychological health outcomes by leading directly to isolation, dependence, homelessness, and, all too often, permanent institutionalization in nursing facilities and premature death. Additionally, all of these outcomes in turn set the stage for the spectrum of abuse (physical, emotional, financial, etc.) routinely experienced by these populations.

What will this strategy accomplish? By 2035...

Add:

Abundant Opportunity: The abundance of housing options incorporating universal design best practices will enable Portlanders of all abilities, ages, and incomes to live in the neighborhood or geographic area of their choice.

A. Vibrant Neighborhood Hubs

Key Policies

Focus new housing – including options appropriate and affordable for all Portlanders, **including people with disabilities** – in and around neighborhood hubs through land use planning and public investments, **with increasing emphasis on universal design best practices.**

Action 9: Use regulatory tools, location policies, incentives and public-private partnerships to locate new compact, **universal design**, affordable housing in and around neighborhood hubs and near transit.

Action 10: Explore opportunities to create housing for elders and mobility-impaired residents in service-rich, accessible locations. As an initial project, construct senior housing as part of the 92nd Avenue redevelopment project in the Lents Town Center.

C. Human and Environmental Health in Public Decisions

Currently lower-income, minority residents as well as seniors, **people with disabilities**, and children are more at risk for poor health than the general population and experience significant health disparities. For example, African Americans have higher rates of death from heart disease, diabetes and stroke compared to the population in general. These residents may also suffer disproportionately from pollution, toxics and environmental hazards. To maximize health benefits, actions and investments will be targeted at currently underserved neighborhoods and resident groups so that the benefits of Portland extend equitably to residents of all races, ages, **abilities** and incomes.

Key Policies

Target public actions and investments to reduce disparities and maximize health in currently underserved neighborhoods so the benefits of Portland extend equitably to residents of all races, ages, **abilities**, and incomes.

Action 45: Institute consideration of health impacts, particularly for communities of color, low-income, youth and senior **and disabled** populations, in public decisions.

Action 47: Increase collaboration with Multnomah County Health Department (MCHD), **Multnomah County Aging and Disability Services (ADS)**, and community public health stakeholders.

From: Julia Harris [mailto:jhgpx@comcast.net]
Sent: Thursday, December 29, 2011 2:32 PM
To: Planning and Sustainability Commission
Subject: SWHRL misplaced

As an 18-year resident of the SWHRL neighborhood who does not own a car I would like to voice my concern that SWHRL has been designated as an "Inner Neighborhood." This placement implies widespread sidewalks, bike lanes, regular mass transit, and commercial areas. SWHRL has none of these. Only some streets have sidewalks. We are serviced by the 51 bus that runs very infrequently. Our closest commercial hubs are Hillsdale or downtown.

SWHRL has more in common with the "Western neighborhoods." Designating our area with the less developed portions of southwest might qualify us for much needed improvements in alternative transportation.

Thank you for your consideration.

Julia Harris
4045 SW Council Crest Drive
Portland, OR 97239



PORTLAND PUBLIC SCHOOLS

501 North Dixon Street / Portland, OR 97227
Telephone: (503) 916-3200 / Fax: (503) 916-3110
Mailing Address: P. O. Box 3107/97208-3107
Email: csmith1@pps.net

Carole Smith
Superintendent

OFFICE OF THE SUPERINTENDENT

December 27, 2011

Planning & Sustainability Commission
1900 SW 4th Avenue
Portland, OR 97201-5380

Dear Commissioners,

I want to take this opportunity to thank you for the hard work you have put into developing the Portland Plan and for providing Portland Public Schools (PPS) a role in the development of the plan. While the plan is open for public comment, I want to provide some feedback as you finalize the key tenants of this vision for the City.

First let me applaud you for incorporating equity as the key lens through which the integrated strategies will be developed and the measures of success will be viewed. It is both a courageous approach, and a vital step for true success. As an institution, PPS has taken on addressing the role of race and educational inequity in a meaningful way by implementing a new Racial Equity Policy and instituting Courageous Conversations about Race throughout the district. This has allowed us to begin to tackle systemic inequities that have kept our students from moving forward. As a district, we know that too often race remains a profound variable in the success or failure of each of our students, and that this is a product of the way our system currently operates, not a reflection of the potential of each student.

The demographics of PPS have changed dramatically over the years and it is important to acknowledge the broad diversity that exists within our district. PPS has by far the largest number of foreign-language speaking students of any district in Multnomah County. Portland Public Schools has over 4,500 students enrolled in ELL (10% of student population), and nearly 9,000 students with a home language other than English. Unlike most other districts in the state, however, Spanish speakers make up only half of the students in ELL programs. The other top 9 languages are (in order): Vietnamese, Somali, Chinese, Russian, Arabic, Maay-Maay (primarily spoken in Somalia, Ethiopia and Kenya), Oromo (Ethiopia and Kenya), Chuukese (Micronesia) and Burmese. Further, nearly half of our students (44%) are identified as something other than white, and we have the largest population of African-American students by number (over 6,000) and percent (13% of the student population). Jefferson High School remains the only majority African-American high school in the state of Oregon.

I am exceedingly proud of the cultural diversity of our city and district and the role that this diversity plays in the lives of our students, our region and our state. We applaud and encourage the City in continuing to use an equity lens in the Portland Plan.

I am very encouraged to see the inclusion of the Cradle to Career initiative as a vital aspect of the Portland Plan. I believe this initiative aligns the resources and efforts of municipal and social institutions throughout our community around the needs and interests of young Portlanders, and is critical for the success of the district and the success of the Portland Plan.

With the development of the Portland Plan we have an opportunity to focus each of our efforts in a complimentary way. We applaud the notion of a 20-minute neighborhood. We understand that where those are family neighborhoods we all must be realistic about where our schools are located and our ability to move existing school locations. Our buildings have served a changing district over the years and reflect dramatic enrollment changes. As a school district, one of our responsibilities is to ensure an adequate student population in each school to offer a viable core academic program. With our enrollment stabilizing, and even increasing after years of decline, the time has come to address our long deferred and aging infrastructure. A key initiative for the district is updating our strategic long-range facilities program. PPS has begun a deep conversation with our constituencies about the state of our buildings, where they have been and where we as a district will go from here. We appreciate our partnership with the city and the alignment of this process with the Portland Plan.

Thank you again for the opportunity to comment on the Portland Plan and for all your hard work and diligence. We look forward to continuing to work with the City as a key strategic partner in the years and decades ahead.

Sincerely,

A handwritten signature in cursive script that reads "Carole Smith".

Carole Smith, Superintendent
Portland Public Schools

From: Darise Weller [mailto:dweller972@comcast.net]
Sent: Thursday, December 29, 2011 7:20 PM
To: Planning and Sustainability Commission
Subject: Re: Testimony Portland Plan, Planning Commission

Sandra,

I was going to include my home address but was hesitant because I wasn't sure if that would be included in the public viewing

Here is my address

<<removed>>

I have a mailing address
PO Box 83722
Portland OR 97283

I would appreciate if you can use the mailing address if an address will be published.

Thank you,
Darise

From: "Planning and Sustainability Commission" <psc@portlandoregon.gov>
To: "Darise Weller" <dweller972@comcast.net>
Sent: Wednesday, December 28, 2011 1:00:17 PM
Subject: RE: Testimony Portland Plan, Planning Commission

Dear Ms. Weller,
Thank you for your time and input about the Portland Plan!

Please note that written and e-mailed testimony must include your mailing address to be included in the public record. Although the deadline for public comment is today at 4:00pm, if we have your address by next Wednesday, January 4th, at 4:00pm, we can include it in the record

Thanks again!
Sandra

From: Darise Weller [mailto:dweller972@comcast.net]
Sent: Tuesday, December 27, 2011 11:53 PM
To: Planning and Sustainability Commission
Subject: Testimony Portland Plan, Planning Commission

DEC. 27,2011

PLANNING AND SUSTAINABILITY COMMISSION,

WHERE IS EMERGENCY PLANNING IN THIS DOCUMENT?

OF THE 12 MEASURES OF SUCCESS, THE ONLY ITEM REFERENCED TO, UNDER A SAFER CITY, IS CRIME RATE.

AS I'M SURE YOU ARE ALL AWARE OF WE ARE OVER DUE FOR A 8 OR 9 EARTHQUAKE. AS YUMEI WANG OF DOGAMA PUTS IT, THE CASCADIA SUBDUCTION ZONE EARTHQUAKE IS LIKE A 9 MONTH PREGNANT WOMAN WITH TWINS, AND SHE IS OVER DUE. THE POSITION OF AN OVERDUE EARTHQUAKE HAS ALSO BEEN STATED BY JAMES RODDEY, ORE. DEPT. OF GEOLOGY.(WILLAMETTE WEEK JAN. 17,'10)

THE DIFFERENCE BETWEEN HAITI AND CHILE AFTER EACH RECENTLY EXPERIENCED LARGE EARTHQUAKES WAS THAT CHILE WAS MORE PREPARED AND THEREFORE FAR LESS DEVASTATED THAN HAITI. HAITI IS STILL IN TURMOIL DUE TO THEIR EARTHQUAKE, .PORTLAND'S EMERGENCY PREPAREDNESS AS TO EARTHQUAKES IS FAR CLOSER TO HAITI'S THAN CHILE'S.

ACTION ITEMS INCLUDED IN THIS PLAN SHOULD BE THAT: OUR BRIDGES, OUR SCHOOLS, OUR INFRASTRUCTURE BE UPDATED FOR APPROPRIATE SEISMIC AND ENVIRONMENTAL CATASTROPHES.

TANK FARMS IN LINNTON/WILLBRIDGE NEED TO BE RELOCATED. THE REASON BEING MULTI-FOLD. AIR TOXICS BEING ONE, AIR DEPOSITION OF TOXIC MATERIAL OCCURS ON A REGULAR BASIS FROM THE TANKS, LET ALONE AFTER POTENTIAL COLLAPSE; THESE TANKS ARE LOCATED ON LIQUIDFACTION AREAS AND ON MULTIPLE FAULT LINES NEXT TO THE RIVERS EDGE. IN THE EVENT OF A MAJOR EARTHQUAKE THEY WILL COLLAPSE, DUMP MILLIONS OF GALLONS OF FUEL AND OTHER CHEMICALS INTO A TIDAL RIVER, IGNITE, SET THE RIVER, LINNTON, FOREST HILLS PARK, LIKELY SAINT JOHNS, AND THE REST OF THE TANKS ON FIRE.

THE LINNTON NEIGHBORHOOD IS THE HIGHEST RISK AREA FOR WILD FIRES IN PORTLAND.
THE POTENTIAL FOR HUMAN LOSS IS HUGE..

NOT ONLY WILL THERE BE ENVIRONMENTAL DEVASTATION OF EPIC PROPORTIONS CAUSED BY THE TANK FARMS, BUT SINCE 90% OF OUR FUEL FOR THE REGION IS LOCATED IN THE LINNTON /WILLBRIDGE AREA, WE WILL ALSO BE WITHOUT CRITICAL FUEL NEEDED FOR RESCUE AND REBUILDING, WITH NONE COMING ANYTIME SOON AFTER A MAJOR EARTHQUAKE. TO KEEP FROM CRIPPLING THE RECOVERY OR OUR CITY AND TO PROTECT THE WILLAMETTE RIVER, FOREST HILLS PARK AND THE LIVES OF PORTLAND'S CITIZENS, A PORTLAND PLAN ACTION ITEM SHOULD INCLUDE RELOCATING FUEL SOURCES TO AREAS OF LESS RISK.

THEN THERE IS THE LIQUID HYDROGEN LOCATED AT SILTRONICS AND THE LNG AT GASCO, WHICH THE TANK FARMS FIRE WOULD LIKELY AFFECT, THAT IS IF THEY DON'T CREATE THEIR OWN EXPLOSIVE PROBLEMS. BOTH IN EACH OTHERS FOOTPRINT OF A ONE MILE BLAST AREA. THE SAINT JOHNS BRIDGE IS LOCATED NEXT TO THE LNG TANK. OF FURTHER CONCERN, KANTO'S ANHYDROUS AMMONIA TANK WITH A POTENTIAL FOR A TEN MILE DRIFT.

UNLESS WE DO WHAT WE CAN, PLAN AND PREPARE FOR THE IMPENDING EARTHQUAKE AND OTHER POTENTIAL CATASTROPHIC EVENTS, SUCH AS FLOODING, WE WILL BE DEVASTATED LIKE HAITI .

YOU CAN SEE THE NECESSITY FOR LONG TERM EMERGENCY PLANNING FOR THE SAFETY OF OUR CITY, AND IT'S IMPORTANCE FOR PLANNING OUR FUTURE.

THANK YOU FOR YOUR TIME AND CONSIDERATION ON THIS MATTER.

DARISE WELLER

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December 27, 2011

Planning & Sustainability Commission
1900 SW 4th Street, Suite 7100
Portland, Oregon 97201

Dear Commissioners-

Multiple health stakeholders from the Healthy Portland Plan Workgroup have been actively engaged in the development of the Portland Plan throughout the last three years because we recognize the significant impact that this long-range plan will have on the health and wellbeing of our residents. I have served on the Mayor's Portland Plan Advisory Group and co-chaired the Plans' Human Health TAG with BPS and Multnomah County Health Department staff. There are many strong elements in this Plan and I encourage the Commission to adopt the Plan and to use it to guide future policy making and investment in the City. Below is a summary of the oral testimony that I gave during the November 8th hearing at Jefferson High School.

I want to start by acknowledging the BPS staff who worked on the Plan and make sure you know that they were very open and supportive of health stakeholders being engaged in this process along the way. They actively sought out our input and were responsive to our feedback and ideas. They were responsive both early on in the process as the City was framing its approach to health in the Plan and also on specific objectives and action items that we feel can play a great role in improving the health of the residents.

It will come as no surprise to you that I'm very supportive of the objective to assure that public decisions benefit human and environmental health. When I talk to folks about the Portland Plan they are quite supportive that the City should care about residents' health and should be using its resources to promote rather than harm health. But the question that I hear, and that I'm guessing you've heard or considered is, HOW? How do we consider health in our public decisions? What does it mean? What does it look like?

For those who have been able to dive into the details of the plan, I think there is a lot to see about how we can do this, and how we can align our priorities with health that go beyond the Healthy Connected City strategy. By calling out Economic Prosperity and Education, the Plan already sets the foundation for improved health because a person's income and a person's education are two of the strongest determinants of their health. By focusing our Economic and Education strategies to target existing disparities in areas such as graduation gap, early childhood education, small business support and local hiring, and affordability of services we can make progress toward reducing health disparities that are significantly impacting our lower income residents and communities of color.

Within the Healthy Connected City strategy the Plan does a pretty good job identifying many elements of a healthy neighborhood, but describing our vision alone won't get us there. What does it mean to integrate health considerations into our policy, planning, and infrastructure decisions that impact our neighborhoods? It's about the types of projects we choose to spend money and resources on, where in the city we develop those projects, and how those projects are designed and maintained. Integrating health into decision making means having the information you need about health impact when plans and projects are being drafted and decisions are being considered. This comes down to bringing new partners and new data into decision making. I'm encouraged to see that the Plan lays a future direction for strengthening and formalizing working relationships across health, planning, and local policies by sharing resources and data, and including health partners on technical advisory committees. We have had successes and learned lessons from these types of partnerships over the last several years that we must continue to build on. In addition to the power of partnerships,

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there are some specific tools and criteria related to considering health impact that we need to be pilot testing over the next few years, including health impact assessment. We will be looking to you, the Planning and Sustainability Commission, to encourage these new approaches and see if these new tools are being used as new projects and policies come before you.

In addition, the Equity framework as a whole is about improving health. When achieving equity is defined as everyone having the opportunities necessary to advance their well being and achieve their full potential, that includes being able to create health for themselves and their families. And while there are a number of laudable "We Will" statements and proposed actions laid out in the framework there is still a lot of work to be done to make sure that partnerships and tools are in place to achieve these. Over the last year I have been part of an Equity Toolkit Workgroup led by the Urban League of Portland and comprised of public agencies, researchers, and community groups. The workgroup is actively developing tools and best practices that can help realize elements of the Equity framework. These tools are being collected and tested and many local partners are actively working on these issues so that we can make sure the equity objectives come off the pages of the Plan and the City is pursuing and tracking our progress toward equity outcomes.

The Portland Plan can either be a pretty document that sits on our desks, or a strategic tool that really shapes the City's and its partners' approach to building a future for Portland residents. The Plan states that it will be used to guide a new Goal-Based Budgeting system and development of the Comprehensive Plan. In my opinion these are some of the most important statements and short-term actions in the Plan, but there is little detail about how to assure that this happens. So I'll close by asking each of you to do what you can to make sure the Plan comes off its pages and is a strong force in shaping the future of Portland. As health and equity stakeholders we look forward to close collaboration with City partners to continue this work.

Sincerely,

Noelle Dobson

A handwritten signature in black ink that reads "Noelle Dobson".

Associate Director
Oregon Public Health Institute

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Portland Plan Comments for consideration

First BPS staff has done an incredible job in producing the Portland Plan and I want to acknowledge all of their hard work.

I believe in the next 5 and longer 25 years Portlanders will face challenges, which include;

- Guardianship of the Portland life style, including the natural and built environments
- Creating an environment in which all Portlanders have an opportunity to prosper
- Opportunities are supported and prosperous in all neighborhoods
- Neighborhood decisions are made in a local scheme.

I believe the Portland Plan should have a thread resiliency which acknowledges the difficult resources and choices made in today economic environment, but lays the foundation for an ever greater Portland in the future. The plan must view goals as an opportunity to understand what is considered basic to Portland's foundation and strengthen those aspects, is flexible and responsive to change, and accountable to the values we as Portlanders look to, including equity, prosperity, education and opportunity for all, and a natural environment which is valued by all. And most of all, the Portland Plan should be more optimistic about the future, and accountable for progress.

My comments below are based upon the above beliefs.

My comments for consideration

Thriving Educated Youth

- Page 21 Bullet #3 Move to the first bullet
- Page 23 #1 add housing
- Page 25 #9 add PCC, PSU, MHCC
- Page 29 # 14 – add an economic jobs connection to enhance family income opportunities add PDC
- Page 29# 18 add workforce housing as a strategy with education.
 - We must not forget the parents, and workforce housing

Economic Prosperity and Affordability

I question the ability of PDC to lead and deliver support in all of Portland's diverse business districts. Small business is clearly a major driver in the commercial HUB's and significant to the success of commercial HUB's. Because of legal reasons 90% of PDC money can only go to 20-25% of Portlanders by area. The rationale of having an agency to lead our economic future in the neighborhood commercial

HUB's that is limited by law to not all of Portland and not all of the neighborhood hubs outside city center are questionable.

- I agree with the PDC leading the traded sector, major sector company recruitment and entrepreneurial recruitment within districts.
- Page 49 actions 25-33 rethought – Propose – the formation of a neighborhood commercial economic development division within BPS to be staffed by BDS, BDS and PDC staff. Funding from PDC and General fund activates now distributed throughout the city bureaus as business development.
 - Page 49 #25-27, 29, led by BPS with PDC
 - Page 49 #28, add BPS and BDS
- Page 39 # 4 & 5 add PHB
- Page 43, #19 add disparity study actions conducted by city of Portland
- Page 53 # 37, define workforce housing to include working poor and connect to PDC traded sector strategy for company recruitment. Add PDC
- Page 55 # 43 connect housing strategy and workforce housing add PHB

Healthy Connected City

We should preserve the natural health environment and identify pedestrian connections as basic to health and provide methodologies that allow for healthy neighborhoods to be flexible in determining how neighborhoods are connected. Bikes, and transit, should be secondary to pedestrian connections. To me if all Portlanders can walk their neighborhood first, I think we achieve health, value the natural environment more, and make significant strides in reducing the perception of the value of a neighborhood in a limited resource environment and build a solid foundation for the future.

- Page 65 # 4 identify as a basic priority to be done first, emphasizing community driven. Add Pedestrian Coalition
- Page 75 #31 – add sub bullet to identify pedestrian connections to civic corridors as required basic
 - My view here is that in the next five years PBOT is abandoning the local street due to lack of resources and it makes no sense to add bicycle facilities to adjacent local streets which receive no maintenance or other funding within the five year period. If funding is to be allocated, let's prioritize sidewalks first, as pedestrian facilities. Allow Portlanders to walk to transit, main streets, and civic corridors.

B. Local Actions

Consider changing second paragraph to state something to the effect. However I believe we should keep the section.

- The information provided on the following pages represents a sample of how local sub-areas may consider grouping activities to achieve key strategy elements within the Portland Plan. We acknowledge proposed sample activities may change due to changing priorities in the future.

- Consider changing action to activities or undertakings



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January 3, 2012

Chair Baugh and Commissioners
Portland Planning and Sustainability Commission
1900 SW 4th Ave, #7100
Portland, OR 97201

Re: The Portland Plan

Dear Chair Baugh and Commissioners,

The Historic Preservation League of Oregon (HPLO) would like to endorse and reiterate the input provided by our local partners the Bosco-Milligan Foundation/Architectural Heritage Center and the Portland Historic Landmarks Commission. While we found the draft Portland Plan to be well-considered in many areas, we were very disappointed to see so little consideration given to the city's historic resources.

Portland's historic buildings, homes, and districts are tremendous economic assets – not to mention cultural and environmental resources. Because of them there is a THERE there, without which Portland would be just another city. Preservation does not happen by chance; it requires vision and planning and the members of the HPLO believe it's essential to include preservation and adaptive reuse of these historic resources as a key tenant of the Portland Plan.

Rather than repeat the well-stated points made by our colleagues, please accept our firm endorsement of them. The HPLO will be co-hosting with the AHC and AIA-Portland three candidates' forums focusing on planning, livability, and preservation in February and March and look forward to seeing these important ideas receive the attention they deserve.

Thank you for the tremendous effort the draft plan represents. We appreciate the complexity of the issues and your attention to our input.

Sincerely,

A handwritten signature in blue ink that reads "Peggy Moretti".

Peggy Moretti
Executive Director

From: Liz Paterson [mailto:patersonliza@gmail.com]
Sent: Tuesday, January 03, 2012 10:50 AM
To: Planning and Sustainability Commission
Subject: Portland Plan Testimony

Dear City of Portland Planning and Sustainability Commission,

Thank you for all the time and energy that has gone into the creation of the draft Portland Plan. In general, the Plan does a good job addressing the major issues our city faces. I am especially impressed by the effort to speak to equity issues at the beginning of the Plan. However, I have some remaining concerns, which are listed below.

1. Including equity in a meaningful way

The draft Portland Plan begins with equity and portrays the concept of equity as one that should be applied throughout all other strategies. This is both appropriate and necessary, considering the grave and worsening disparities that face the city. However, there are three major shortcomings in the Plan in regards to equity: **(A) equity is siloed instead of fully integrated, (B) responsibility for achieving equity is unclear and proposed measures are insufficient, and (C) displacement and gentrification, is inadequately addressed.**

A. Equity is siloed

As the Portland Plan is currently written, equity is given attention up front, and then mostly dropped. Although specific action items have been labeled "equity," presumably to indicate that they support the city's equity goals, the "equity" label is misleading. **Many of the action items labeled as "equity" can be carried out in a way that reinforces existing privilege.** If limited services are allocated based on which neighborhoods are the most vocal, have the greatest population density, or have resources to learn about and sign up for them, those services will only widen Portland's inequities.

Here are examples of action items that are labeled "equity" but could be inequitably implemented:

TEY-3: "College access: Expand access to and participation in college access and dual enrollment programs such as ASPIRE, TRIO and Middle College

programs through partnerships between K–12 and Higher Education." (p. 25)

HCC-42: "Community capacity and local initiatives: Establish or expand technical assistance and matching grant programs to incent and leverage community-based initiatives that further Healthy, Connected City (e.g. community-based groups that maintain green streets, parks and natural areas and plant trees)." (p. 81)

Additionally, there are action items that are not labeled as equity items but could and should be rewritten to incorporate equity. Here are examples:

TEY-21: "Healthy eating and active living: Continue programs that increase children's physical activity and healthy food choices in schools." (p. 29)

EPA-29: "Business resources: Increase knowledge of resources available for small business development (public, private and nonprofit) among community leaders, including business associations, neighborhood associations and community-based organizations." (p. 49)

HCC-10: "Transit and active transportation: Identify pedestrian barriers within and to neighborhood hubs, develop priorities for investment, and implement policy changes to ensure hubs have safe and convenient pedestrian connections." (p. 67)

The City of Portland has operated with good intentions but without a specific focus on equity. If this plan does not break from the patterns of the past, we will see the results of the past: widening disparities in opportunities and outcomes. **If we hope to implement specific action items in an equitable way, it must be explicit.** As Ann Curry-Stevens and Michael Ware state in their *Literature Review of "Promising Practices" to Reduce Institutional Racism* (September, 2010), "In the absence of explicit racial equity, there is NO racial equity" (p.14).

To truly incorporate equity into the Integrated Strategies of the Portland Plan, phrases such as those listed below should be added to 2035 objectives, guiding policies, and action items:

. . . beginning in neighborhoods with higher than average poverty and/or greater than average racial diversity.

. . . ensuring that at least X% of households benefited are households in poverty and X% are non-white households.

. . . with the aim to close the gap between racial and income groups.

. . . developed with input from communities of color and people with disabilities.

. . . with special attention to the effects on disadvantaged populations.

B. Accountability and evaluation of equity goals

Each action item in the Equity section of the Plan should identify a lead partner so that Portland residents can hold that agency or organization accountable for implementation. Additionally, equity action items should be specific, measurable, achievable, relevant, and time-bound (SMART) to facilitate their evaluation.

The proposed measures of equity on pages 86-88 (income distribution, diversity index, and dissimilarity index) alone will be profoundly inadequate as a measure of Portland's myriad disparities in opportunity. This is unacceptable in a city where organizations like The Urban League, Coalition for a Livable Future, and Coalition of Communities of Color have already demonstrated how to measure equity. **All proposed measures of success should be disaggregated to the fullest extent possible** – by race, income, ability, gender, sexual orientation, age, and geography.

C. Involuntary displacement must be meaningfully addressed.

The draft Portland Plan notes that displacement is a significant problem (p. 3) and touches upon the issue within the guiding strategies on pages 48 and 78. However, the **ONLY** 5-year action item that addresses gentrification is in Healthy and Connected Communities:

HCC-41: "Social impacts and mitigation: Develop strategies and a more robust toolbox to address potential residential and commercial displacement as development occurs" (p. 79).

This vague and undeveloped action item is a far cry from addressing the urgent needs of Portlanders. Every Portland Plan section that addresses economic development, housing, or improving neighborhoods should include a strategy to address potential displacement. These strategies should include using computer modeling techniques to predict where displacement will occur (BPS is already close to this capability), employing developed techniques to prevent displacement, and evaluating their effectiveness on an ongoing basis.

Action items to prevent displacement need to be implemented PROACTIVELY, and not as an afterthought or response to the unintended consequences of implementing other Portland Plan action items.

2. Accountability for implementation

In the Implementation section of the Plan, the roles of "lead partners" and "supporting partners" are defined (p. 117). However, each of the 5-year action items only lists "potential partners" (except action items in the equity section, which list no partners). **This leaves unclear who is responsible for implementing each action item, making accountability for implementation difficult.**

According to the Plan, one of the first steps in implementation is for lead partners to adopt specific parts of the Plan that align with their mission. However, I believe that NOW is an ideal time to get lead partners to agree to take responsibility for their action items, instead of waiting until after adoption of the Plan. This will insure that there is no action item that gets left out of implementation.

For example, if PBOT does not currently have the capacity to take on an action item related to transportation, we, as a city, should have a dialogue before Plan adoption, to decide whether to (1) increase PBOT's capacity so that it can implement the item, or (2) drop the item because it is too costly or unrealistic to implement in the next 5 years. Planning for implementation in a way that delineates responsibility for each action item will insure that in 2017, we will not be attempting to understand why many action items did not get implemented.

3. Measuring success

Within each Integrated Strategy, there are a number of lists that could lend themselves to deliberate measurement: the goal, issues in Portland today, 2035 objectives, guiding policies, and 5-year action items. However the measures selected are not organized according to any of these lists.

Instead of a somewhat arbitrary selection of measures, there should be specific measures related to 2035 objectives and 5-year action items so that Portlanders can track the progress of implementation and compare it to the timeline laid out in the Plan.

Ideally, each of the 5-year action items could be measured directly. In order for this to be the case, each action item would be SMART – specific, measurable, achievable, relevant, and time-bound. **Proactively preparing for evaluation will assist OMF and BPS in generating the yearly progress report on which action items are being or have been met** (mentioned on p. 118).

4. Timing of Plan adoption

Although there is a three hour meeting scheduled on January 10 to review written comments, this will certainly not be enough time to meaningfully incorporate the large volume of public comments received. As a continuation of your commitment to meaningful public process, **please do not rush the adoption of the Plan without giving thought to these comments.**

Please take the time to further develop the plans for implementation by specific agencies, evaluation of each action item, and the full incorporation of equity into all parts of the Plan.

Thank you for taking the time to review my comments and for your hard work on the Portland Plan.

Sincerely,

Liz Paterson

Master of Urban and Regional Planning Candidate

Master of Public Health Candidate

Portland State University

City of Portland Resident

Liz Paterson

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