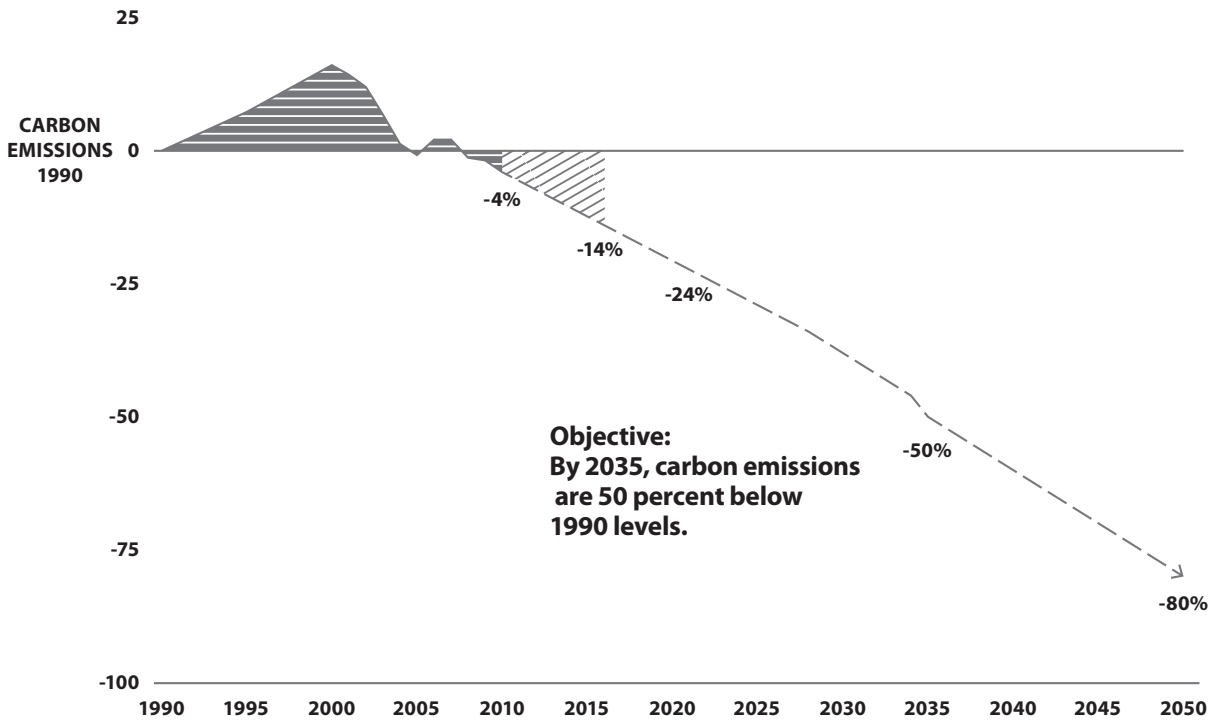


8 REDUCED CARBON EMISSIONS



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

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

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

Why measure carbon emissions?

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

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

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

How aggressive is this target?

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

 \$FREE

 \$120
PER YEAR

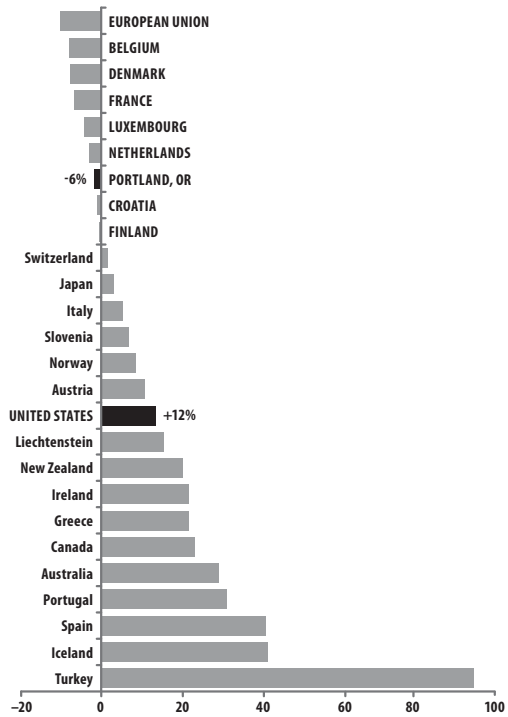
 \$9,055
PER YEAR

350
CALORIES
OF ENERGY



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



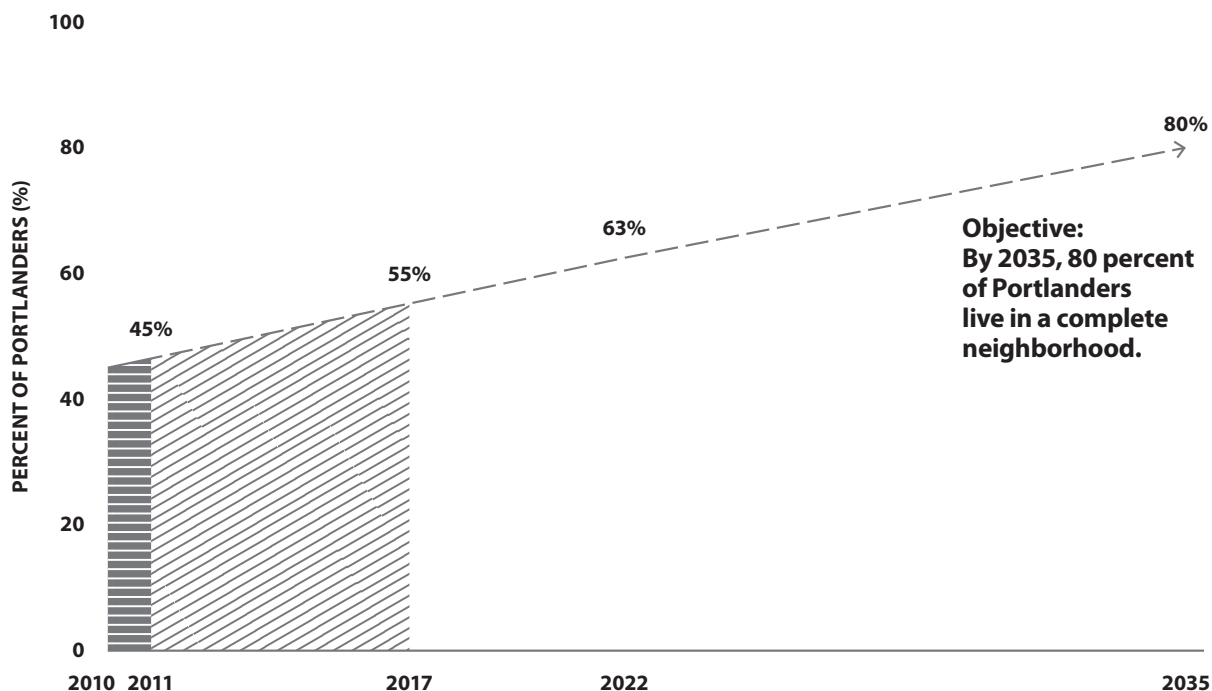
Source: National greenhouse gas inventory data for the period 1990–2008. Framework convention on Climate Change. United Nations. November 4, 2010. <http://unfccc.int/resource/docs/2010/sbi/eng/18.pdf> Accessed January 25, 2011.



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

9

COMPLETE NEIGHBORHOODS



PERCENT OF PORTLANDERS WHO LIVE IN COMPLETE NEIGHBORHOODS

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

Why measure complete neighborhoods?

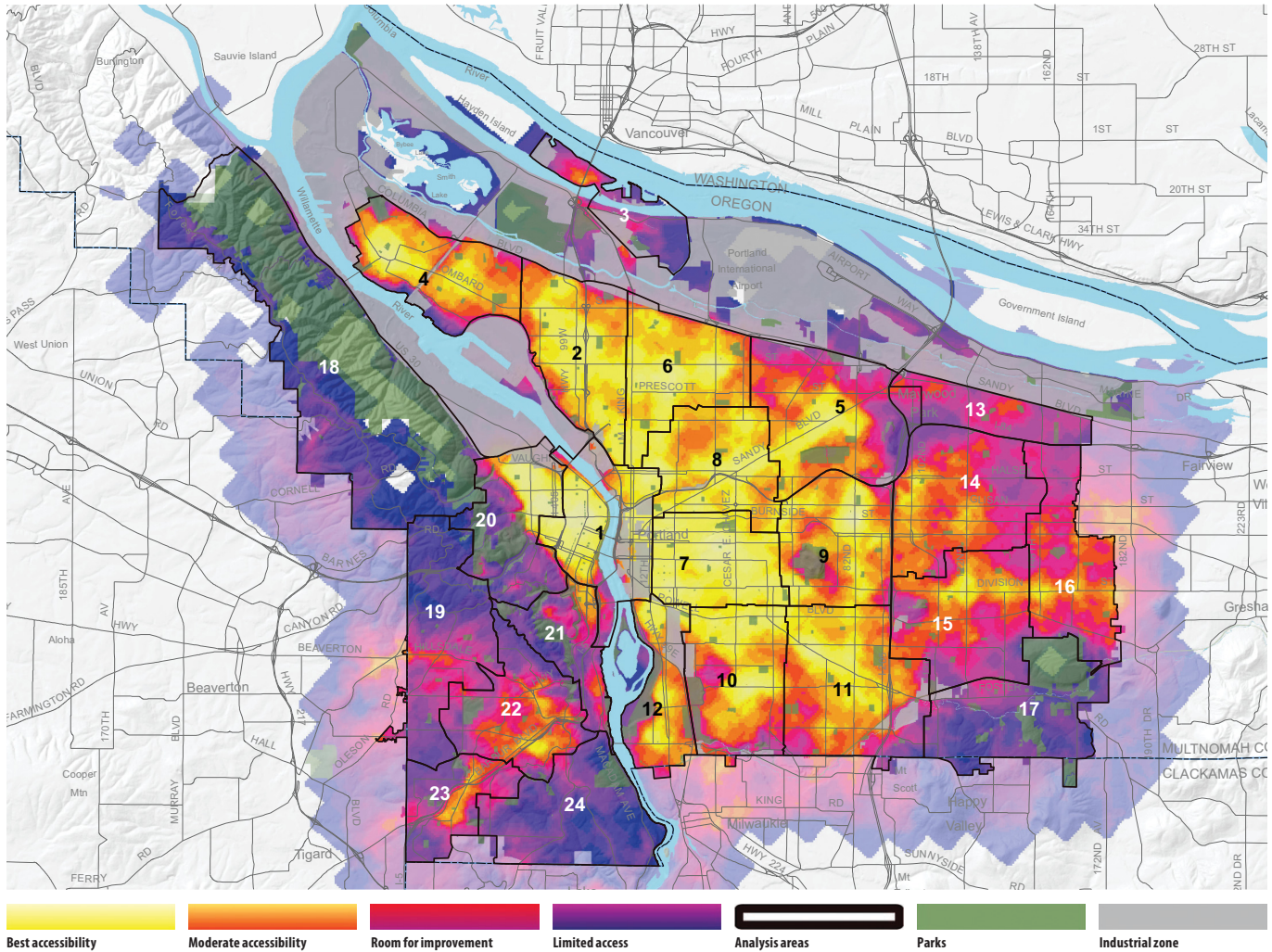
Having safe, convenient and walkable access to schools, parks, a grocery store and transit can help reduce household transportation costs, make it easier to incorporate exercise into your daily life and reduce carbon emissions.

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

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

20-Minute Neighborhoods Index

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



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

THE PORTLAND PLAN

How aggressive is this target?

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

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

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

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

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



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

Access to healthy food

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

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

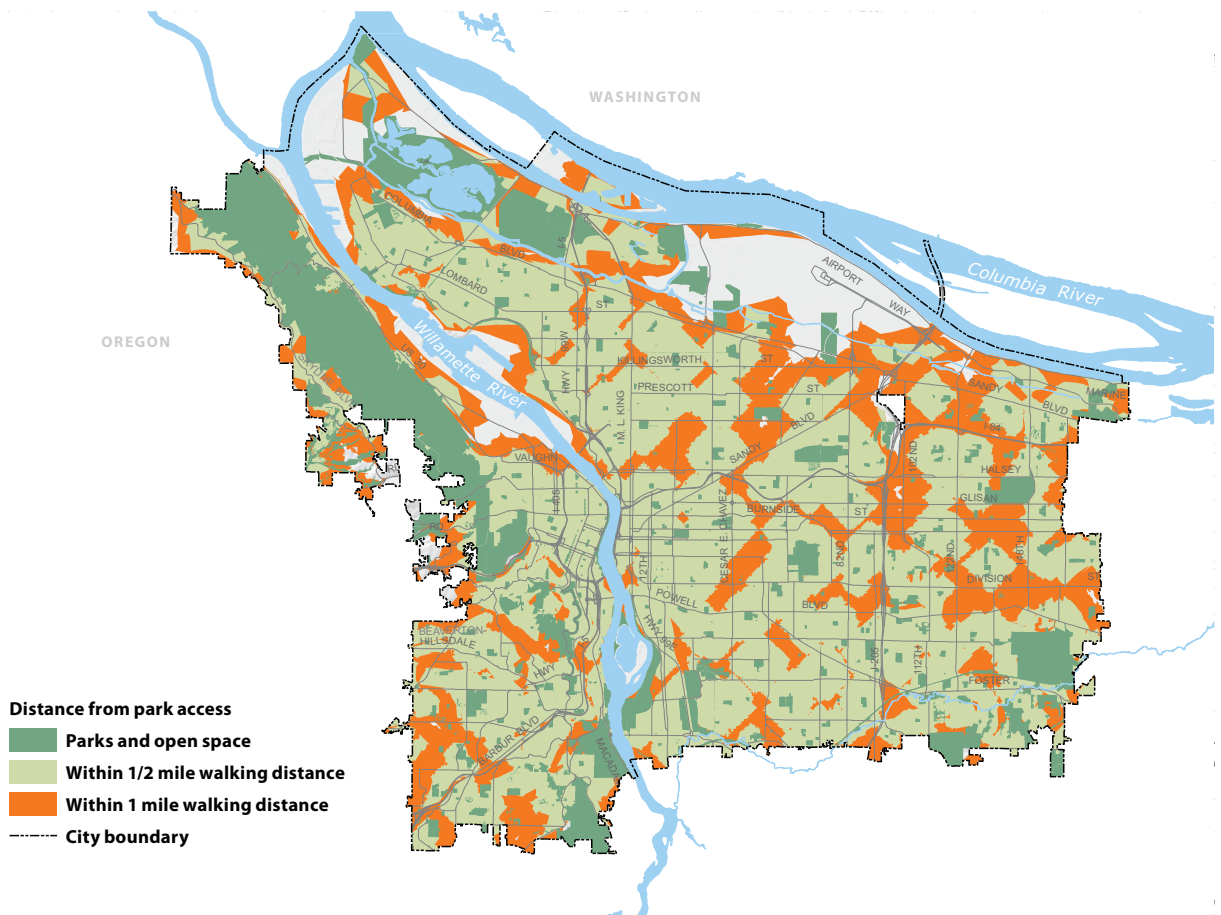
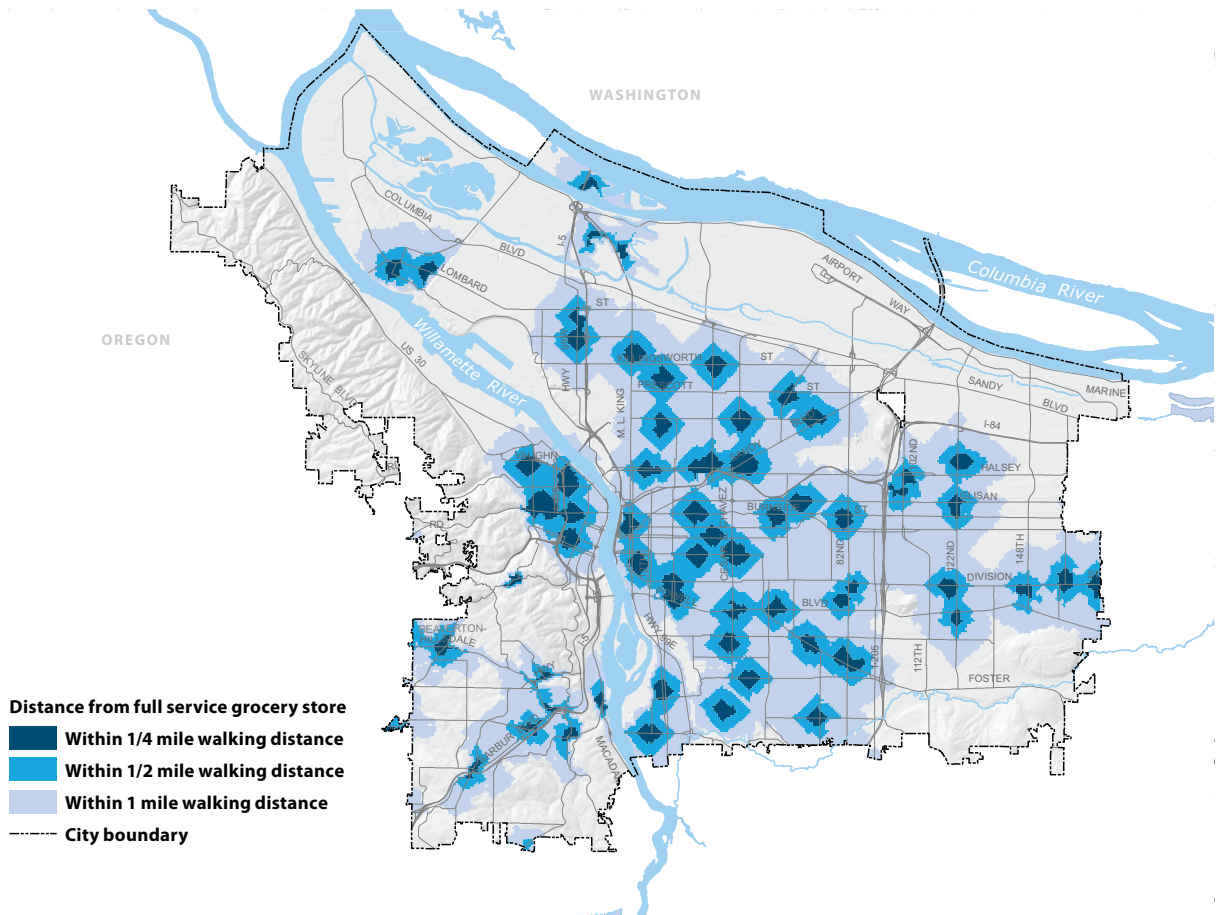
Access to parks and greenspace

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

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

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

The Distance from Parks Access map on the facing page was prepared by Portland Parks and Recreation. Different calculations were used in the 20-Minute Neighborhoods Index. Please see the 20-Minute Neighborhoods Analysis background report at www.pdxplan.com.



Access to businesses and services

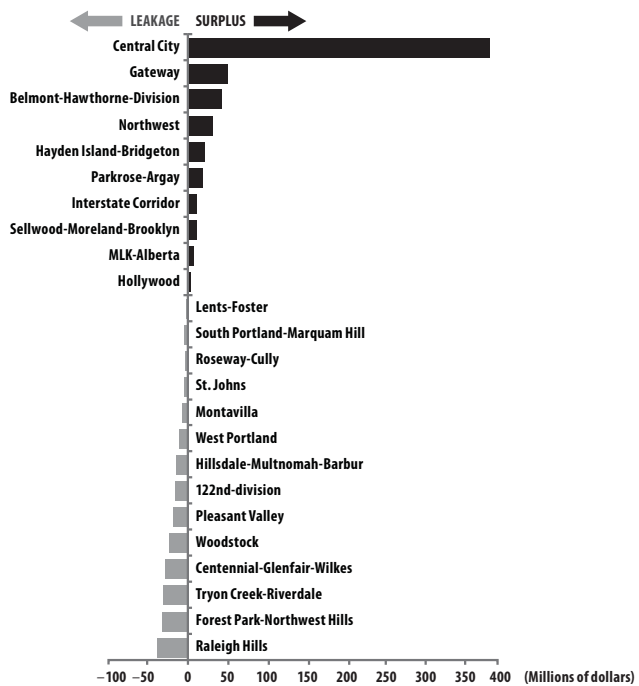
Strong neighborhood business districts are a cores component of complete neighborhoods. A good measure of business district vitality is business surplus and leakage. If a business district shows a surplus, it means that businesses sold more than expected, based on the market demand of the area. For example,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

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

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

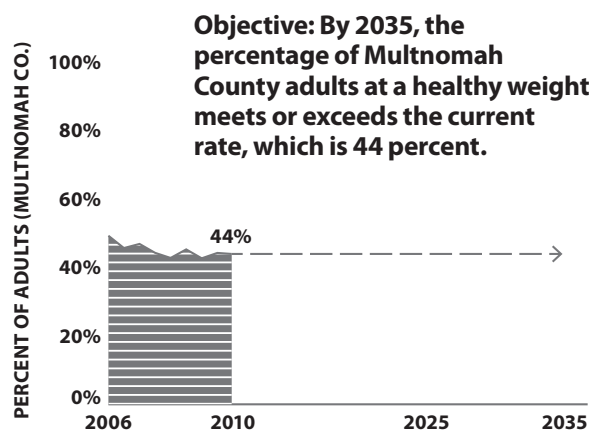
For detailed information on the neighborhood vitality index, please read the Neighborhood Economic Development strategy at www.pdc.us.

Neighborhood business leakage



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

10 HEALTHIER PEOPLE



ADULTS AT A HEALTHY WEIGHT

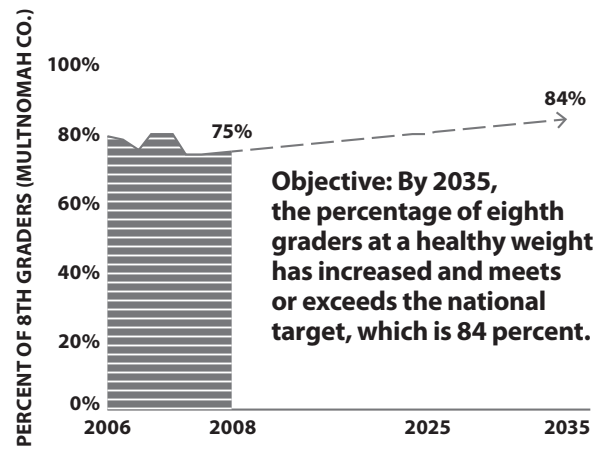
Today, the percentage of Multnomah County adults at a healthy weight is declining. In 2010, only 44 percent of adults were at a healthy weight. In 2009, 47 percent of Multnomah County adults were at a healthy weight. Today, less than 75 percent of eighth graders are at a healthy rate. Overall, the percentage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

How aggressive is this target?

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

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

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



8TH GRADERS AT A HEALTHY WEIGHT

Physical activity

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

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



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

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

Diet

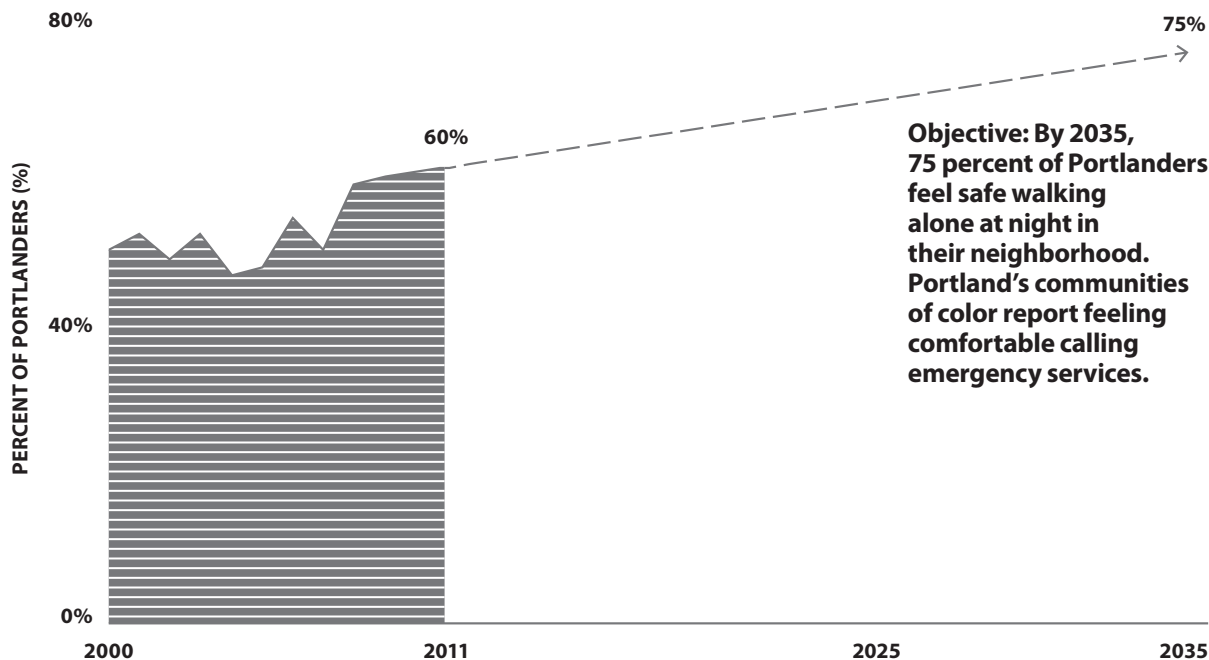
Today, 30 percent of Multnomah County adults and 23 percent of eighth graders ate five servings of fruits and vegetables per day, the federal standard. These statistics are also from the Centers for Disease Control and the Oregon Health Authority.

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



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

11 SAFER CITY



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

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

Why measure Portlanders sense of safety?

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

How aggressive is this target?

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

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

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

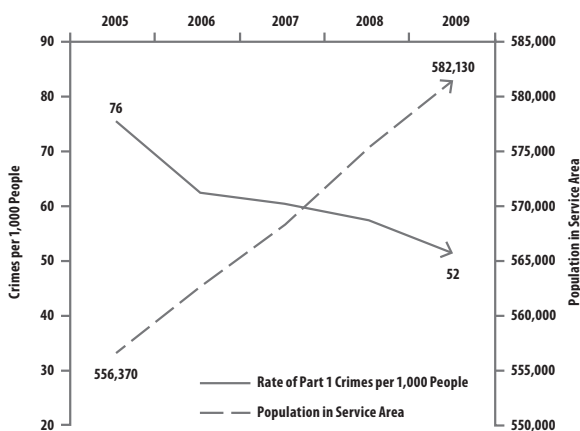
Northeast and Southeast areas had slightly lower levels of crime, around 40 Part 1 crimes per 1000 people. Southwest neighborhoods had the lowest rate, less than 20 crimes per 1000 people in the area.

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

For more crime data, please see:

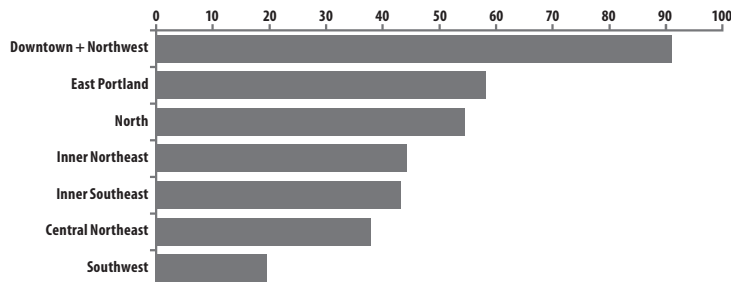
City of Portland — Neighborhood Crime Statistics
www.portlandonline.com/police/crimestats
 and CrimeMapper:
www.gis.ci.portland.or.us/maps/police.

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



Source: Portland Police Bureau. Annual Statistical Report 2009.

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



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



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

12 HEALTHY WATERSHEDS

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

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

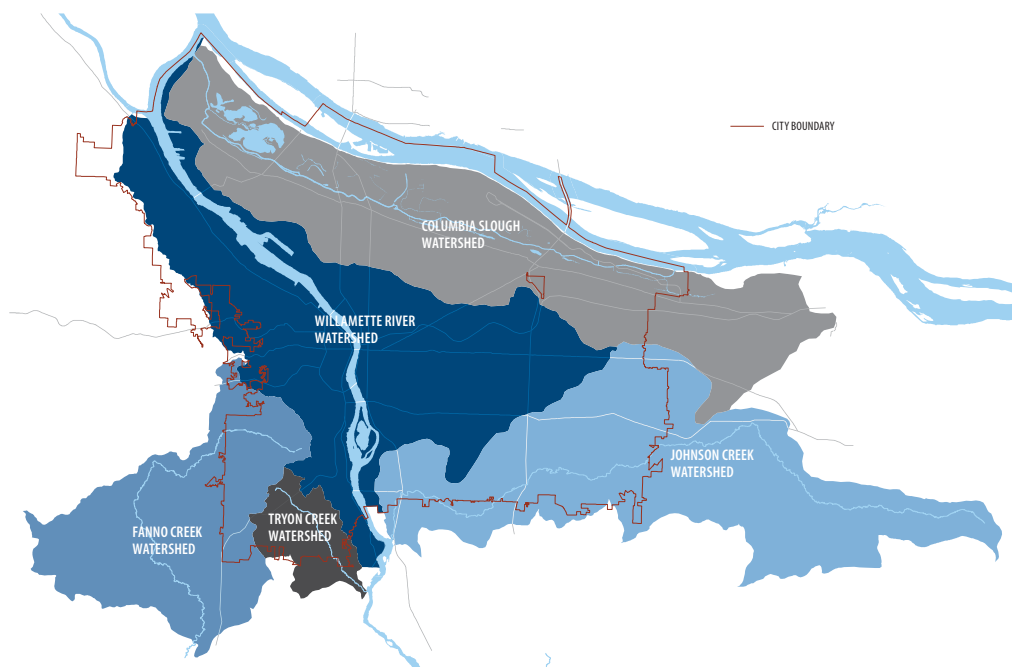
Portland Water Quality Score by Watershed Area within the City of Portland (2010–11)

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

Source: Portland Bureau of Environmental Services

Portland Water Quality Index (PWQI)

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



How aggressive are these targets?

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

Effective impervious area

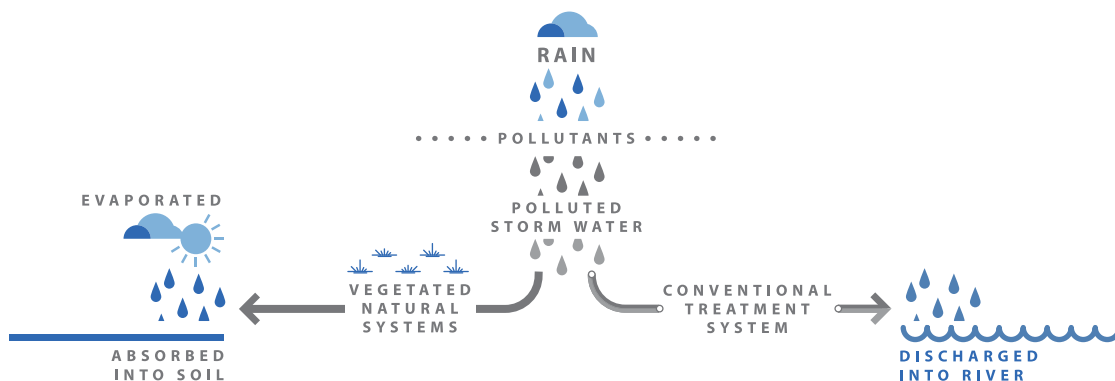
The effective impervious area in a watershed, which is the amount of land that is unable to soak up rainwater, is an important sub-indicator to measure when assessing watershed health. Surfaces like pavement and rooftops prevent rainwater from soaking into the ground or being soaked up by plants. Trees,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

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

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

Source: Portland Bureau of Environmental Services

Healthy water

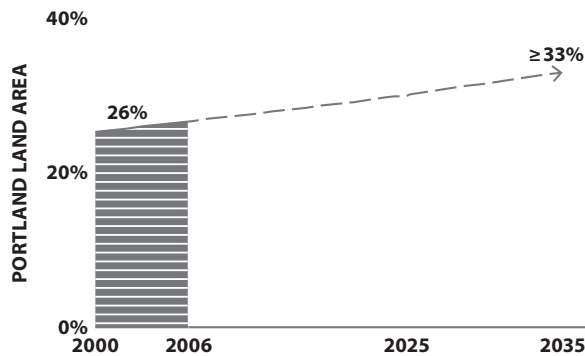


Tree Canopy

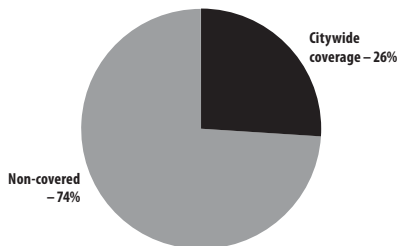
Today, approximately 26 percent of the city is under tree canopy (2002). By 2035, tree canopy should cover at least 33 percent of the city. All residential neighborhoods will have at least 20 to 25 percent tree canopy, including street trees. The Central City and industrial areas — the more urbanized areas of the city — will have between 10 and 15 percent tree canopy.

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

Percent of Portland under tree canopy



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

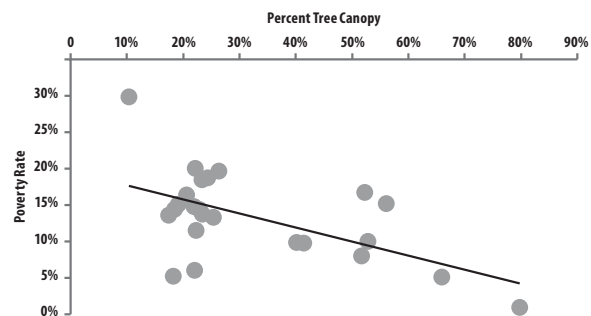


- A recent report produced by the Bureau of Environmental Services notes that each tree intercepts 572 gallons of rainfall, removes 0.2 pounds of air particulates and sequesters carbon.
- Surfaces like pavement and rooftops prevent rainwater from soaking into the ground or being soaked up by plants.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

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

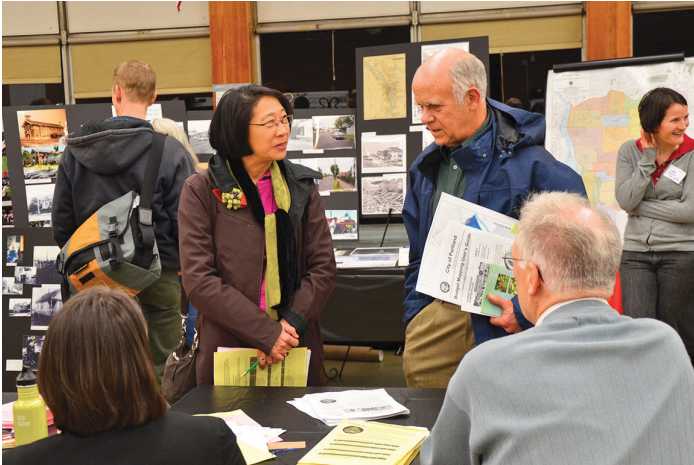
Although Portland has a robust tree canopy, that canopy is not equitably distributed across the city. Analysis shows that areas with higher poverty rates tend to have less tree canopy coverage. Given the benefits provided by urban trees, it is important to improve tree canopy in all of Portland's residential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

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



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

THE PORTLAND PLAN



PORTLAND PLAN PROCESS

The Portland Plan is the result of continued work and commitment of thousands of Portlanders, numerous community organizations, businesses, government agencies and many staff who devoted their interest, intellect and passion to the creation of a strategic plan for all of Portland.

PROCESS

The Portland Plan has roots in visionPDX, a process that involved more than 17,000 Portlanders who identified a vision for Portland's future. Together, we determined what values we want our city to embody in the year 2030:

- Equity and access
- Environmental, economic and social sustainability
- Distinctive neighborhoods and community connections

Beginning in 2009, staff developed a series of more than 20 background reports on numerous topics, including human health and safety, energy, economic development, watershed health and historic resources. The purpose of the background reports was to develop a well-researched and thorough understanding of Portland's existing conditions.

During phase one of the Portland Plan process (fall-winter 2009–10), Portlanders reviewed this research, helped refine the facts, submitted hundreds of detailed comments and ranked their top priorities. Nearly 2,500 people participated in the phase one workshops, community presentations and other outreach events. An additional 13,000 youth and adults completed surveys. Jobs, education, equity, public health and sustainability came out as the top five priority objectives. Based on public input, staff developed a set of goals for 2035 organized into nine action areas, for public review in phase two.

In phase two (spring 2010), nearly 1,500 people attended events to help evaluate and prioritize the draft goals and objectives for the plan. An additional 6,500 people responded to the phase two survey by mail or online. Portlanders identified the following value statements and goals as being especially important:

- We can't move forward without addressing equity
- The economy will drive broader success
- Education is key to prosperity
- Portlanders want healthy streams and watersheds
- Sustainability and prosperity are not polar opposites
- We want safe, accessible and walkable neighborhoods
- Maintaining the existing infrastructure should be a priority

Phase three (summer-winter 2010–11) focused on developing smart, integrated strategies to move Portland forward in the areas where we need it most. Over the summer at more than 35 community fairs, festivals and meetings, Portlanders built strategies around these big ideas:

- Build a stronger economy
- Raise the bar for quality education
- Create 20-minute complete neighborhoods
- Green the built environment
- Strengthen schools as community centers

In the winter of 2010, we invited outside experts from across the country to share their ideas for how to improve prosperity, education, and health and equity in Portland. Hundreds of Portlanders attended the Portland Plan Inspiring Communities series, where experts in the fields of economic development, environmental justice, education, community health and sustainable systems shared fresh perspectives on what strategies have worked elsewhere.

Based on the priorities and ideas Portlanders identified and national and international research and evidence, staff created three draft strategies and an Equity Initiative to achieve Portlanders' top goals. These were presented for public review, consideration and comment during March 2011 at four Portland Plan Fairs attended by hundreds of Portlanders.



ADVISORY GROUPS

Throughout the process of creating the Portland Plan, community and advisory groups — including many community leaders and subject area experts from the Mayor’s Portland Plan Advisory Committee to the Community Involvement Committee to the nine different Technical Action Groups — collected evidence and identified best practices being used in other cities and reviewed drafts.

Planning and Sustainability Commission

The Planning and Sustainability Commission (PSC) played a critical role in the development of the Portland Plan. The PSC reviewed and recommended background reports and provided direction during the development of the three integrated strategies and the nine action areas. In addition, members of the PSC were on the Community Involvement Committee and on the Mayor’s Portland Plan Advisory Group. The PSC held three public hearings out in the community where they listened to public testimony on the Proposed Draft Portland Plan. The hearings were followed by a series of work sessions during which the PSC discussed written and verbal testimony and developed recommended revisions to the Proposed Draft Portland Plan and directed staff to forward the revised plan to City Council for consideration. The Recommended Draft Portland Plan includes the revisions requested by the PSC.

Community Involvement Committee

The Portland City Council appointed the Community Involvement Committee (CIC) on July 8, 2009. The CIC is comprised of community volunteers, including two Planning and Sustainability Commissioners, who met regularly to review the public participation process and ensure that as many voices as possible have been heard and incorporated into the plan. The Council charged the CIC with oversight for all public outreach elements of the Portland Plan. The CIC will continue its work through the development and adoption of the Comprehensive Plan. A complete list of the CIC roster is included in the Acknowledgements section. For more information on community involvement, please read the Public Involvement Report.

Portland Plan Advisory Group

The Portland City Council appointed the Portland Plan Advisory Group on October 23, 2009. The primary charge of the Portland Plan Advisory Group was to pose provocative questions, challenge assumptions, prompt each other and staff to tackle difficult ideas to support the development of a smart and strategic plan, and provide advice to the Mayor and Director of the Bureau of Planning and Sustainability, and by extension, the Planning and Sustainability Commission.

Technical Action Groups

The nine Technical Action Groups, which were organized according to the nine action areas, include the individuals that researched, wrote and/or reviewed the background reports, the directions and objectives, the measures and the integrated strategies for inclusion in the Portland Plan.

The Planning and Sustainability Commission, Community Involvement Committee, the Portland Plan Advisory Group and the Technical Advisory Groups were either composed of or received recommendations and advice from volunteers. Whether dedicating countless hours a month to serving on a formal committee or providing thoughtful comments on working documents, volunteers’ immeasurable contributions to the Portland Plan have been significant, meaningful and influential. Thank you Portlanders for your enthusiasm, insight and commitment!










APPENDICES

APPENDIX A: ACTIONS BY TOPIC










Actions	Equity, Civic Engagement and Quality of Life	Prosperity and Business Success	Education and Skill Development	Human Health, Public Safety and Food	Sustainability and the Natural Environment	Design, Planning and Public Spaces	Neighborhoods and Housing	Transportation, Technology and Access	Arts, Culture and Innovation
									
1 Enforce Title VI	■	■	■	■	■	■	■	■	■
2 Track the information needed to understand disparities	■	■	■	■	■	■	■	■	■
3 Evaluate equity impacts	■	■	■	■	■	■	■	■	■
4 Improve evaluation methods	■	■	■	■	■	■	■	■	■
5 Mitigate for disparities	■	■	■	■	■	■	■	■	■
6 Improve involvement	■	■	■	■	■	■	■	■	■
7 Leadership training	■	■	■	■	■	■	■	■	■
8 Language and cultural interpretation	■	■	■	■	■	■	■	■	■
9 Share best practices	■	■	■	■	■	■	■	■	■
10 Collaboration	■	■	■	■	■	■	■	■	■
11 Community dialogue	■	■	■	■	■	■	■	■	■
12 Training	■	■	■	■	■	■	■	■	■
13 Diverse advisory boards	■	■	■	■	■	■	■	■	■
14 Implement Disabilities Transition Plan	■	■	■	■	■	■	■	■	■
15 Collect data on disability-related disparities	■	■	■	■	■	■	■	■	■
16 Civil Rights Act compliance	■	■	■	■	■	■	■	■	■
17 Americans with Disabilities Act compliance reporting	■	■	■	■	■	■	■	■	■
18 Bureau equity plans	■	■	■	■	■	■	■	■	■
19 Contracting and bureau equity	■	■	■	■	■	■	■	■	■
20 Community resource access	■	■	■	■	■	■	■	■	■
21 High school completion and beyond	■	■	■						
22 High school and beyond	■	■	■						
23 Tuition equity	■	■	■						
24 Tuition equity	■		■						










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Actions	Equity, Civic Engagement and Quality of Life	Prosperity and Business Success	Education and Skill Development	Human Health, Public Safety and Food	Sustainability and the Natural Environment	Design, Planning and Public Spaces	Neighborhoods and Housing	Transportation, Technology and Access	Arts, Culture and Innovation
									
25 College completion		■	■						
26 Cultural competency	■		■						
27 Cultural equity	■		■						
28 Collaborative action		■	■						
29 Track progress for continuous improvement	■	■	■						
30 Early childhood investments	■		■						
31 Inventory resources	■		■			■			
32 Youth empowerment	■		■						
33 Place-based strategies	■		■						
34 Housing stability	■		■				■		
35 Healthy eating and active living			■	■					
36 Youth action	■		■						
37 Teen programs			■	■					
38 Safe routes to schools			■			■		■	
39 Transit access	■		■					■	
40 School attendance	■		■	■					
41 Multi-functional facilities			■			■	■		
42 Joint use agreements			■	■		■			
43 Regular consultation			■						
44 Support different learning needs	■		■	■					
45 Safety and physical accessibility			■	■					
46 Arts and culture programming			■						■
47 Conservation education			■		■				
48 New East Portland education center			■			■			
49 Campus investment	■	■	■			■			
50 Business development		■							
51 International business		■							

Actions	 Equity, Civic Engagement and Quality of Life	 Prosperity and Business Success	 Education and Skill Development	 Human Health, Public Safety and Food	 Sustainability and the Natural Environment	 Design, Planning and Public Spaces	 Neighborhoods and Housing	 Transportation, Technology and Access	 Arts, Culture and Innovation
52 Coordinated regional economic development efforts	■				■				
53 Growing the university role in economic development	■		■						
54 Worker productivity	■	■	■						
55 Clean tech and green building innovation		■			■	■			
56 Growing green development / ecosystem expertise		■			■	■			
57 Building markets for energy efficiency		■			■				
58 Arts support		■							■
59 Broadband service	■	■			■				
60 Community benefits of urban innovation	■	■			■				
61 Broadband equity	■	■			■				
62 Regional freight rail strategy		■						■	
63 Strategic freight mobility investments		■						■	
64 International service		■						■	
65 Brownfield investment		■			■				
66 Harbor Superfund		■			■				
67 Industrial site readiness		■			■				
68 Industrial growth capacity		■				■	■		
69 Campus institutions		■				■	■		
70 Office development		■				■			
71 Impact of fees on business growth		■				■			
72 Neighborhood business development	■	■				■	■		
73 Small business development	■	■				■	■		
74 Land use support for neighborhood business districts		■			■	■			
75 Sustainability at Work		■			■				
76 Housing strategy	■	■					■		

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Actions	 Equity, Civic Engagement and Quality of Life	 Prosperity and Business Success	 Education and Skill Development	 Human Health, Public Safety and Food	 Sustainability and the Natural Environment	 Design, Planning and Public Spaces	 Neighborhoods and Housing	 Transportation, Technology and Access	 Arts, Culture and Innovation
77 Affordable housing supply	■	■	■				■		
78 Remove barriers to affordable housing	■	■					■		
79 Equity in neighborhood change	■	■					■		
80 Equity in home ownership	■	■					■		
81 Homelessness	■	■					■		
82 Physically accessible housing	■	■					■		
83 Moderate-income workforce housing	■	■					■		
84 Align housing and transportation investments		■					■	■	
85 Coordinated training efforts	■	■	■						
86 Youth employment	■	■							
87 Hiring agreements	■	■							
88 Self-sufficiency metrics	■	■							
89 Reduce barriers to employment	■	■		■					
90 Race and ethnicity	■	■							
91 Coordinated approach to anti-poverty programs	■	■							
92 Healthy Connected City refinement				■	■				■
93 Collaboration with health partners	■			■	■	■			■
94 Human health impacts	■			■	■	■			■
95 High risk infrastructure				■		■			
96 Transportation mode policy				■	■	■			■
97 Mitigate negative social impacts	■			■		■	■		
98 Neighbor to neighbor crime prevention capacity	■			■		■	■		■
99 Community safety centers	■			■			■		
100 Resiliency planning				■	■	■			
101 Disaster planning and management	■			■	■		■		
102 Neighborhood preparedness	■			■	■		■		
103 Age-friendly city	■			■		■	■		

Actions	 Equity, Civic Engagement and Quality of Life	 Prosperity and Business Success	 Education and Skill Development	 Human Health, Public Safety and Food	 Sustainability and the Natural Environment	 Design, Planning and Public Spaces	 Neighborhoods and Housing	 Transportation, Technology and Access	 Arts, Culture and Innovation
104 Central City planning				■	■	■		■	
105 Broadband in neighborhoods		■						■	
106 Quality, affordable housing	■	■		■		■	■	■	
107 Transit and active transportation				■		■	■	■	
108 Healthy and affordable food				■		■			
109 Community gardens				■		■			
110 Designs for community use of streets				■		■		■	
111 Programs for community use of streets:				■		■	■	■	
112 Historic resource preservation	■				■	■	■		■
113 Arts and cultural facilities	■					■			■
114 Gathering places for resiliency				■		■	■	■	
115 District-scale environmental performance				■	■				
116 Natural resource inventory				■	■				
117 Natural resources	■			■	■				
118 Fish passage				■	■				
119 Tree canopy				■	■				
120 Invasive plant removal					■				
121 Regional and local trails				■	■	■		■	
122 Neighborhood greenways	■			■	■	■		■	
123 Stable transportation funding				■	■	■		■	
124 Alternative right-of-way projects	■			■	■	■		■	
125 Unimproved right-of-way alternatives	■			■	■	■		■	
126 Pedestrian facilities				■	■	■		■	
127 Civic corridors design				■	■	■		■	
128 Civic corridors integration	■			■	■	■		■	
129 Sidewalk infill and pedestrian facilities	■			■	■	■		■	
130 Streetcar planning				■	■	■		■	

Implementation actions (Actions 129 though 142) are not included in this table.

APPENDIX B: LIST OF ABBREVIATIONS

Partners, Organizations, Advisory and Staff Groups

BES – Bureau of Environmental Services	OMF – Office of Management and Finance
BPS – Bureau of Planning and Sustainability	OPHI – Oregon Public Health Institute
AHR – All Hands Raised	PBEM – Portland Bureau of Emergency Management
CCC – Coalition of Communities of Color	PBOT – Portland Bureau of Transportation
CIC – Community Involvement Committee	PCC – Portland Community College
City – City of Portland	PCOD – Portland Commission on Disability
CSD – Centennial School District	PDC – Portland Development Commission
DDSD – David Douglas School District	PIAC – Public Involvement Advisory Committee
EMSWCD – East Multnomah Soil and Water Conservation District	Port – Port of Portland
ETO – Energy Trust Oregon	PPAG – Portland Plan Advisory Group
HF – Home Forward (formerly Housing Authority of Portland)	PP&R – Portland Parks and Recreation
MCCFC – Multnomah County Commission of Children, Families and Communities	PPB – Portland Police Bureau
MCDD – Multnomah County Drainage District	PPS – Portland Public Schools
MCHD – Multnomah County Health Department	PSC – Planning and Sustainability Commission
MESD – Multnomah Education Service District	PSD – Parkrose School District
MHCC – Mount Hood Community College	PSU – Portland State University
OCT – Office for Community Technology	PWB – Portland Water Bureau
ODLCD – Oregon Department of Land Conservation and Development	RSD – Reynolds School District
ODOT – Oregon Department of Transportation	SUN – Schools United Neighborhoods System
OEHR – Office of Equity and Human Rights	TAG – Technical Advisory Group
OHSU – Oregon Health and Science University	Upstream – Upstream Public Health
OHWR – Office of Healthy Working Rivers	WMSWCD – West Multnomah Soil and Water Conservation District
	WSI – WorkSystems, Inc

Other Abbreviations

ADA – Americans with Disabilities Act	MWESB – Minority and Women-owned Emerging Small Businesses
C2C – Cradle to Career	
CRA – Civil Rights Act	

APPENDIX C: KEY RELATED PLANS

During the development of the Portland Plan, staff reviewed numerous city and partner agency plans and programs to help set priorities and objectives and identify actions. Many of the actions in the Portland Plan are top priority actions set from the city and partner agencies flagship plans, such as the Climate Action Plan and the Economic Development Strategy and from partner agency programs, such as Schools Uniting Neighborhoods (SUN). Some of the most closely related plans are listed below, but there are many more that provided useful and necessary guidance.

Cradle to Career Partnership – All Hands Raised

Neighborhood Economic Development Strategy – Portland Development Commission

Economic Development Strategy – Portland Development Commission

Climate Action Plan – Portland, Bureau of Planning and Sustainability and Multnomah County

Portland Watershed Management Plan – Portland, Bureau of Environmental Services

Bicycle Plan for 2030 – Portland, Bureau of Transportation

Streetcar System Concept Plan – Portland Bureau of Transportation

Pedestrian Master Plan – Portland Bureau of Transportation

Freight Master Plan – Portland Bureau of Transportation

The Interwine – The Intertwine Alliance

Parks 2020 Vision – Portland, Parks and Recreation

East Portland Action Plan – Portland, Bureau of Planning and Sustainability

Health Impacts of Housing in Multnomah County – Multnomah County Health

Voices from the Community: The visionPDX Input Report – Portland, Office of Mayor Tom Potter

Greater Portland Pulse (formerly Greater Portland-Vancouver Regional Indicators Project) – Metro and PSU

Schools Uniting Neighborhoods Service System – Multiple agencies

Housing Strategic Plan – Portland Housing Bureau

Connecting to Our Future: Portland's Broadband Strategic Plan – Portland Office for Community Technology

The World Health Organization's Age-Friendly Cities Project in Portland, Oregon: Summary of Findings – Institute on Aging, Portland State University

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