VISIONPDX

Portland 2030:
a vision for the future

by the people of Portland, Oregon

february 2008

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Photos on the cover: Fremont Bridge and Willamette River kayaks by Mike Houck; young girl by Thomas DeCuir.

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VISIONPDX

letter from the mayor

Dear Portlanders,

Two years ago, I launched visionPDX, a City-supported, community-led initiative to create a vision for Portland for the next 20 years and beyond. Since then, thousands of you have shared your hopes and dreams for our city's future. From community centers and places of worship to small gatherings in homes, we have had deep and rich discussions on the values we share, the challenges we face and the decisions our community must make together.

When I commissioned this project, I wanted to ensure that all Portlanders had an opportunity to participate in this important discussion – particularly those who had not previously been asked to sit at the public policy table.

Since then, I have watched as City Hall filled with hundreds of immigrants and refugees from all over the world who took their voices into Council Chambers to be heard. Our small business community produced a report with hundreds of ideas to encourage local economic development. Students involved in one of our visionPDX grants helped organize and pass a Bill of Rights for young people. Now there are youth conducting research on how they can be better engaged and served in our city.

This vision describes what we want our city to be in the future, the legacy we want to leave our children and grandchildren, and what responsibilities each of us has in solving community problems and creating an intentional future.

Now, I want to see the vision become a reality. After adoption, we will launch initial projects to take action on the vision as quickly as possible. At the same time we will be building a Vision into Action Coalition to organize community, government, business and other partners willing to work collaboratively on ideas expressed in our vision.

A vision is simply a vision. It takes people to breathe life and energy into it. Let us work together to take our community's vision into the next phase – action.
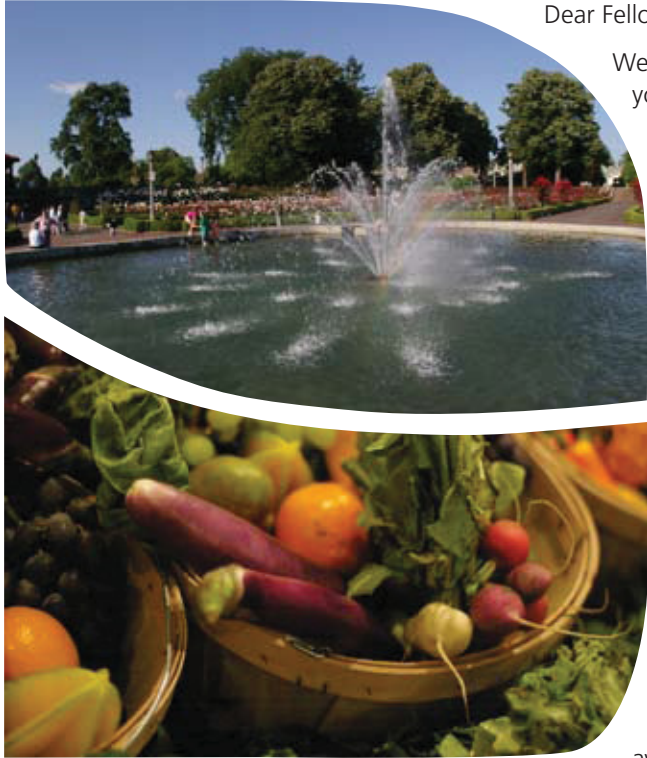
Tom Potter

Tom Potter
Mayor, City of Portland

Mayor Tom Potter shakes hands with visionPDX Co-Chair Marvin Kaiser at an event for visionPDX grant recipients.

Photo by Thomas Le Ngo

letter from the visionPDX chairs

Dear Fellow Portlanders,

Welcome. We are pleased that thousands of you have taken up the invitation to participate with us in creating visionPDX. Through this process we have been privileged to hear the wishes, the challenges, the wisdom and the excitement of what it means to be a Portlander – in what we desire and believe Portland can be in the next quarter century.

Many of us believe that our natural environment and our unique history have produced a quality of life that is second to none. The current generations have been given many gifts, including the beauty of our setting, a vibrant central city and thriving neighborhoods, a creative and entrepreneurial spirit and a commitment to the common good. These gifts bestow on us an even greater responsibility to be stewards for the generations to come. Knowing that our population will grow and become more diverse and that energy availability and climate change will challenge us, we come together, not only to maintain, but to improve our quality of life and to build on the gifts given us.

We thank all of you who have given your time, your insights and your love of this place we call our home to create a shared vision for our future. We were joined in this effort by an amazing group of volunteers, community organizations, and a talented staff. The 50+ member volunteer committee defined the visioning process, developed the key questions, and reached out to all corners of our community. We then read every word that was written in surveys or spoken during interviews and shaped those ideas into the vision described in this booklet.

This process was not simple. We struggled with the realities of the trends facing our city. How do we realize our dreams while adjusting to the changes facing our city and the world? We also debated the inevitable conflict we found in the responses. In the end, we decided to highlight those challenges for further discussion, rather than neglect them (see page 38).

While as a community we don't agree on everything, we do have a great deal in common. The core values described on pages 9-12 were found in responses from people of all backgrounds, income levels, and occupations. These values – as well as the investments and accomplishments of our predecessors – provide a solid foundation for defining and creating the future we want for ourselves and those generations that will follow us.

We welcome and ask all Portlanders to join us in turning our shared vision into a reality. A group of leaders from a variety of government, businesses and community organizations have signed on to craft policies, plans and programs that will get us there. Please join us in this next and most vital stage of our journey for our city, our home.

Sincerely,

Marvin Kaiser and Sheila Martin

visionPDX Committee Co-Chairs

why do we vision?

Portland's Visionary History

Portland has a rich history of visioning and planning for the future. Despite the fact that few plans have been completely implemented, previous planning projects have made way for some of the most cherished aspects of our city.

Between 1885 and 1915, Portland's population increased by 300% and its physical boundaries grew by 154%. Partly in response to this growth and rising interest in the City Beautiful Movement, the Olmsted brothers were commissioned by the Portland Parks Board to design an open space system that would accommodate their prevailing and future open space needs[1].

The 1903 Olmsted Plan provided a vision for parks connected by parkways and boulevards. Several pieces of the vision have been implemented over time: Mount Tabor Park, Willamette Park, Terwilliger Boulevard and Leif Erikson Drive were all called for in the Olmsted Plan. Today's "40-Mile Loop," 160 miles of bicycle/pedestrian trails connecting many of Portland's parks, was named after the approximately 40-mile-long system of boulevards and parkways that Olmsted proposed.

In 1932, the Portland Planning Commission brought Harlan Bartholomew to town to see if a new plan could revitalize Portland out of the Great Depression and address growing automobile use. The result, a greatly detailed study known as the Bartholomew Report, was the first plan to clearly articulate ideas for Portland's Central City[2]. A west-bank river park in downtown Portland was also envisioned in this document.

John Charles Olmsted's plan for Portland-area open spaces envisioned a cohesive network of parks and parkways, many of which exist today.
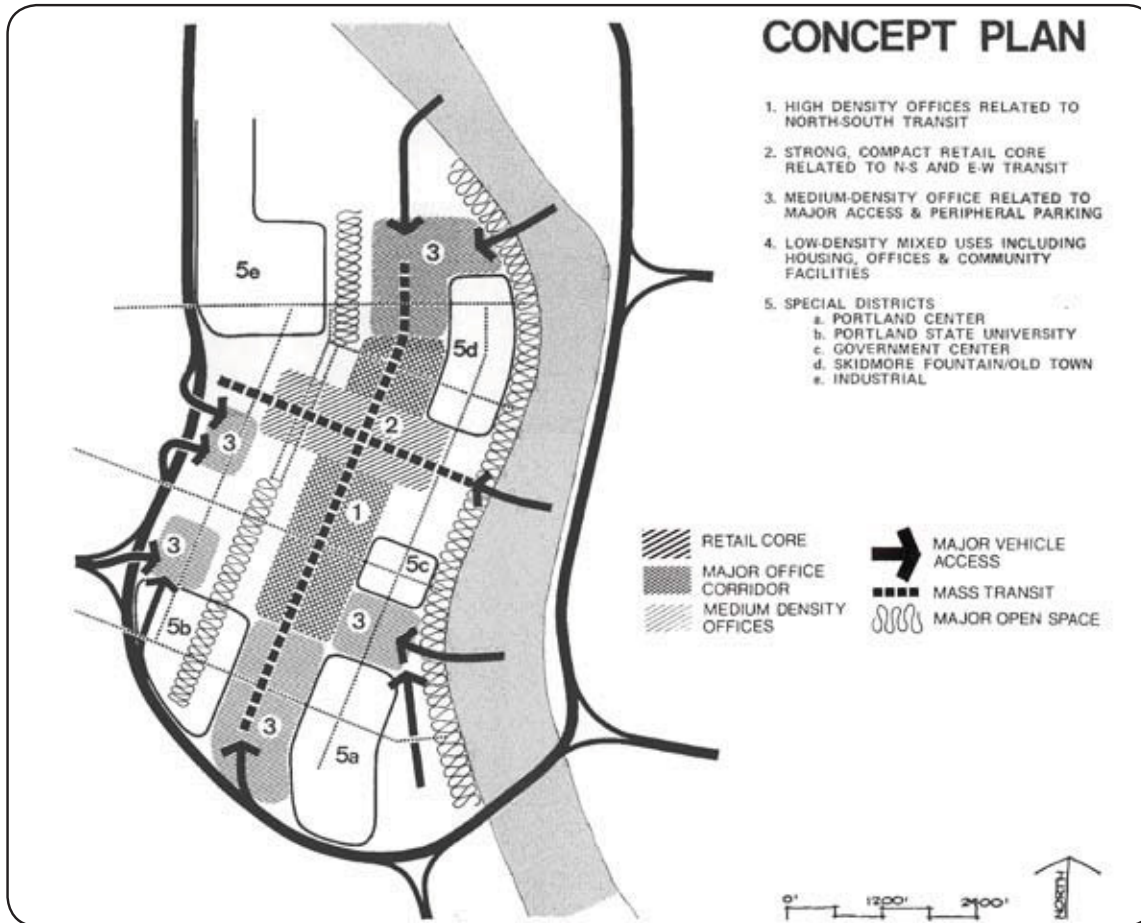

The Bartholomew Report of 1932 was the first plan to envision parks along the banks of the Willamette River. Harbor Drive was built (see below) and later removed before this vision was turned into reality.

1 City of Portland Bureau of Planning, Central Portland Plan Urban Design Assessment.
2 *ibid.*

CONCEPT PLAN

1. HIGH DENSITY OFFICES RELATED TO NORTH-SOUTH TRANSIT

2. STRONG, COMPACT RETAIL CORE RELATED TO N-S AND E-W TRANSIT

3. MEDIUM-DENSITY OFFICE RELATED TO MAJOR ACCESS & PERIPHERAL PARKING

4. LOW-DENSITY MIXED USES INCLUDING HOUSING, OFFICES & COMMUNITY FACILITIES

5. SPECIAL DISTRICTS
   a. PORTLAND CENTER
   b. PORTLAND STATE UNIVERSITY
   c. GOVERNMENT CENTER
   d. SKIDMORE FOUNTAIN/OLD TOWN
   e. INDUSTRIAL

RETAIL CORE

MAJOR OFFICE CORRIDOR

MEDIUM DENSITY OFFICES

MAJOR VEHICLE ACCESS

MASS TRANSIT

MAJOR OPEN SPACE

Portland's 1972 Downtown Plan and the 1988 Central City Plan have shaped our city's downtown core over the past several decades. The Downtown Plan laid out special districts throughout downtown and planned for land uses and transportation corridors which are still visible today.

More recently, the 1972 Downtown Plan marked an important shift towards community members actively participating in planning. This plan grew out of community concerns that included disinvestment in the downtown, increasing crime and the prevailing perception of poor public decisions. The plan marked a major shift towards the quality of public spaces,[3] and has helped define the downtown's purpose and function.

Planning efforts have ranged in form and purpose, but each was driven by the sense that planning today would protect and improve the city for future generations.

The implementation of these plans, including the more recent legacy of public involvement, has made Portland the place we know today: with a strong and vibrant central city, quality neighborhoods, significant public spaces throughout the city, the extensive and popular light rail system, bicycle infrastructure and the ability to attract the young creative class.

3 *ibid.*

portland future focus

What Was the City's Last Visioning Project?

In response to changing trends and the political and economic landscape in the late 1980s, the City Council and Mayor Bud Clark called for Portland's first City-led and community-owned effort to plan for a greater future for the city. The two-year process was funded by the City, with an initial contribution from the Portland Business Association.

The goal of Portland Future Focus (PFF) was to engage citizens in creating a vision of Portland in the year 2000. This vision, born from the values and expressed needs of Portlanders, would shape a strategic plan outlining clear and definable goals and strategies to guide Portland's growth and to ensure that the city's future was a self-determined one, rather than a mere adaptation of its circumstance and surroundings.

In 1989, 55 leaders from a cross-section of community interests were chosen by the mayor and project staff to examine current trends and to create a preferred vision of the future.

Citizen Involvement

Portland Future Focus was an ambitious initiative, and boasted broad-scale involvement for a city of its size. Many public engagement methods were utilized throughout the process to gather the data needed to create Portland's vision, including a survey of community values, a speaker's bureau, eight major policy meetings, open work group meetings and a newsletter.

The Vision

By the year 2000, Portland residents wished to see a culturally diverse urban center that had preserved both its history and environmental integrity, and that remained the core of the region's economy. Children and families were recognized as the community's top priority, as was promoting understanding of and appreciation for Portland's increasingly diverse population. This vision, or preferred future, spoke to the city's desire for a nationally-ranked education system, distinct neighborhoods and housing opportunities, a vibrant arts community and lower crime rates. A regional focus and strong cooperation between jurisdictions, as well as forging new, lasting partnerships between local agencies and organizations, were seen as critical to reaching all of these goals.

The Plan

As a result of the comprehensive nature of community needs and the resulting vision statement, Portland's strategic plan addressed a broad number of issue areas. Designed by Future Focus working groups made up of community experts, stakeholders, policy committee members, and local consultants, its six action plans concentrated on the same focus areas as the vision statement:

- Crime
- Diversity
- Economy
- Education
- Growth management
- Leadership

Each work group was charged with the task of designing appropriate action plan items to reach the community's six most critical goals. Draft action plans became refined and finalized through a series of public hearings hosted by the policy committee.

Implementation and Results

Various stakeholders throughout the city joined to work collaboratively towards the successful implementation of specific programs. The most lasting results, however, were the partnerships formed as a result of cooperative efforts throughout the process. According to Debbie McCabe, Project Manager for Future Focus, "the individuals involved were very invested in the process," and their ability to lead and to influence others "resulted in terrific recommendations" and lasting collaboration. Associations like the Citizens' Crime Commission became much stronger in the community, as did dialogue among Portland business owners. The efforts of working groups contributed to the way we as a community address social issues. Among other lasting trends, there emerged a reprioritization in education towards early outreach and intervention.

Drawing from the innovative work of the Oregon Progress Board, the City of Portland and Multnomah County created the Portland Multnomah Progress board in 1994 to design and implement benchmarks (concrete, numerical indicators) used to monitor progress and measure success in achieving public goals. Many of today's benchmarks grew from Portland Future Focus' action plans and are reflective of the project's ambitions.

Building on Portland Future Focus

Portland Future Focus was successful in developing strong partnerships and a benchmark system to measure performance. After over 15 years, both the partnerships and the benchmarks need to be reinvigorated. visionPDX has laid a foundation for this work, as well as raising the bar for public engagement.

Furthermore, visionPDX has been strongly integrated into planning efforts, like the Portland Plan and the Vision into Action Coalition. These efforts will follow the adoption of visionPDX, ensuring that the priorities identified in the visioning process will be integrated into the City budget process as well as the day-to-day and year-to-year decisions about programs and priorities.

community vision project

Definition: The process by which a community sees or conceives its future. A collaborative effort involving all community members, leaders and officials in shaping:

1. A plan for the future we'd like for our city;

2. How we prioritize what issues and projects to tackle; and

3. How community members are involved in public decisions.

Why Do We Vision?

Portland is facing important trends and changes in the coming years, and visioning can help us build a cohesive plan to help us succeed. Communities are often focused on day-to-day problems and challenges. Without a vision to guide them, a community's individual actions may not add up to a unified whole.

The forecasted trends predict that the Portland region will grow by an additional million people in the next 25 years. Those people will likely be more diverse and older on average than those here today. The industries that once drove our economy – forest products and transportation – are playing a smaller role, while high-tech and service jobs have been employing more of our workers. Global issues like climate change will impact our region. How can we ensure that we maintain the aspects of this city that we hold dear while planning for the future?

Community visioning is a powerful tool for managing change. Its primary purpose is to unite the community around common goals. Through the act of visioning, whole communities identify what they love most about their cities, so that those elements can be preserved and enjoyed by future generations. Visioning can also help communities reach agreement on their biggest challenges, how the choices we make might affect our future, and how we can balance these pressures in the face of change. Visioning projects give local government leaders direction on where the community wants to be in the future.

Oregon cities have been at the forefront of a growing trend towards using visioning to set priorities for a community. Cities like Gresham, Corvallis, Hillsboro and Bend have completed visioning projects over the past decade, and the impacts on their communities have been far-reaching.

Over 15 years have passed since Portland's government and our community last engaged in a "big picture" look at the future of our city, 1991's Portland Future Focus (see sidebar page 5). Since then, Portland has experienced significant demographic shifts, a rise in housing costs and continued growth. Many new Portlanders were not living here when our community last envisioned its future. Portland is ripe for a reevaluation of its values and direction.

Goals of Visioning

In our process, visionPDX primarily sought to discover and establish Portlanders' values. Through the analysis of the community input, we focused on what was driving people's ideas. We took time to identify what Portlanders hold in common, even when they sometimes disagreed over particular solutions.

As such, the rich data collected through visionPDX can be used as a baseline for policy makers, bureau directors, businesses, community organizations and individuals to help prioritize actions that are aligned with Portlanders' values and that are widely and deeply felt by the community as a whole.

The visionPDX process first asked Portlanders what they value most about their community, then what changes they would like to see today. After identifying immediate challenges facing the city, we asked people's greater vision for Portland in 20 years. Finally, we asked, "How can we get there?" By taking community members through this simple exercise, we gained an understanding of where Portlanders agree and where there are tensions in public opinion.

In our analysis of the data, we found that some assumptions about Portlanders' beliefs were confirmed. We also discovered that the public is thinking about a range of pressing issues, many of which will require collaborative problem-solving.

Equally important to our visioning process was the act of engagement. By taking the time to meet with and talk to people, we built ownership of the vision. Once people were meaningfully engaged, they became keenly interested in the outcome of visionPDX, both for themselves and for Portland. These partners will be influential in carrying the vision beyond City government and into the community, where meaningful action will occur.

Origins of visionPDX

Shortly after Mayor Tom Potter took office, he began several major initiatives to re-evaluate the way government operates and to make it more responsive to needs of the public. More than that, Mayor Potter believed that the public should shape its own future. The visioning process was a way to explore community governance – real community ownership over the decisions that affect the community.

visionPDX was established to give the community a "place at the table" to consider the direction for our future. At the time the project was conceived, the City of Portland was facing budget cuts, while demands for City services were growing. The vision was a way to use the community's creativity in addressing some of our biggest challenges, while also celebrating what we love about our home.

By starting this conversation, Mayor Potter planned to re-orient local decision-making to be more in tune with what Portlanders really need and want, as well as to empower them to take a role in overcoming the challenges that we face. Mayor Potter wanted to strengthen existing and create new community networks that can be self-sustaining, reducing the burden on local government to solve issues by itself. We suspected, and it was confirmed, that the community knows best what Portlanders need and want and what must be done to get there.

How to Read This Document

What follows is a written representation of what over 17,000 people said through visionPDX that they want for Portland's future. The following sections describe:

Shared values: Community principles largely agreed upon by the people with whom we talked.

Portland's vision for 2030: A summary of where we want to go as a community, written as if we were in the year 2030.

Five elements of Portland: These sections describe in more detail how the values and vision look in different aspects of our city. These are the community's ideas placed into the main areas of our city, written as if we were in the year 2030.

Expect change: Primary trends that will impact our community in the future.

Community challenges: Areas that need more conversation and problem-solving to determine how to proceed. These arose out of disagreements in what we heard, as well as likely challenges as the trends described in the "expect change" section come up against our values and preferred future.

The rest of the document describes how we carried out our process to reach this point, and how visionPDX is already forming the foundation for other planning processes underway in the City of Portland.

The vision, values and elements can be viewed independently to depict what we want Portland to look like in 2030. In addition, the challenges, the trends our community faces – and the people we talked to in order to develop this vision – are all valuable parts of what lies behind this vision and how it can be used. We hope that this document is a resource for all who want to learn about what the community thinks and how to enact the vision.

Visit www.visionPDX.com in the coming months for tools to help you incorporate the vision into your daily actions, your community's activities and your business plans.

community engagement report

In a separate report, visionPDX shares the insights and lessons learned from our community engagement phase of the project. Information in the report includes:

1. Principles for successful engagement of hard-to-reach communities;

2. Stories from community members and organizations about their involvement in visionPDX; and

3. The lasting impact of community visioning and partnerships formed through the visionPDX process.

Visit www.visionPDX.com

Photo by Mike Houck

portland's vision

7

portland's vision for 2030

Photo by Thomas Le Ngo

Shaped by the Willamette and Columbia Rivers, Portland connects people and nature to create an international model of equity and sustainability.

We are a city of communities. Our distinct neighborhoods and vibrant downtown are safe, energizing civic and cultural spaces.

Our diverse population, innovative businesses and forward-thinking leaders work together to ensure livability for all.

portland's values

community connectedness and distinctiveness

These were the top three values we heard:

- **Community Connectedness and Distinctiveness**
- **Equity and Accessibility**
- **Sustainability**

We value a strong sense of connection in our communities. Building trust and relationships leads to a better quality of life. We value our local and small-scale political, social, economic and cultural environments. Our varied neighborhoods make Portland a special place.

We value that Portland is different from the rest of the country and we seek to preserve and protect the qualities that make us unique.

We value public spaces where neighbors can interact, including parks, community centers, farmers markets, community gardens, neighborhood schools and more. We value the vibrancy created by interacting with other people.

We value civic awareness and involvement, volunteerism, and local decision-making. We support a community-based decision-making structure.

We love that Portland offers many big-city amenities, but has kept its small-town feel. We like the friendliness, approachability and "easy going" attitude of Portlanders.

Portlanders Discuss Community:

"I love the smaller town feel with many big city attributes. Great restaurants, theatre and shopping but still has the feeling that you'll run into your neighbor or someone from the community wherever you are around town."

"It's a human-scale city: its institutions, architecture, transportation and other amenities are very approachable and not intimidating."

"I value walkable neighborhoods with schools, parks, mass transit, grocery stores and small independent businesses in the neighborhood. Keeping urban neighborhoods safe and convenient is extremely important to the vitality of Portland."

"I like Portland's individuality. It's not homogenous like so many other cities. Keep Portland weird!"

"[I value] the wonderful spirit that pervades this community. It is the only large city I know of where traffic still stops to let you cross the street, even when you are not at a crosswalk. At the core of our success is how much we value people and relationships."

"[My vision for Portland:] We are all walking safely on the streets, with a deep background feeling of family – that we are all in this together and that we belong."

equity and accessibility

We value the right of every person to have access to opportunities for meeting basic needs and improving health and well-being. We believe that all residents should be able to use our systems to access jobs, services, housing, education, transportation options and passive and active recreation without physical, social or economic barriers.

We believe in innovative approaches to creating economic opportunity beyond addressing basic needs.

We value the ability of all Portlanders, regardless of background, to find living wage employment.

We value sufficient employment opportunities to keep talented people in Portland and to provide meaningful work.

We believe that the benefits and burdens of growth and change should be shared fairly among our communities, and all residents and groups should be fully involved as equal partners in public decision-making.

Portlanders Discuss Equity and Accessibility

"The test for every decision made by our city leadership is, 'Is this action in the best interest of the citizens who must live with its results [and] consequences?'"

"[My vision:] Portland has led the state and the nation in assuring equal civil rights for all… including gay people."

"[In the future,] health insurance and health care are available to all – and that includes alcohol, drug and mental health treatment."

"[My vision:] Our neighborhoods are integrated. There is no such thing as the rich part of town or the poor part of town. People of color and immigrants are no longer compelled to live in a select few neighborhoods."

"[I hope] it is a city where every child in every public school has an opportunity for a first rate education; an education that is not only focused on excellence in English, math and science, but which emphasizes civic involvement, an understanding of how government works, … and which offers opportunities to every child for a rich education in the arts."

Attendees at a BroadArts visionPDX performance answer questions about the city's future.

A visionPDX Committee member socializes with an IRCO employee at the IRCO visionPDX Open House.

Photo by Stacy Davis

sustainability

We value taking responsibility for actions that will affect our long-term future. Sustainability means meeting the environmental, social, cultural and economic needs of the present while ensuring the similar needs of future generations. Sustainability indicates care and respect for the ecosystem as well as for the people within it.

Environmental Sustainability: We value our natural environment, and recognize that the actions of individuals, communities, government and businesses can impact our environment, both locally and globally. We value innovation to creatively address environmental challenges, and we prioritize the natural environment in policies and decisions.

Social Sustainability: We value social and cultural interaction among diverse members of our community, and put a priority on social capital and learning from one another. Social sustainability means that we consider how the choices we make affect other people in our community now and in the future.

Cultural Sustainability: We realize that our region has been populated for thousands of years, and we recognize and appreciate these original inhabitants and their work to protect this place for future generations. We also work to preserve the recent history of our people and this place to help tell the full story of our community.

Economic Sustainability: We believe that working towards sustainability does not have to harm the economy but gives us a competitive advantage. We value systems that enable businesses to support themselves and their employees while embodying the community's values. We support our local businesses to ensure that our community's distinctiveness will continue to flourish.

Portlanders Discuss Sustainability

"Until I moved to Portland, I did not even begin to understand the importance of sustainability. It is this I value most, because we are a city filled with people who really do care about the environment and our long-term effects on the world as a whole."

City Repair's T-Horse brings out folks to talk about their community on a hot summer day.

"It is important for me to live in a community that promotes recycling and sustainability. It gives me hope for the future. Our environment is paramount to me."

"The city has truly become an example of a sustainable way of life, proving it is feasible, and at the same time keeping ties to the global economy and being economically strong."

"[In the future,] we are a city almost entirely fueled by renewable energy. Reducing waste, reusing, and recycling is a way of life for almost everyone. We set an example for the rest of the country. We inspire the nation to live as we live and, as a result, make our nation and our world more responsible."

"I imagine Portland to continue and enhance its commitment to green spaces and parks, as well as naming many of these places after the Tribal communities that originally lived here."

Photo by Stacy Davis

Photo by Stacy Davis

additional values

These values were also strongly expressed in the community input.

Accountability and Leadership

We value transparent and fair processes. We value decision-makers with integrity who are connected to the community and consider the common good when making choices. We value leaders who inspire others to act towards a common goal.

Inclusion and Diversity

We value fostering respect for and promoting interaction among all individuals in our community, regardless of race, ethnicity, sex, gender or gender identity, sexual orientation, belief system, political ideology, ability, socioeconomic status, educational status, veteran status, place of origin, age and geography. By doing this, we will have richer relationships and make better decisions for our future.

Innovation and Creativity

We value imagination and original thinking to introduce and test new ideas, products and services that benefit the community. We believe that many solutions can be found to seemingly intractable problems through collective and creative problem-solving.

Safety

We value communities that are safe, crime-free and work in partnership with public safety efforts. We value a caring community that seeks to support those in need of help or assistance. We prepare for emergencies and support development and maintenance of infrastructure – sidewalks, roads, bike paths, sewer and water lines, power lines, urban tree canopy, etc. – that will support safe and healthy communities.

five elements
built portland

Built Portland covers the physical and structural parts of our city, such as buildings, houses, parks, open spaces, transportation and roads. Built Portland considers what we want our communities to look and feel like, how we get around and what role our downtown serves in the region.

The following statements reflect our values and how they apply to Built Portland.

In 2030:

Our city is compact, green, dynamic and accessible to all Portlanders.

We innovate in the areas of transportation, public art, architecture and design while maintaining a healthy infrastructure.

Decisions about how and what to build are thoughtfully made and incorporate diverse viewpoints and priorities.

Our distinctive neighborhoods are built around hubs and exist in relationship with a thriving downtown, which is the center of the metro region.

Our built environment is a mix of the reassuringly old and strikingly new.

We value our public, open and natural spaces as well as our safe, comfortable streets.

People in all parts of Portland get around easily on foot, bikes, wheels and public transportation.

We have access to and can afford to live in a variety of housing choices geared to our diverse populations.

Photo by www.portlandground.com

built portland

Imagine the possibilities for the Built Portland of 2030. Here's just one possible story. What will the story look like for your neighborhood, your community?

Emily's Day

Emily, a 24-year-old Portland State graduate student, leaves her home in Outer East Portland a little after 8:00 AM. She bought her condo, situated along the new MAX line, because it offered a fast and easy way to get downtown, but also had entertainment, stores and restaurants within walking and biking distance. She takes the train downtown with her bike, and after class, heads over to Forest Park for some hiking with her friend before visiting her grandmother, Carol, in the King neighborhood.

Though getting older, Carol will be able to remain in her home for years to come because it was designed to allow people of all abilities to use it, with few stairs, easy-to-turn knobs, wide doorways and more. Many public buildings have been similarly redesigned to be more accessible to people with disabilities and to elders.

Unlike Emily, Carol tends to drive most places – she's unable to bike and prefers the independence of the car to the bus. Even though the city of Portland now has several hundred thousand more people than it did decades ago, the roads are still well-maintained, and Carol has little problem getting around the city in her carbon-neutral car.

Today, though, Carol and Emily walk to a local community center for a gardening workshop. Emily just reserved a spot at one of Portland's many community gardens, and Carol, with her big backyard garden, is helping her granddaughter learn the ropes.

After the workshop, Emily joins a friend for a late supper near home at one of Portland's many delicious restaurants, where they run into some folks they know from the neighborhood. Emily is reminded of how small Portland still feels, despite all the recent growth, and is happy that the city has been able to maintain that community feeling.

built portland

Considering our values and the trends our community faces, we provide some direction for Built Portland in the statements below.

Visualizing Built Portland

1. Public transportation systems create a system-wide web, connecting neighborhoods to one another as well as providing easy access to and from the central city.

2. Portland provides incentives to protect historically viable architecture while encouraging creative design for new structures.

3. Communities and transportation systems are designed to promote ease of access to work, services and play while ensuring carbon neutrality.

4. All new development meets green building standards, while many existing buildings have been renovated for efficiency.

5. Portland promotes dense development in neighborhood centers and along retail corridors and has encouraged well-designed infill development.

6. Portland encourages high population density while incorporating parks, environmentally protected areas, street trees, community gardens, green spaces, waterways and pathways.

7. Portlanders also have easy access to forests, natural areas and farms immediately beyond the urban area.

8. Portland continues to be the model American city for multiple modes of transportation, including pedestrian and bike paths, light rail, buses, trams, trolleys and car sharing. We maintain the road system for all users.

9. Portlanders thrive in neighborhoods that provide goods and services within walking distance from residences and workplaces.

10. Portland recognizes the value of diverse, mixed-income neighborhoods. Families with children can still live throughout Portland, regardless of their income.

11. The transportation system is built to handle industrial and commercial activities and to provide an effective freight system.

12. East Portland is an integrated part of Portland, while maintaining its distinctiveness.

"Keeping urban neighborhoods safe and convenient is extremely important to the vitality of Portland."

"I appreciate the emphasis on mass transit. I can get most places easily, efficiently, and quickly by bus, MAX [or] trolley."
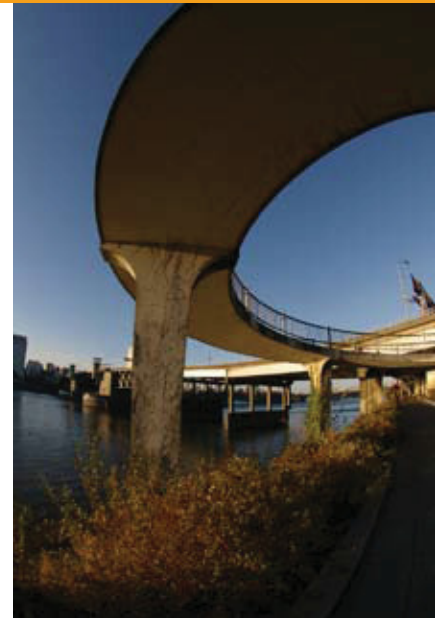
economic portland

Economic Portland covers issues of opportunity, prosperity and livability related to our economy and the availability of meaningful work.

The following statements reflect our values and how they apply to Economic Portland.

In 2030:

Portland businesses use their innovation and independence to become environmentally, socially and economically sustainable.

In our vibrant downtown and neighborhood hubs, businesses reflect their communities' values and help to define and support their unique local identities.

Portlanders support and protect the viability of local businesses to enhance a feeling of community, preserve the uniqueness of neighborhoods and allow for creativity among Portlanders.

Commercial, industrial and other business activity creates local jobs while connecting to regional and global economies.

Partnerships between government, business and education prepare all Portlanders for quality jobs.

Equitable access to both quality education and the supports we need to succeed enable us to earn living wages and fully utilize our differing abilities and talents.

Photo by www.portlandground.com

Photo by www.portlandground.com

Photo by Thomas Le Ngo

economic portland

Imagine the possibilities for the Economic Portland of 2030. Here's just one possible story. What will the story look like for your neighborhood, your community?

Nazanine's Day

Nazanine rises early. A local baker, she does much of her work before the rest of the city wakes up. She enjoys her time alone, though – on her short walk to the bakery she often runs into some early joggers or dog-walkers, who she'll later see in her store. Her walk gives her time to reflect.

Nazanine moved to Portland a few years ago from her home in New York, and found just what she was looking for: a real community that is supportive of small businesses and entrepreneurs. She received assistance from both the City government and her customers to make her dream – her very own Persian-inspired bakery – a reality.

Jacob is already at the store when Nazanine arrives, and she is grateful once again that she's been able to find so many good employees who also live in the neighborhood. Localism is a theme running throughout her business. With new networks of suppliers and processors, she is able to source most of her flour, sugar, eggs and other ingredients from area farmers, and she works with other businesses in nearby neighborhoods to take care of her bookkeeping, printing and other needs.

After the lunchtime rush, she heads over to a business association meeting, where she agrees once again to organize the annual art festival. She loves how active the businesses are in Portland's "neighborhood villages," and with the influx of corporate headquarters downtown that support the arts, fundraising for these events has become even easier.

Nazanine heads off to shop and make some calls to suppliers before walking home again, as another day in the neighborhood comes to a close.

economic portland

Considering our values and the trends our community faces, we provide some direction for Economic Portland in the statements below.

Visualizing Economic Portland

1. Portland is the global model for sustainable business practices.

2. Local incomes rise because industry, education and government collaborate to increase skills of low-wage workers and the unemployed.

3. Portland attracts and cultivates innovative, creative and entrepreneurial talent that continuously sustains and renews our economy.

4. Portland fosters the development of small and large businesses that support our core values, enhance neighborhood viability and draw on local talent.

5. Portland provides incentives for business and cultural activities to settle and stay in the city center.

6. Portland's distinctive neighborhood stores provide a diverse array of products and services for local residents, so that residents can obtain daily goods and services within walking or biking distance of their homes.

7. Portland sees economic development as an inclusive effort with diverse strategies designed to bring prosperity to all segments of the population.

8. Portland has invested in mentorship and support programs for small businesses, allowing them to grow and thrive.

9. Brownfields are restored in an environmentally sustainable manner to support economic and community health.

"I'd like to see Portland bring in green-technology business, as well as keep its manufacturing and biotech endeavors."

"I'd like to see more jobs closer to where I live so I wouldn't have to leave my boy with my sister when I'm at work."

"[We need] more jobs with better wages. Income is not keeping pace with increased housing costs."

"I believe that Portland should emphasize protecting the middle class (which is rapidly evaporating in the U.S.) and lead the country in finding ways to encourage small business to tap into our most valuable resource, our well-educated, alternative-thinking young adults."

environmental portland

Environmental Portland includes both the natural areas within and around Portland, as well as our commitment to sustainability and environmental preservation. Environmental Portland addresses areas including transportation, our rivers, our parks system and our lifestyles.

The following statements reflect our values and how they apply to Environmental Portland.

In 2030:

Protection and restoration of the natural environment is integrated into every aspect of civic life, guiding our decisions and public policy.

All Portlanders have equitable access to public resources such as public transportation, bike and walking paths, community gardens and access to locally-grown, healthful food.

This access allows each of us, regardless of location or economic status, to choose environmentally sustainable lifestyles.

Our healthy streams, rivers and forests support a diversity of native plants and wildlife.

Greenspaces and parks are plentiful throughout our city and the vibrant Willamette River is a hub of community activity.

We are a model of a sustainable city, and as such we proactively address key issues including transportation, development, energy and water use.
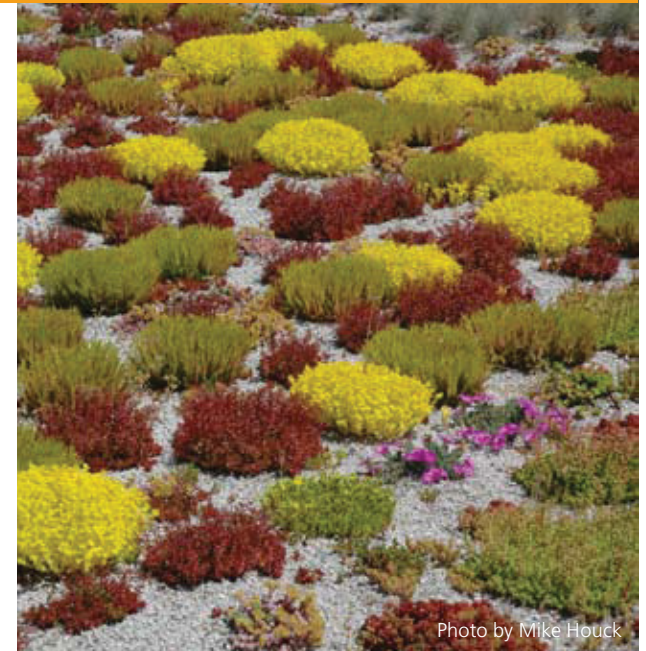
Photo by Mike Houck

Photo by Thomas Le Ngo

Photo by Mike Houck

elements of the city

environmental portland

Imagine the possibilities for the Environmental Portland of 2030. Here's just one possible story. What will the story look like for your neighborhood, your community?

Justin's Day

Justin wakes up early, but not early enough to catch his housemates. He and three of his friends bought their old bungalow a few years back, when the City of Portland offered incentives for groups of people to buy older houses originally designed for single families. For the City, this meant more population density with existing housing stock and conserving resources. For Justin and his friends, it meant being able to gain equity in a home while living in a convenient, close-in neighborhood, something he would not have been able to do on his own.

Justin takes a quick shower, barely realizing how different the experience was from the people living in the house 30 years earlier. His water is heated by solar panels on his roof; the shower is short, to preserve drinking grade water; and this water, along with that from the kitchen sink and gutters, is captured in a cistern below the ground to be used as "greywater" for flushing the toilet and watering the garden. This is now standard practice – not only does it save money, but it also makes much better use of a valuable resource.

After a quick run in one of his neighborhood parks, he bikes off to work. Justin is one of many people in the region employed in the clean energy field. He helps people adopt energy-efficient practices in older houses as well as install renewable energy systems in homes and neighborhoods. Today, Justin reviews plans developed by one neighborhood association to site small-scale wind turbines in their district, then leads a public meeting with nearby residents about the project.

Justin ends his day with a meeting with City officials and businesses about creating an "Energy Zone," an area of town that would be a net exporter of energy to other parts of the city. While many folks are already living environmentally responsibly, and new developments meet high standards on green building and energy use, the growth of the city has made carbon-neutrality a moving target. Pilot projects like this have been known to inspire others to action. Justin is glad to be creating a positive future in Portland, knowing that his work motivates others to do the same.

environmental portland

Considering our values and the trends our community faces, we provide some direction for Environmental Portland in the statements below.

Visualizing Environmental Portland

1. A commitment to nature and the environment is one of the things that unites Portlanders – from daily purchases to long-term projects, we consider the environmental implications of the decisions we make.

2. Every Portland resident lives within a short distance of a park or greenspace.

3. We have many pocket parks, community gardens, rooftop public spaces and other alternate open spaces in addition to our large city parks.

4. The city has developed and implemented a policy of zero net loss of green and open spaces.

5. In addition to protecting green and open spaces within the city, commitment to good planning for growth has ensured that natural areas, farms and outdoor recreation are still nearby and easy to access outside the city.

6. Some brownfield sites are regenerated into greenspaces and wildlife habitat.

7. The urban tree canopy has continued to expand.

8. Portland maintains healthy rivers, streams, wetlands and ponds.

9. The Willamette River is now clean enough to swim in and it provides abundant wildlife habitat and safe fishing.

10. There are public and private incentives for local, organic food production.

11. Portland continues to excel in recycling, which now diverts almost all waste products into new uses, saving energy, landfill space and creating new products.

12. Our community has prepared for resource scarcity, and we do not suffer from changes in access to oil, water, food or electricity.

13. Portlanders enjoy some of the cleanest air and water in the country.

13. Our city has developed educational opportunities that make ecological, sustainable lifestyles accessible for all Portlanders.

"[We need] a cleaner Willamette River area. The Willamette is a beautiful centerpiece to Portland's scene and it should be valued as such."

"I absolutely love the park systems. It is so amazing to have such a large selection of high quality and enjoyable parks. It makes the city seem very open and uncongested."

"It is important for me to live in a community that promotes recycling and sustainability. It gives me hope for the future. Our environment is paramount to me."
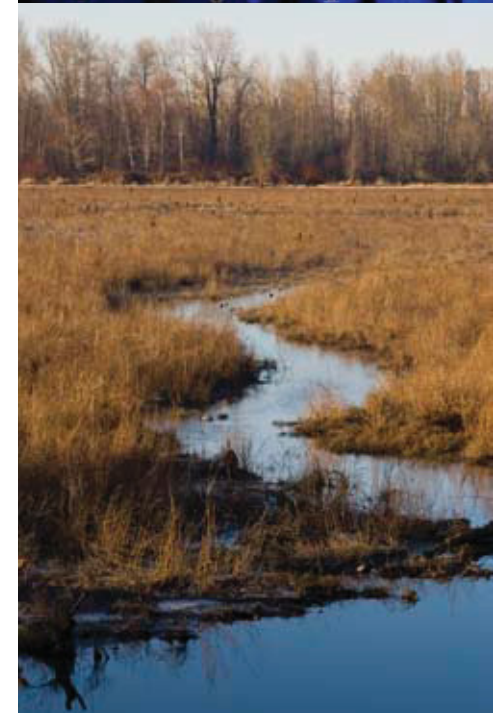
learning portland

Learning Portland considers not only schools, but also practicing an ethic of lifelong education. Learning Portland recognizes that education happens on both the individual and community levels and that it is strongly linked to economic prosperity.

The following statements reflect our values and how they apply to Learning Portland.

In 2030:

Portland has established itself as a world-class educational community.

Built on the understanding that education is vital to the social and economic health of the city, Portland is committed to, and nurtures, all forms of learning.

Children and young people are valued and understood to be the future of our society.

Elders are likewise revered for their wisdom and offered opportunities for both teaching and learning.

We hold an unwavering commitment that all young people are afforded high quality education while providing diverse ways to learn and achieve.

Lifelong learning guides our education through an integrated system of early childhood education through high school, college, professional and community education, and beyond.

Education and learning are the foundation for achieving our individual and community goals.

Our schools are multiple-use facilities and integral components of our neighborhoods and communities.

elements of the city
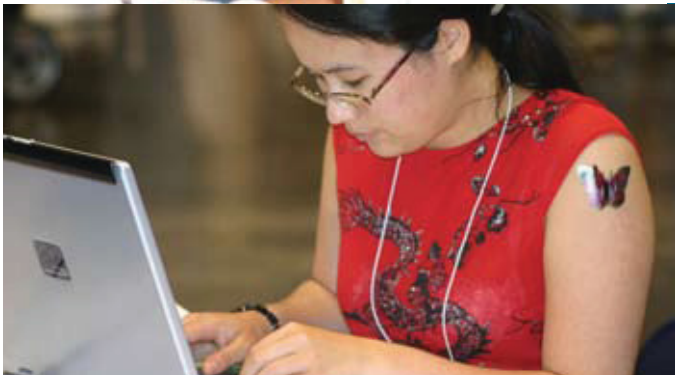
learning portland

Imagine the possibilities for the Learning Portland of 2030. Here's just one possible story. What will the story look like for your neighborhood, your community?

The Parker Family

A family that spans generations in one home, the Parkers exemplify Portland's commitment to lifelong learning.

June Parker, the matriarch, is a widow who considers herself to be both a teacher and a student. She instructs community members on Portland's African American history at the Oregon Historical Society and is also earning a second degree from the University of Portland in a program designed for returning students. June's classmates come from different areas of the city and the globe – with some decades younger than she, and one even older.

June lives with her children and grandchildren in a new development, built for larger families and intended to bring more children into the inner city school district. Within the development are June's two children, their spouses and five grandchildren. Not only does the family enjoy being close, they foresee a day when June will need home care and they know she will have loved ones near by to help.

Mike Parker, June's son, is an architect who helped build the development where they live. He decided to join the profession at an early age, when Portland Public Schools and several local architecture firms sponsored a hands-on learning program in his middle school. Mike is happy to see that these programs have now expanded throughout all of Portland's public schools to include art, music, theater, medicine, green building and many other public-private learning partnerships.

Of June's five grandchildren, four are enrolled in public school, one of which is a music and arts high school with a sister-city arts exchange program.

The youngest, Candice, attends an on-site early childhood development center. June often drops by to read her favorite childhood chapter books to Candice and her classmates.

learning portland

Considering our values and the trends our community faces, we provide some direction for Learning Portland in the statements below.

Visualizing Learning Portland

1. Every Portlander has the opportunity to achieve individual educational goals, and Portland provides an educational environment that ensures that anyone has the ability to obtain higher education degrees.

2. Portlanders cherish our five public school districts; quality public education is readily available to every pre-k-20 student.

3. The public and private sectors jointly provide a pre-K-20 educational enterprise that serves the intellectual, cultural and economic needs of the region, the city and its people.

4. Portland's higher education institutions serve as incubators of intellectual, economic and creative ideas.

5. The arts are integrated into all pre-K-12 education as a commitment of Portland to develop and foster creativity and innovation.

6. Portland provides adequate training for its future economy by investing in programs that prepare young people for the workforce.

7. Teachers are valued and supported in the schools and in community.

"I think great cities start with great schools."

"[My vision for Portland:] All children attend their neighborhood school and there are NO segregated classrooms."

"My future Portland...is famous across the nation for its successful educational system: students flourish here and feel respected, no matter their race or economic background."

"I want middle class families to flock back to PPS because it offers creative and substantial academic programs."

"[In the future,] PSU has turned into a well-funded major research institution yet maintained its come-one-come-all educational atmosphere."

social portland

Social Portland considers individual and community health and well-being and how we relate to one another. It covers the civic life of Portland from processes for engaging communities in public decision making to partnerships in public safety.

The following statements reflect our values and how they apply to Social Portland.

In 2030:

We are a community whose members care about and are committed to our individual and collective well-being.

We view our diversity as a vital community asset, whether they are differences of race, ethnicity, sex, gender or gender identity, sexual orientation, belief system, political ideology, ability, socio-economic status, educational status, veteran status, place of origin, age or geography.

We facilitate the inclusion of all Portlanders in our democratic processes and in community decision-making.

Because we are actively engaged in the governance of our city, we have confidence that our leaders' decisions advance the common good.

Portlanders have equal access to education, employment, health care, safety, and housing, and our basic needs are met.

Health is a priority for our community and health care is available to all.

All Portlanders feel safe on our neighborhood streets and in our downtown, and our community members work with a responsive police force to solve problems.

Portlanders create, appreciate, and have access to a variety of art culture, reflecting our community's heart and soul.

Photo by www.portlandground.com

Photo by Thomas Le Ngo

Photo by Stacy Davis

elements of the city

social portland

Imagine the possibilities for the Social Portland of 2030. Here's just one possible story. What will the story look like for your neighborhood, your community?

The Story of Juan and Sumaya

Juan and Sumaya came from different continents, he from South America and she from Africa. Although political unrest in their home countries brought them both to Portland, they didn't realize they had so much in common until they met at Portland's civic leadership center – a gathering place that unites diverse cultures and communities and forms a hub of civic engagement.

Having spent several years in a refugee camp as a child, Sumaya struggled with English and with schoolwork when she first came to Portland. Fortunately, the civic leadership center housed many independent cultural organizations with bilingual and bicultural tutors, who helped her catch up on homework. Juan was also enrolled in a tutoring course, and soon not only were both students able to speak English, Sumaya was also speaking Spanish and Juan had learned a few phrases in Somali.

A few months ago, Juan and Sumaya were elected by their peers to serve on an advisory council for Portland Public Schools, an example of Portland's efforts to involve youth in local government. Today they are visiting the offices inside the center with multilingual flyers about an upcoming meeting designed to connect parents to their children's schools. It is a familiar role for Juan and Sumaya, who also serve as unofficial ambassadors to new immigrants and refugees, organizing monthly "Welcome to Portland" gatherings at the center. At these meetings, newcomers get to know their adopted city and neighbors who live nearby.

Several City offices have moved into the center, bringing local government closer to the community. City employees and neighbors can often be seen chatting over coffee or tea in the center's many informal gathering spaces or visiting local businesses.

Photo by Belen Sainz--Lopez

social portland

Considering our values and the trends our community faces, we provide some direction for Social Portland in the statements below.

Visualizing Social Portland

1. The City of Portland has invested in accessible gathering spaces where its diverse community members can interact and communicate.

2. As in generations past, Portlanders find unique ways to solve problems collectively because the City of Portland encourages public deliberation and considers public decisions from multiple viewpoints.

3. Responding to the increasing diversity of its residents, the City of Portland has developed civic engagement mechanisms that allow for broad participation.

4. Neighborhood associations have a strong voice, as do identity-based groups whose members cross neighborhood boundaries.

5. Structural barriers to public involvement have been addressed and all Portlanders actively participate in civic life.

6. Government has ensured accessibility and equity in all public programs.

7. Basic needs of community members are met, allowing Portlanders the opportunity to succeed and to express their full ingenuity.

8. Individual, community and environmental health are among the highest in the nation because they are considered a public priority.

9. Heath care is available to all and Portland is committed to sustaining the adequacy, viability and excellence of local health care systems.

10. The police force is reflective of Portland's diversity and officers work collaboratively with the entire community to resolve conflicts and keep the city safe.

11. Both the urban core and our neighborhoods are healthy, clean and crime-free spaces to live, work and play.

12. The variety and breadth of artistic and cultural activities showcases our city's commitment to creativity and innovation.

"Keeping Portland small enough to remain a community where every voice can be heard is important to me."

"Portland is diverse! Different cultures are welcomed here, including the disability community!"

"[In the future,] the social conscience of the city has shifted from focusing on surface issues to really addressing the class and race issues that exist."
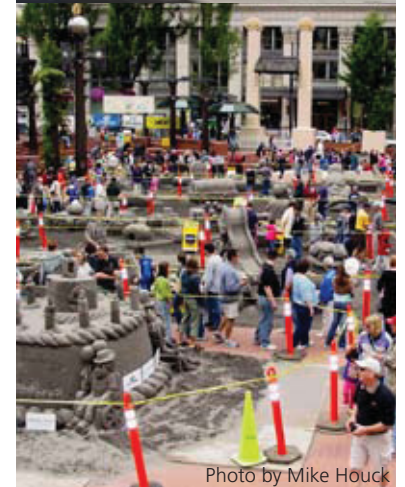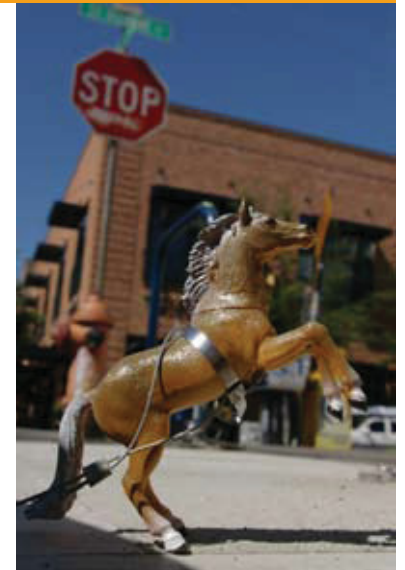
Photo by Mike Houck

expect change

population growth

Portland's residents value its small town feel, its human scale, and its community connectedness – the feeling that we know and care for one another. Yet in the future, Portland's population is expected to grow into that of a much larger city.

Recent Trends

Portland

The City of Portland has experienced consistent growth since the 1980s through annexations, migration and natural growth. Between 1990 and 2000, the most significant increases in population were in the central city and the neighborhoods east of I-205, though no Portland neighborhoods have seen significant declines in population. About 40% of the growth has occurred due to migration into the city, with the rest from natural increase (where there are more births than deaths)[4].

Population projections within the City of Portland boundaries show very little growth in the short run. From 2000 to 2007, Portland's population grew by about 4 percent, making it the 31st largest city in the US, according to the Census Bureau. The Planning Bureau projects that the city's population will grow by only 3 percent over the next five years. Nevertheless, growth of the regional population will likely increase demand for the city's services and amenities.

The Metropolitan Region

The metropolitan area has grown significantly in recent decades, gaining nearly a million people between 1970 and 2000. Between 1990 and 2000 alone, our region grew at about twice the rate of the nation as a whole, with 70% of this growth caused by migration to the area[5]. While Multnomah County continues to have more people than other counties, its share of the overall population has been falling. In fact, between 1990 and 2000, Clark County grew at a rate of 45%, Washington County at 43% and Multnomah County at a relatively lower 13%[6].

While Portland has seen new households in the Pearl District and downtown, many of the region's new households are at the periphery. This is already changing the distribution of population across the metropolitan area, and is expected to continue to do so. However, Portland is still the site of a significant amount of regional development. Currently, the City of Portland has a goal to capture 20% of new regional households. Between 1995 and 2005, the City exceeded that goal for a rate of 33% over the 10-year period[7].

Top: A Southwest Portland resident fills out a visionPDX survey at Neighborhood House, Inc.

Bottom: visionPDX grant recipients network at the visionPDX First Thursday at City Hall in April 2006.

4 Institute of Portland Metropolitan Studies, "Metropolitan Briefing Book 2007," page 9.
5 Coalition for a Livable Future, "Regional Equity Atlas: Metropolitan Portland's Geography of Opportunity," page 12.
6 Institute of Portland Metropolitan Studies, "Metropolitan Briefing Book 2007," page 8.
7 Progress Toward 2040: Portland's Story – Presentation to City of Portland Planning Commission, May 9, 2006.

population growth

Projected Trends

According to Metro, our regional, tri-county government body, the Portland area gains 500 people in an average week. Metro estimates that an additional million people will be in the region by 2030[8]. Another estimate says that by 2025, the 6-county Portland metropolitan region will include 2.7 million people – a 40% increase from the 2000 population. At that point, our population will be larger than the current metropolitan populations of St. Louis and Baltimore and just under Seattle's current metropolitan population of 3.1 million.

Whatever statistics or projections one views, current best thinking indicates that the Portland metropolitan area will continue to grow. If this growth materializes, we need to be ready to absorb it without compromising the things that Portlanders have said are important to them – housing choice and affordability, a healthy ecosystem, an easy-to-use transportation system, availability of good jobs and good schools and much more.

_____
[8]Metro, New Look Issue Position Paper Booklet, Coming to Grips with Growth.

Change in Household Makeup

While Portland's population has grown in recent decades, the makeup of the population is changing as well. Since the 1970s, married family households have declined in both absolute numbers and as a percentage of households within Portland. Several inner city neighborhoods have seen a decline in the percentage of families with school-aged children as well as a decline in the overall median age of residents between 1990 and 2000. Further, Portland in 2000 had a smaller average household size (2.3) than any of the region's counties.

This means that these neighborhoods have become attractive to young adults, single or married, who have delayed having children or have chosen not to have children. Elderly adults also make up a smaller share of these neighborhood residents, as many have retired to other communities.

Projections show that the number of households will continue to grow, but household size will fall and families may grow only slightly. Thus, according to current projections, families will make up a smaller share of the overall population in the near future.

Portland Metropolitan Population Forecast
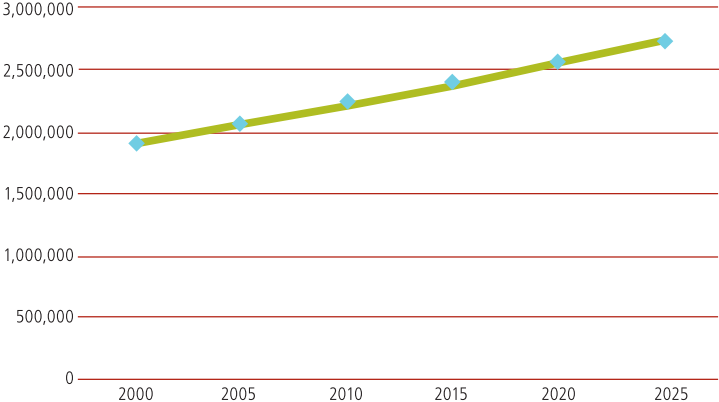
Sources: Oregon Department of Economic Analysis; Washington State Office of Financial Management
* Data for Clackamas, Columbia, Multnomah, Washington and Yamhill counties in Oregon and Clark County in Washington.

Portland Population and Household Forecast
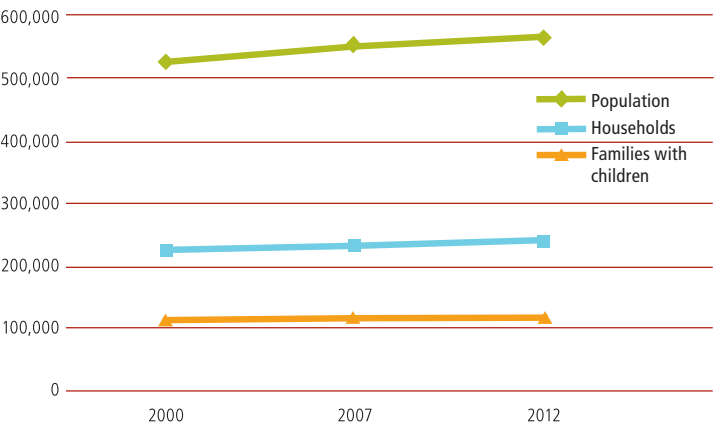
Sources: US Census Bureau; Projections by the City of Portland Bureau of Planning

population growth

Top: Elders in Action volunteers hit the streets to talk to elders about visionPDX.

Bottom: Korean American seniors fill out the visionPDX questionnaire as part of the Korean American Citizens League grant.

Aging Population

As we consider the kind of city we want in the future, we must also consider the fact that we will be a city whose residents are older.

Nationwide, the population is aging. The U.S. Census bureau predicts that the percentage of the population age 65 and over will increase from 12.4 percent in 2000 to 20.7 percent in 2050. In our region, as shown in the chart below, the over-65 population will more than double, and its share of the population will rise from about 10 percent today to over 16 percent in 2025. Similarly, the over-85 population will double.

Retiring Baby Boomers

These changes have important implications for business, education and government. As the baby boom generation ages, business and government struggle to find replacements for workers nearing retirement and higher education considers ways to train the current workforce to meet these emerging needs. According to the Oregon Employment Department, the number of workers ages 65 and older increased by 64 percent from 1992 to 2002, and the percent of workers nearing retirement age, age 54 to 64, increased by roughly 70 percent during that same time. Older workers are well represented in some of the state's largest industries, particularly health services.

Planning for Aging

As a community, we must consider how to address the needs of a diverse, aging population in the way we provide services such as public transportation, parks, and housing.

In addition to different needs, the aging population can provide resources as they retire – nonprofits may get a boon in the energy and experience of the retiring baby boomers to improve our city through volunteerism and by increasing social connectedness.

Planning for older populations can be an important component of the community's work in the next two decades. Participatory processes, community involvement and expert direction are needed to meet the needs, as well as harness the potential, of an aging society.

Aging Population Projection, Portland Metropolitan Area
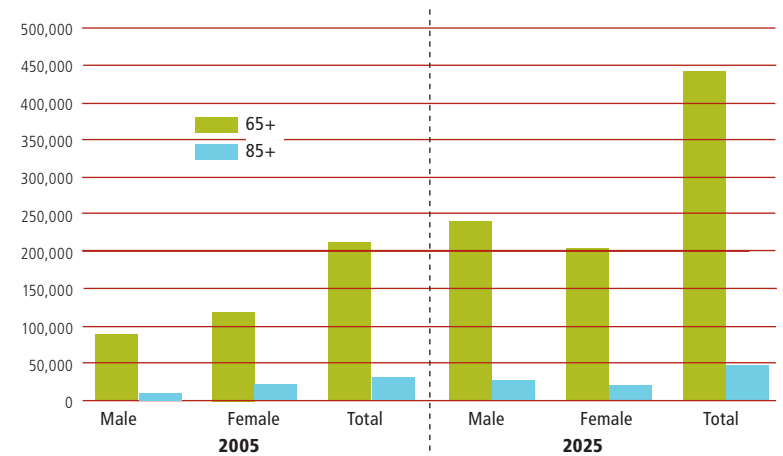
Source: Oregon Office of Economic Analysis; Washington State Office of Financial Analysis

expect change

What does a million mean?

It is very difficult for most people to conceptualize what impact one million new residents will have on the region. I believe that the best way to conceptualize the magnitude of the challenge in front of us is to observe how this region changed as we absorbed the most recent million residents.

To do this we need to go back to 1968, because during the period between 1968 and 2006 we grew by one million residents. This journey of 38 years won't necessarily give us any insights into how to prepare for the future, but it will give us a sense of scale for the changes and the challenges that we are going to face over the next 25 years.

In 1968, the median sale price of a single family home was $16,200. This was pretty affordable to someone with the median household income of $7,700. A loaf of bread at Freddies cost 25-cents and gasoline was just 34-cents per gallon. In fact, an entire barrel of gasoline in 1968 cost a little more than what two gallons cost today ($6.23).

Traffic congestion was not a problem in 1968. There was no rush hour traffic on the only two freeways in town: the Banfield Freeway and Interstate Five which opened two years prior with the completion of the Marquam Bridge. While the cheap gas and empty freeways represented a drivers' paradise, there were few other options for residents to get around. TriMet didn't even exist in 1968 and a private bus company called Rose City Transit teetered on the edge of insolvency.

Back then, the local economy was dominated by forest products, transportation and public utilities. Not one of the top ten employers in 1968 is among the top 10 in 2006. Intel, our largest employer today, didn't operate in Oregon in 1968. They opened their first plant in Aloha in 1976. Nike didn't exist in 1968. Phil Knight was an Assistant Professor of Business Administration at Portland State. He ran a small shoe company named Blue Ribbon Sports out of the trunk of his car. The company wouldn't be renamed Nike for another ten years.

When it came to the commercial life of the region, the world still revolved around central Portland. Lloyd Center Mall had just opened, but in the suburbs there was no Washington Square, Clackamas Town Center, or Mall 205. Kruse

Way was still the Kruse family farm. The large employment areas of Washington County and Rivergate were still farms and marsh lands respectively.

In the area of higher education, Portland State University was then called Portland State College and annual tuition was just over $400. Community education was all the rage in 1968. Both Mt. Hood and Portland Community Colleges were established by public vote that year. Clackamas Community College was created just two years prior. It would be several years before any of these schools opened a campus.

OHSU was still the University of Oregon Medical School. The three schools of medicine, dentistry and nursing weren't merged to form OHSU until 1974.

As far as the built environment, the region has changed dramatically as we absorbed one million residents. In 1968, the tallest building in downtown Portland was the 25-story Harrison Condominium tower in the South Auditorium area near PSU. Today, it is the 20th tallest building in Portland.

The change in the suburban landscape has been no less dramatic. There were farms and open spaces between most communities 38 years

ago and it was probably unthinkable to the residents of Hillsboro that one day there would be continuous urbanization between their city and Beaverton, just as that notion of continuous urbanization between Hillsboro and North Plains is unthinkable today.

Simply put, one million new residents will have a transformative impact on our region. Preparing for that future will take more than a few tweaks to height limits in our centers or designating a few thousand acres of urban reserves on the edge.

We can't predict the future, but we are not powerless. Confronted by rapid growth, our predecessors demonstrated uncommon leadership by creating statewide land use

planning laws, the urban growth boundary, Metro and TriMet. They built new roads and light rail lines, community colleges and hospitals. They created entirely new neighborhoods and cities, and they protected historic neighborhoods from destruction. They revitalized downtown Portland and adopted the [Metro] 2040 Plan to curb suburban sprawl. They taxed themselves to purchase over 8,000 acres of natural areas.

In Portland and Oregon, we have inherited a legacy of innovation and progress in the face of rapid growth. Today is our turn to write the next chapter and I am confident that we can step up to the challenge.

Metro Councilor Brian Newman

growing diversity

Percent Minority Population, Portland Vancouver Metro Region

Legend: 1990 | 2000 | 2005

- Black/African-American: 2.7%, 3.3%, 3.6%
- American Indian/Alaska Native: 0.9%, 1.9%, 1.8%
- Asian & Pacific Islander: 3.4%, 6.2%, 7.0%
- Hispanic/Latino: 3.3%, 7.4%, 9.3%
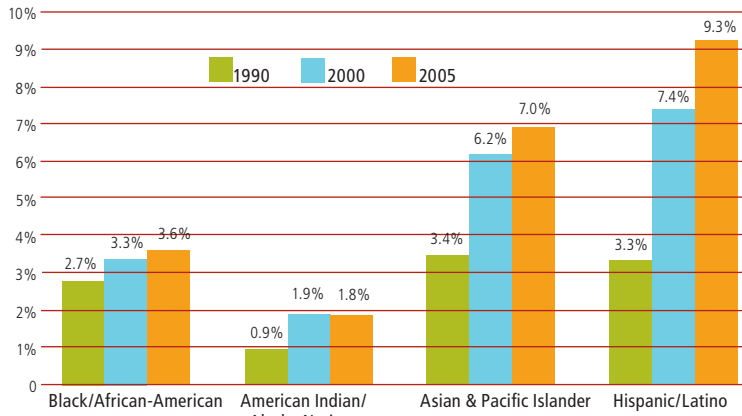
Source: US Census Bureau

Hispanic/Latino Age Distribution Metro Area 1900 & 2000

Source: US Census Bureau

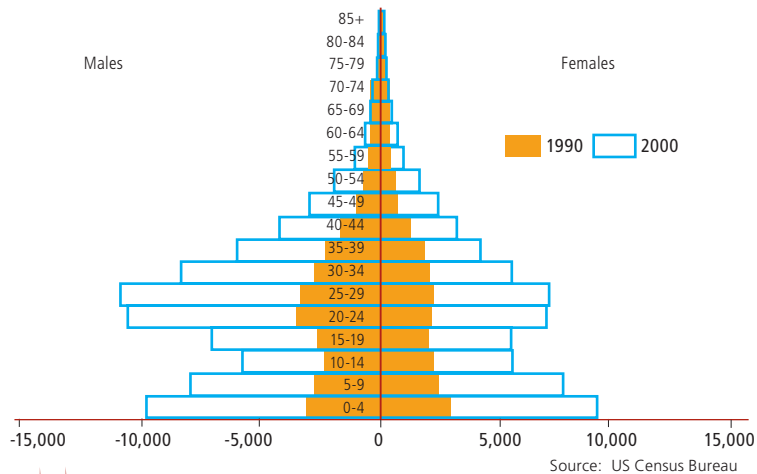The metropolitan Portland area population has a less ethnically diverse population than most other metropolitan areas in the United States and the West Coast. Metropolitan Portland's minority population comprised 20% of the metropolitan population in 2005, compared to an average 36% of other metropolitan areas of similar size.

Fueled by internal and international migration and new births, Latinos are the fastest growing minority population in the metropolitan region.

- The U.S. Census Bureau reports that the Latino population increased from 50,600 in 1990 to 142,400 in 2000, an increase of 181% during this period[9].

- Census estimates indicate that this population grew by another 52,000 between 2000 and 2005.

An analysis of the age distribution of this population shows that these population changes will have a dramatic effect on the ethnic composition and the educational support needs of schools as the youngest members of this population enter school age.

People of color are increasing as a percentage of overall population of the Portland region, and related changes and trends are also apparent. As a group, people of color in Portland tend to earn less than their white counterparts, and poverty rates for minorities are higher than for whites. Driven in part by housing affordability, there appear to be larger clusters of people of color, people in poverty and children living in further-out locations, both in Portland and in the larger region, and fewer of them living in close-in Portland neighborhoods. The impact of this is already affecting the region's school systems and will likely have many impacts on our community's future.

Our growing cultural and ethnic diversity provides new challenges and opportunities for Portland to weave the richness of our many communities into our civic and social fabric.

[9] There is general agreement that the US Census likely undercounts certain population groups, including the poor and communities of color. This can happen because of mistakes in reporting the data, fear of consequences if the information is shared and how the Census is carried out (by mail, which might miss homeless people or people who have informal living arrangements). Portland's Native American community in particular has expressed concern about the accuracy of Census data.

expect change

changing economy

Changing Job Market

The Portland Metropolitan region has shown robust employment gains over the 30-year period from 1970 to the 1990s. The region more than doubled the number of jobs in all sectors, from around 500,000 to over 1 million. Nationally, manufacturing declined in the 1990s, but the Portland region experienced more than a 25% gain in employment in this sector. In the past, the region's diversity among sectors has provided insulation against the cyclical extremes of boom and bust cycles that have occurred in some cities[10]. In the 1990s, the region was more subject to national trends.

Currently, the Portland economy highlights many vulnerabilities. Like other cities, Portland has continued to lose headquarter status of many national companies. While the greater number of manufacturing jobs has generated growth and higher income levels, it has also made Portland more susceptible to a cyclical economy. In addition, the absence of a top tier research university directs much public and private funding elsewhere[11].

As the Portland region emerged from the recession that hit in 2000 and 2001, it added jobs to its economy. Today the region has more jobs than ever. However, the structure of those jobs has changed. Since 1990, the share of manufacturing jobs in the region has fallen from 17.1 percent to 12.5 percent today, though the overall number has increased. At the same time, the share of jobs in the service sector has expanded. Manufacturing is becoming less labor intensive, and services are becoming moreso; however, their shares of statewide economic output have remained relatively stable in recent decades. This has changed the requirements for getting a good job in our economy.

Economic Strengths

Portland has distinguished itself in many ways, making it a desirable place to live and work. Portland ranks 13th in educational attainment in cities, with almost 39% of Portlanders over age 25 holding a bachelors degree or higher[12]. An educated workforce is a necessary resource for high-tech and high-skill businesses. Portland ranks in the top five, and often in the top two, in many national rankings looking at everything from biking and walking to dog ownership, sustainability, library circulation, local food and best places to live and visit[13]. A livable community is a draw for new people, and Portland has seen its population grow while many other regions in the country are shrinking, especially among the 25-34 age group.

Total Metropolitan Nonfarm Employment, Seasonally Adjusted

Source: Oregon Employment Department

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[10] City of Portland Bureau of Planning, "Portland Present," January 2004.
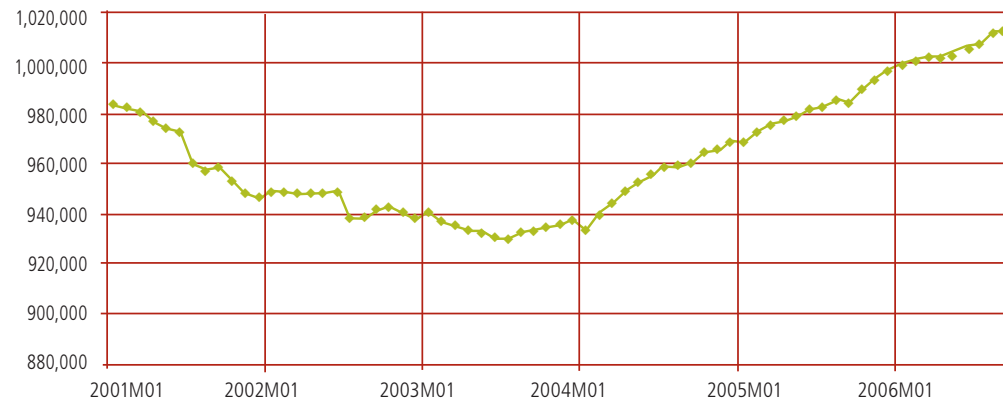[11] *Ibid.*
[12] US Census Bureau, 2005 American Community Survey.
[13] See Portland Development Commission's Portland Praises web page:
  http://www.pdc.us/bus_serv/praises/default.asp

expect change

changing economy

Portland has a diverse economy. Small businesses (fewer than 50 employees) make up over 40% of the jobs within Portland city limits[14]. The Portland region has a large number of nonprofit organizations – 2,740 at last count – which employ over 73,000 people, or 9% of the Portland regional workforce[15]. Of these, 14% of nonprofit employers are in the health services sector, employing about half of nonprofit workers.

Portland as a region has developed many business clusters that attract income from outside the region. Creative services, high-tech products, metal products, food processing and many more make up our traded sector industries. In addition to drawing workforce talent, Portland's role as a West Coast trade gateway for marine, rail and air transportation has helped to drive the development of its industry clusters. These companies provide somewhere between one-quarter to one-third of the economic activity and employment in the region. There is general agreement that encouraging existing and emerging clusters will strengthen and diversify the region's economy.

Economic Challenges

This diversity and livability does not always translate into successful employment for all segments of society. In 2000, Portland's median household income ranked 32nd among the 100 largest US cities, experiencing substantial growth in the 1990s. Portland's poverty rate also declined in the 1990s and was significantly below that of most large US cities. The recession earlier this decade reversed some of that progress.

- While unemployment in the region has decreased from its high of 8.3% during 2003 to around 5% in 2007, the rate is still above the nation as a whole (4.6% in August 2007).

- Median incomes have largely remained flat since 2001, while the poverty rates have increased, sometimes sharply[16].

- In 2005, 17.4% of individuals in Multnomah County were below the federal poverty line, up from 12.7% in 2000. For Portland, the numbers were similar: 17.8% in 2005, up from 13.1% in 2000.

- The poverty line in 2007 is about $20,000 for a family of four.

Growing housing, food and health care costs create greater economic challenges for Portland area families and individuals, and will likely continue to do so into the future.

[14]City of Portland Bureau of Planning
[15] Facts on nonprofits from www.OregonInvolved.org
[16] Institutute of Portland Metropolitan Studies, "Metropolitan Briefing Book 2007," pp24-25.

peak oil

The term "peak oil" refers to the concept that oil and natural gas are limited resources and that we will inevitably pass the peak of oil and natural gas production in the world. Without careful preparation, the resulting steep price increases could be extremely disruptive, and individuals and businesses alike will be compelled to retool our economies and societies around new realities.

The City of Portland was one of the first cities to recognize the need to prepare for such a transition, establishing a Peak Oil Task Force[17] which presented its report, "Descending the Oil Peak: Navigating the Transition from Oil and Natural Gas," to Portland City Council in March 2007.
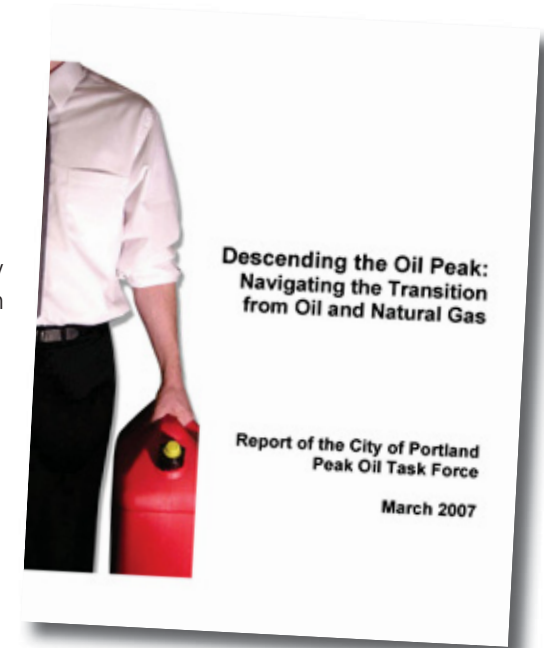
Gasoline Sales and Expenditures (Multnomah County)

Source: Peak oil task force report (figure 2)

■ Gasoline expenditures (constant 2006$)
— Gallons sold
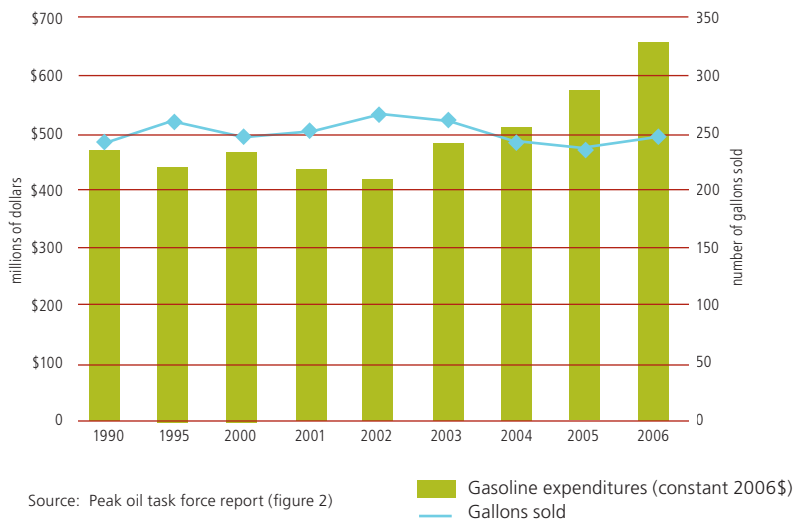
The report anticipates that, regardless of exactly when the peak oil phenomenon occurs, there will be dramatic consequences to our status quo:

- Transportation impacts will be large, both on individuals and freight. Individuals will feel economic pressure to shift to carpooling, more energy-efficient cars, walking or biking. Freight may shift from air and trucks to more shipping and rail. More densely populated city and town centers may facilitate transportation solutions.

- Higher prices for oil and natural gas will lead to higher food prices and less diversity in affordable food.

- Volatility in international markets will impact Portland's industries that are reliant on global capital. Some sectors, like Portland's growing clean energy industry, may gain demand.

- Social services in the region, already stretched thin, will likely be in higher demand, as people find it harder to make ends meet while paying more for transportation, health care, food, housing, heating and other basic needs.

As peak oil gains prominence and begins to intersect with other trends facing our region, many of the choices that the community expressed to visionPDX to be preferable will also support addressing and preparing for this transition.

Descending the Oil Peak: Navigating the Transition from Oil and Natural Gas

Report of the City of Portland Peak Oil Task Force

March 2007

[17]The Peak Oil Task Force report is available at http://www.portlandonline.com/shared/cfm/image.cfm?id=145732.

global warming

Over the past 100 years, the changing global climate has shrunk the glaciers on Mt. Hood by more than one-third. But melting ice on Portland's mountain icon is just the most visible of the impacts of global warming. The changing climate will impact Portland's future broadly and deeply. It means dramatic changes here in Portland and the foundations of the Northwest: our forests, rivers, fish, farms and coast.

Since 1900 the Pacific Northwest has warmed by 1.5° F. In the next century, the warming is expected to accelerate and increase by about 1° F every 10 years[18]. The last time this region's climate changed so dramatically was the Ice Age, when glacial ice sheets covered much of the Northwest. This time, fueled by vast quantities of human-caused carbon pollution, the climate is changing much faster.

Scientists expect that the Northwest will experience more warming in summer than in winter, and nights will cool off less than they do today. In addition, increased urbanization, population growth and related roads and rooftops will exacerbate the urban heat island, increasing temperatures even more.

Changes in the water cycle are equally important, with winters expected to be wetter and summers drier. This, coupled with higher temperatures, may mean higher streamflows in the spring, when water is already abundant, and lower flows in the summer, when surface water flows are badly needed for irrigation, drinking water, hydropower and salmon. The trend will be toward increased use and reliance on groundwater sources.

Forests, a cornerstone of Portland's economy and environment, are particularly vulnerable to climate change. The greatest threats to forest health include drought, fire, pests, and disease, and climate change is expected to increase all of these. Oregon's beaches, too, are threatened by rising sea levels and stronger storms, and coastal flooding and erosion will increase.

Portland will also experience significant changes as a result of the response to global warming. Fortunately, many of the local solutions to climate change offer substantial community benefits and can provide jobs as well as improve personal health. Reducing use of the fossil fuels that cause climate change – primarily gasoline, diesel, natural gas and electricity from coal and natural gas – also reduces

Mt. Hood August 1984 (above) and late summer 2003 (below).

Photos ©Gary Braasch From his book: Earth Under Fire; How Global Warming is Changing the World (University of California Press, September 2007)

[18] University of Washington Climate Impacts Group (http://www.cses.washington.edu/cig/).

global warming

the economic drain of paying for these fuels and improves the bottom line for businesses and for household budgets. Renewable energy resources like wind and solar power offer tremendous economic development potential, and strategies like adding insulation and upgrading windows simply make good economic sense. On the transportation front, increasing walking, bicycling and transit use has the added benefit of improving personal health and air quality, while keeping dollars in the local economy.

Climate change presents enormous challenges, both globally and here in Portland. However, Portland is an innovator in developing solutions and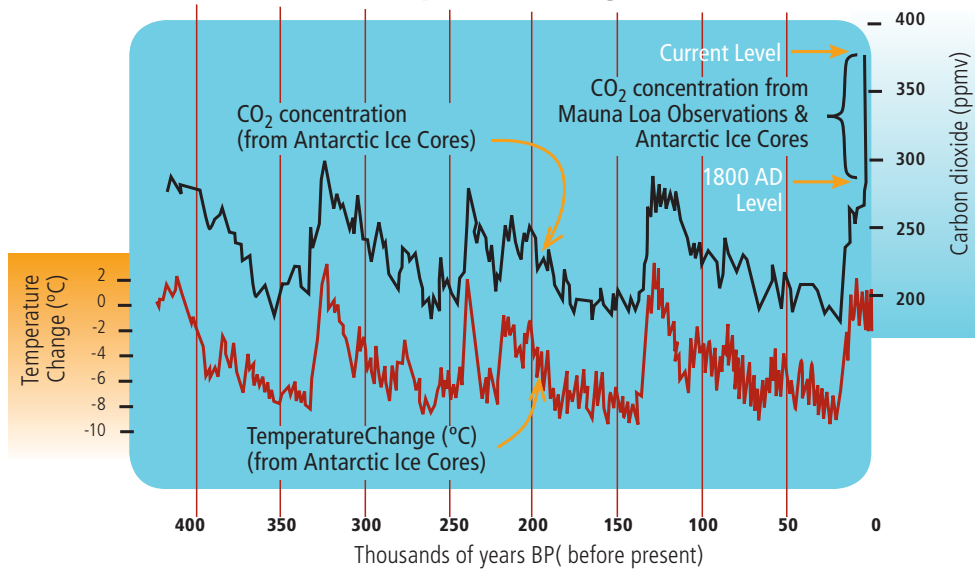 was the first city in the United States to adopt a climate-protection plan almost 15 years ago. As the world mobilizes to respond to climate change, Portland is positioned to lead the way in minimizing carbon emissions, reducing the disruptions caused by global climate change and making our community healthier, stronger and more vibrant.
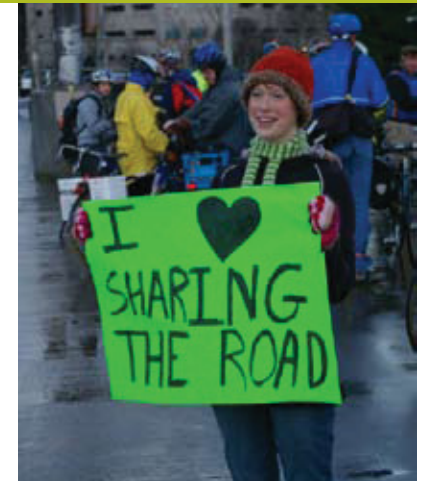
400 Thousand Years of Atmospheric Carbon Dioxide Concentration and Temperature Change

Current Level

CO$_2$ concentration from Mauna Loa Observations & Antarctic Ice Cores

1800 AD Level

CO$_2$ concentration (from Antarctic Ice Cores)

Carbon dioxide (ppmv)

400
350
300
250
200

Temperature Change (°C)

2
0
-2
-4
-6
-8
-10

TemperatureChange (°C) (from Antarctic Ice Cores)

Thousands of years BP(before present)

400 350 300 250 200 150 100 50 0

Data Source CO$_2$. ftp://cdiac.cml.gov/pub/trends/co2/vostok.icecore.co2
Data Source Temp: http://cdiac.esd.oml.gov/ftp/trends/temp/vostok/vostok.1999.temp.dat
Graphic: Michael Ernst, The Woods Hole Research Center

Greenhouse Gas Emissions Trend

Percent of 1990 level

120%
100%
80%
60%
40%
20%
0

United States

Multnomah Co.

∗ Portland's 2010 goal: 10% below 1990 levels

Emissions level required to stabilize the climate ∗

1990 2000 2010 2020 2030 3040 2050
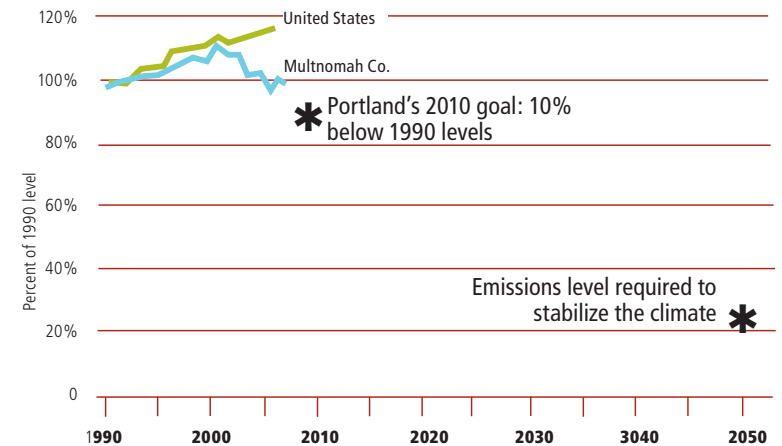
community challenges
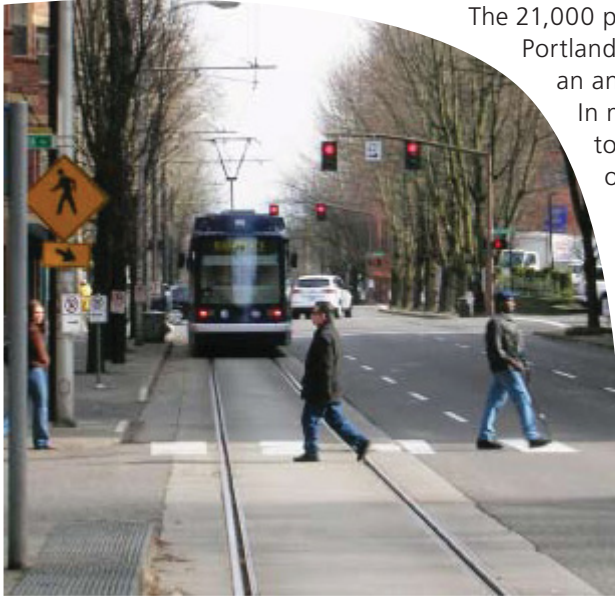
The 21,000 pages of comments we gathered from Portlanders did not always give us a clear picture or an answer to how we should approach our future. In many cases, the public was divided on how to address problems. Sometimes, the majority of people agreed with one course of action, but a small but vocal minority had a different perspective. On other issues, Portlanders appeared to be more evenly split on particular solutions to problems. Some of the challenges below come from an understanding of the community's values as well as the trends that our community faces.

These challenges represent many of those tensions on issues that require more thought, more conversation and more information.

Photo by Thomas Le Ngo

? How will we ensure accessible and convenient transportation options for all while promoting sustainability?

Many Portland residents value the city's diverse transportation options not only because they are accessible and convenient, but also because they allow us to live with fewer environmental impacts. There is a strong commitment to promote public transit, bicycles and walking as more sustainable transportation choices. However, some also would prefer more investment in roads, highways and parking to move people and freight into and out of our city. In the face of population growth and development, we face a challenge to meet all transportation needs sufficiently and sustainably.

? How will we balance diverse needs, interests and community values as we make choices regarding development?

Recent large-scale developments in the Pearl District and South Waterfront neighborhoods have caused some to wonder whether these publicly-subsidized projects are benefiting all Portland residents. Likewise, infill development, which has often been seen as being out of character with surrounding buildings, has raised concerns from neighbors. How should we balance diverse community needs and interests to plan for the kinds of communities we want?

? How will we encourage equitable community reinvestment while promoting economic opportunity?

Portlanders share a belief that corporations should be taxed equitably to support community services, but some feel that taxes on businesses, especially small businesses, are already too high. What is a business-friendly environment, and how will we provide it while protecting and enhancing our communities?

? How will we integrate sustainable practices into all businesses?

Portlanders want our businesses to embody environmental sustainability both for local benefit, as a model for the rest of the country and as one of Portland's traded sector businesses. Some of us feel that, to accomplish this, Portland's economy should have a primarily local orientation, while others believe that sustainability can be integrated into all businesses, even those that operate at the regional and global scales. The challenge will be to help businesses align their practices with the values that many Portlanders share while supporting their engagement with national and international markets. This is especially pertinent to the traded sector, which by definition brings income into our economy from outside the local environment.

? How will we pay for the educational system that our community needs and deserves while ensuring efficiency and accountability?

We understand that the success of our educational system is vitally important to our community and the future of its people. We value neighborhood schools and want our schools to be gathering places in our communities, and we see a strong connection between education and our economy. Many Portlanders, however, believe that the schools need more money to provide the level of service we want, whereas some believe that current funding levels should be adequate if only waste were reduced. How can we address our state school funding system as well as pursue efficiency and accountability so that our educational system excels and supports our children and communities?

? What is our responsibility to provide choice within our educational system?

Portlanders believe we need a highly inclusive approach that ensures ample opportunities for all children to a broad-based, rich educational experience. Some Portlanders favor providing more choice in the educational system, including gifted programs and charter and magnet schools. Some believe the focus for public dollars should be on ensuring that all students, especially the low-income, minority and English language learners are given equitable access to education in public schools.

? How will we address the pressures of growth while enhancing livability?

Projected growth and the resulting development in our region will require creative solutions for protecting the characteristics we value about Portland, including protection of our natural resources, local businesses, unique neighborhood character and small-town community feel.

Photo by Thomas Le Ngo
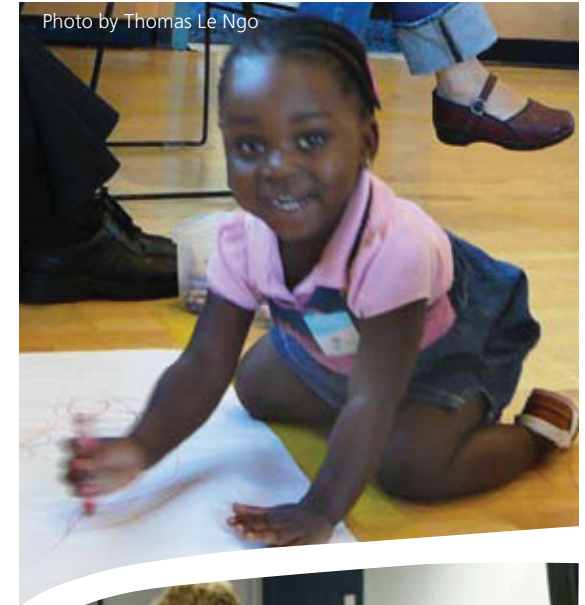
How will we provide public funding fairly so that all Portlanders have access to the basic environmental amenities?

Portlanders value our community's parks, greenspaces, access to nature and our environmentalism. A primary challenge in the coming years will be to overcome current disparities to ensure that all residents have access to public resources such as greenspaces, walking and bike paths, public transportation, community gardens and locally grown, healthful food so that each of us, regardless of location, can choose to live with less environmental impact.

How will we create efficiency in local government while honoring Portlanders' desire for meaningful involvement in decision-making?

Portlanders highly value and are known for their ability to "make a difference" in their communities and in government. Encouraging inclusive and authentic civic engagement can require a significant investment of money and time, which some see as competing with government's ability to carry out its basic functions.

How will a diverse Portland overcome the discrimination faced daily by some members of our community?

Building bridges among communities is important to Portlanders. Portland feels welcoming to many individuals and groups, who celebrate its diversity and open-mindedness. Some Portlanders, however, experience covert or overt discrimination in the forms of classism, racism, ableism, and other "isms." How do we move beyond eliminating social and physical discrimination, to embodying our values of diversity and inclusion?

How will we ensure people's basic needs are met?

Most people agree that we have an obligation to provide basic needs to those who cannot meet their own needs. While Portlanders recognize that many in the community don't have adequate access to basic services (food, shelter, and health care) and that social service organizations are challenged to meet demand, opinions differ on the question of who pays and for what. Some prefer to look to government to provide services while others feel the business community, nonprofits, individuals, faith-based groups and others should play a larger role.

visionPDX—how did we get here?

Throughout the project, visionPDX staff and volunteers have worked hard to model and practice community governance, ensuring that the process is truly led and driven by those whom the vision will impact. Responsiveness to community needs has been of utmost importance. This value has shaped our structure, process and timeline.

visionPDX Committee Structure

Selection Process

Although visionPDX was sponsored by the City of Portland, it was guided by a volunteer Vision Committee. The Vision Committee was chosen through an application process which was widely advertised and shared among nonprofit, neighborhood, business and other networks, through email, mail and by phone.

Over 120 people applied, expressing their definitions for success with the visioning project, why Portland is special to them, and how their background and experience contributed to perspectives they would bring to the committee.

The applications were reviewed for diversity in age, time in Portland, professional experience, cultural background, geographical location, interests and more. Mayor Potter was committed to having people with a broad range of perspectives on the committee. Members included those with years of experience in government processes, as well as those new to working with the City.

After selections were chosen from the pool of applicants, the Mayor's office sought several additional people based on recommendations from other Commissioners and to fill gaps in representation.

In the end, 57 people were chosen to be on the visionPDX Committee. The group was made up of business people, artists,

educators, neighborhood advocates and more. While these individuals were representative of Portland, they were asked to serve as individuals rather than representing particular organizations or perspectives. This enabled Vision Committee members to bring their whole selves and multiple perspectives to the group.

Committee Leadership

Soon after the initial Vision Committee meeting, the members split into six subcommittees. These groups each had a staff contact and a lead volunteer. These subcommittees largely determined what the visionPDX outreach period would look like.

- **Engagement Subcommittee:** established core values and goals for engagment work.

- **Grants Subcommittee:** determined process for grant selection; reviewed and selected grants for outreach phase.

- **Analysis Subcommittee:** developed the survey tool and the data analysis process.

- **Communications Subcommittee:** designed logo and communications plan.

- **Speakers Bureau Subcommittee:** wrote facilitator's handbook and trained volunteers for Speakers Bureau.

- **Research Subcommittee:** researched and compiled community trends information.

Photo by Thomas Le Ngo

Top: Staff member Cassie Cohen and Vision Committee member Nickole Cheron review the final vision document.
Bottom: Vision Committee members gather for food and discussion at a monthly meeting.

Photo by Thomas Le Ngo

Top: A woman fills out a visionPDX questionnaire. Bottom: Grant recipients and participants applaud at a grantee reunion event.

In addition to subcommittee meetings and tasks, the larger Vision Committee continued to meet monthly to share progress, get input on individual projects and make decisions collectively to guide the visioning process.

Beyond this, many of the Vision Committee members were active participants in all phases of the data review and analysis, and the drafting of the vision statement, determining the community's core values, and developing the five elements of the city.

Furthermore, the chairs of the subcommittees formed the Executive Committee, and this smaller body met bi-weekly throughout the process to make strategic project decisions and provide leadership on communications with the media and commissioners.

Impact on Project

While giving such a large body decision-making power over a project can be an unweildy and slow process, the benefits have been clear:

- Vision Committee members ensured that our process was inclusive, and that the goal of reaching underserved populations was met through diverse outreach strategies.

- Vision Committee members ensured that the grants program criteria were weighted towards programs that were creative, targeted to underserved groups, and demonstrated knowledge and expertise with the community proposed to be engaged. These priorities led to a unique group of grant recipients whose impact on the visioning process was enormous.

- In developing both the survey tool and the data analysis process, visionPDX chose to use qualitative analysis to evaluate and process the data. This decision helped us value the people behind the responses. The qualitative approach gave a richness and depth of data that would not have arisen with a quantitative, multiple choice survey or analysis that simply counted the number of times particular words were written.

visionPDX Process

visionPDX was designed to be an open, inclusive process. To that end, the committee adopted three guiding values for the outreach process:

1. Create ownership, over simply creating "buy-in."

2. Start from where people are in terms of readiness for the engagement activity.

3. Tailor the engagement to what best speaks to the targeted audience.

To honor these values, outreach projects both in the grant-funded programs and the Vision Committee work explored methods and processes that were creative, that built on existing community knowledge and relationships, and that reached out to diverse populations.

Engagement and Stakeholder Interviews

While planning for the engagement phase, several volunteers felt strongly that many communities would not want to take a survey or hold a discussion group on these topics right away, without a former relationship having been established.

Instead, having honest conversations first about what these communities were already doing in engagement, what worked and what didn't work well, and how to best reach out to their

communities was most important. It was felt that building relationships with these organizations, groups and individuals through Engagement Interviews could lead to further discussion around the four core questions, and would also benefit the project with a wealth of information on how to better dialogue with diverse groups.

Nineteen interviews were held with individuals and small groups. Interviewees were chosen to represent as many diverse populations as possible, within the general category of "people who are less likely to be involved in civic decision-making."

Vision Committee members also identified the need to interview key strategic partners and stakeholders. By asking questions about other organizations' visions and missions, their current goals, and how best to improve outreach, visionPDX sought to work in partnership with key leaders on creating and implementing the vision.

Staff and volunteers identified key stakeholders, and conducted twenty meetings beginning in March 2006, with the understanding that these interviews and relationship-building meetings would continue to happen during the course of the project. In addition to Portland-focused interviews, some efforts were made to reach out to other government entities outside of Portland.

Both sets of interviews were enormously helpful in grounding the engagement work of visionPDX. Most interviewees expressed interest in the project and encouraged visionPDX to continue the conversation with them and similar organizations in order to encourage increased support for the future vision.

See the visionPDX Engagement Report for more detailed information on what we learned from these interviews.

Survey Tool

The outreach was centered on a survey with open-ended questions to provide an opportunity for participants to give personalized answers and to contemplate ideas to impact change for the future of Portland. The survey contained the following four questions, developed by a group of Vision Committee members:

1. What do you value most about Portland and why?

2. What changes would you most like to see in Portland right now?

3. Imagine Portland 20 years in the future and all your hopes for the city have been realized. What is different? How is our city a better place?

4. As you imagine the Portland you've just described, what are the most important things we can do to get there?

The Committee decided to use these open-ended questions so that people could feel free to share their big ideas, and not be limited by multiple-choice categories. The Committee also did not want to limit responses to areas directly controlled by the City of Portland government. Since one goal of the vision project was to get beyond "silo" thinking about how things happen in our society, it was important to get the broad view of people's values and concerns and then later determine how the City and its partners could address them.

Top: City Repair volunteers perform a skit at Earth Day 2006 to entice people into thinking about Portland's future. Bottom: a performer at a Vecinos en Alerta fiesta helps create a celebratory mood for visioning!

In order to be truly inclusive, visionPDX worked to translate the questionnaire into as many languages as possible. Working with volunteers, partner organizations and grant recipients, visionPDX was able to publish its questionnaire in: Arabic, Cambodian, Chinese (Traditional and Simplified), English, Korean, Lao, Russian, Spanish and Vietnamese. These translations were used to gather hundreds of surveys in different communities; almost 12% of the visionPDX respondents have a native language other than English.

Grants

The visionPDX grants program, which comprised a large portion of our overall engagement effort, funded non-profit and neighborhood community outreach programs to conduct information gathering. Led by Vision Committee volunteers, the Grants Subcommittee allocated $250,000 in grants, and chose 29 organizations from 143 applications. The project term was April through September 2006.

Community grants supported organizations' ability to talk to people they knew best: people in their neighborhoods, clients and community partners, to name a few. Community-based organizations were trusted to implement strategies appropriate for the target populations they identified.

The three overarching goals of the grants programs were to distribute the funds to organizations to:

• Reach people throughout the City of Portland;

• Reach out to diverse populations; and

• Engage the public through creative outreach strategies.

The grants have had long-lasting impact in many of the communities in which they were carried out. Organizations learned more about their constituents, and are using this information to plan programming more strategically. Partnerships have been formed among grant recipients. Participants and volunteers have learned leadership and organizing skills, and have gone on to use their voice on other community projects.

Top: Young Korean Americans meet for a visionPDX social hour. Bottom: Graphic facilitation at a World Café captures the conversation and ideas of The Arc members.

The grants process is widely seen to have successfully established relationships with communities that have been difficult for government to reach.

See the visionPDX Engagement Report for more detailed information on what we learned from this grants process.

Mid-Course Correction

While visionPDX did not set out to conduct a scientifically rigorous survey, Vision Committee members wanted to reach a fair cross-section of the Portland population. To ensure that we were meeting this goal before the end of our outreach period, we worked with our consultant, the PSU Survey Research Lab, to analyze the demographic information on the surveys we had submitted through July 2006.

We presented the demographic information at a public meeting in August 2006 attended by Vision Committee members, volunteers, and several grant representatives. This group had an open conversation about the gaps in the data collection, and brainstormed ways to close the gaps before the end of the outreach period.

What the demographic analysis told us was that while we were hitting many of our targets in terms of reaching minority and underrepresented groups proportionally to those groups' population, there were several holes. Looking at demographics and a zip code analysis, it was determined that, compared to Census figures on population proportions, we were coming up short in reaching out to youth, elders and East Portlanders. We also determined that grant recipients' outreach was forming the majority of our survey responses.

Three actions came out of this meeting:

- A number of youth in East Portland were given stipends to collect surveys from peers.

- A partnership was formed between visionPDX, grantee BroadArts Theatre, and Marshall High School, to fundraise for BroadArts to perform their vision-funded musical "If I Were the Queen of This Forest," to an audience of the entire Renaissance Arts Academy student body. Classroom discussions on visioning and civic engagement, as well as survey completion, were part of the partnership.

- Finally, the outreach phase was extended by an additional month to ensure that these strategies were given time to work, and also to allow visionPDX to ramp up an online survey tool to engage the general public more broadly.

This open evaluation process and subsequent actions including extending the outreach phase demonstrates the project's willingness to learn from experience and respond to new information quickly.

Data Analysis

The surveys from the 2006 outreach phase were primarily collected by community groups and volunteers. The first challenge was to enter all 13,000 survey responses, plus additional notes from dozens of small group discussions, into an electronic format that could be coded and organized.

While some grant recipients were able to enter their own data, many others were overwhelmed at the task of not only collecting the data from their communities, but also typing in questionnaires with often long, detailed responses to the open-ended questions. visionPDX had expected the grant recipients to manage their own data entry, but it became clear that other arrangements would need to be made.

community input summary

In a separate report, visionPDX shares detailed analysis of the 21,000+ pages of comments from the community. A roughly 90-page summary is available on the visionPDX website. The complete report is forthcoming. Included in the report:

1. Summaries of values and main ideas in nine topic areas

2. Detailed description of the data collection and analysis processes.

Visit www.visionPDX.com

A member of the Arc of Multnomah-Clackamas demonstrates accessibility features at City Hall during a visionPDX event.

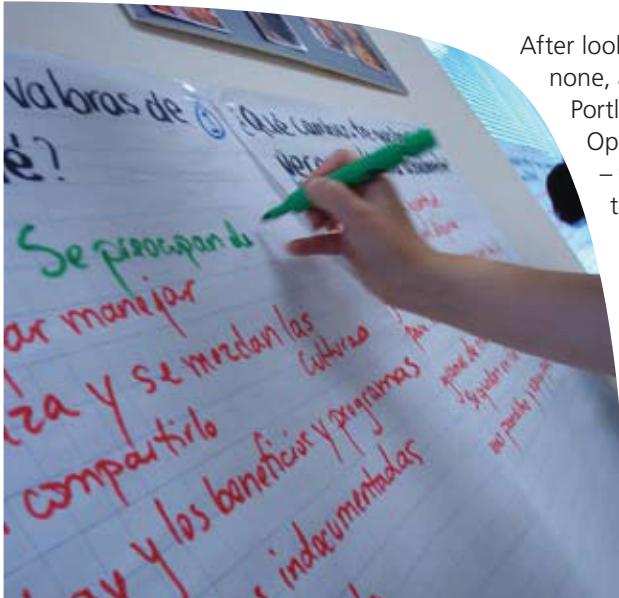After looking for an affordable consultant and finding none, an innovative partnership was formed with a local Portland Job Corps site. PIVOT (Partners in Vocational Opportunities Training) proved to be a perfect match – visionPDX was able to get support in entering thousands of questionnaires, and PIVOT students gained typing experience, exposure to new ideas about their hometown, a visit from the Mayor and an opportunity to testify in front of City Council.

Once the surveys were all entered electronically, visionPDX partnered with Portland State University's Survey Research Lab to organize the data from the surveys. The consultant team read all responses and coded them for content. This enabled the data to be easily organized into nine major topic areas: Economy, Education, Environment, Government, Public Health, Public Safety, Social Issues, Transportation and Urban Livability.

Once all of the data was coded and categorized, the Data Analysis Work Group (DAWG), a group of 35 volunteers, read, analyzed and summarized all of the community input. The project emphasized staying true to the data by ensuring that all perspectives voiced by the community were documented. At least two people read each and every comment, and the teams worked together to draw conclusions about what they had read.

Top: Notes from a visionPDX discussion are captured in Spanish.
Bottom: Drafting Committee members discuss Economic Portland.

Staff took the notes on main ideas, community values and tensions in the data and created a summary of all nine topic areas which was used in the next phase.

More information on this process can be found in the Community Input Summary (see sidebar page 45 and download from www.visionPDX.com).

Vision Creation

After the data was read and analyzed by the Data Analysis Work Group, another group of volunteers formed the Drafting Committee and wrote draft statements to reflect the summarized data.

The creation of these statements occurred through many hours of large and small group discussions and multiple written drafts. The evolving product went through extensive internal review and editing with the Vision Committee. Slowly, the model of the vision, values and five elements began to emerge.

Then, the draft statements were taken back to the community in a second outreach phase. See the visionPDX Engagement Report for more information on this check-in with the community.

Binders filled with responses to visionPDX questionnaire – over 21,000 pages of comments!

visionPDX Timeline

Flexibility was an important and useful lesson for the visionPDX team. As described above, the initial engagement phase was extended by one month to ensure that the outreach would be thorough and would reach intended audiences.

Data Analysis Process

Another revision to the timeline was required once the data was coded and returned from PSU's Survey Research Lab. The 21,000+ pages of data were understandably daunting to the 35 Data Analysis Work Group members, and the process that was initially thought to take two weeks before the holiday season in December 2006 was extended through January.

The timeline revision was required in order to allow our volunteers to spend additional hours reviewing what they had read, and ensuring that the volunteers had ample time to come together again and agree as a group on community values and tension points or disagreements in the data.

In the end, this process was one of the most rewarding for many of the Vision Committee members and volunteers, because they were allowed to be stewards of a rich community input process, and the analysis process itself was flexible enough to keep the focus where it needed to be—on the people who had taken the time to weigh in on Portland's vision for the future.

Community Check-in

Throughout our outreach work, we heard many groups and individuals tell us that the short conversation to fill out a survey was not good enough to truly involve people and get them committed to a project. People told us time and again that long-term relationships and continued consultation and involvement were the real first steps to community governance.

In response, visionPDX committed to come back out to the community before we took the vision to City Council. Initially, the outreach phase was envisioned to last only two weeks. We had learned from the outreach in 2006 that interactive discussions are the most rewarding for people, and also give rise to informative data.

visionPDX staff and volunteers held seven open houses at neighborhood coalition offices and 26 small group discussions with community organizations' members, staffs and boards. Because of the

Data Analysis - Demographics

65% reported working in Portland
82% reported living in Portland

How long have you lived in Portland?	N	Percent
Over 20 years	3,150	25.6%
11-20 years	2,283	18.5%
8-10 years	1,680	13.6%
1-5 years	1,674	13.6%
Less than 1 year	645	5.2%
Not applicable or missing	2,883	23.4%
Total	**12,315**	**100.0%**

Data Analysis - Demographics

80.3% reported that English is their first language

First language - not English	N	Percent
Spanish	632	5.1%
Russian	130	1.1%
Korean	108	0.9%
Arabic	75	0.6%
Chinese	56	0.5%
Vietnamese	49	0.4%
Other	387	3.1%
Total first language not English	**1,437**	**11.7%**
English first language or missing	10,878	88.3%
Total	**12,315**	**100.0%**

Educational Attainment

Highest level of education attained
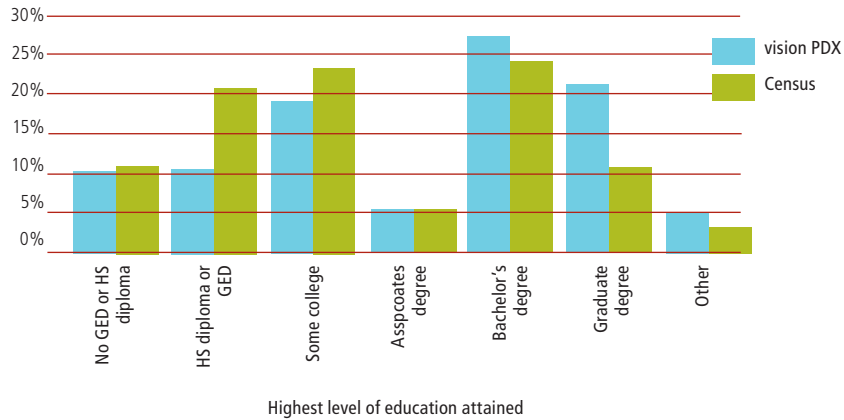
Race/Ethnicity of visionPDX Respondents, 2006
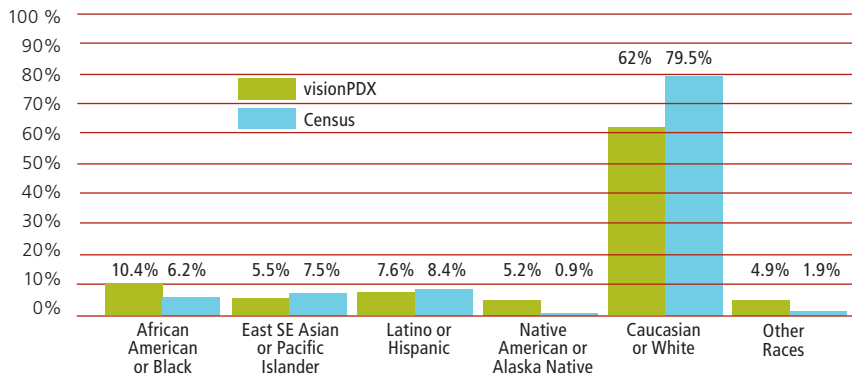
Respondents could select more than one race/ethnicity. Census data from the American Community Survey 2005.

ongoing interest in connecting with visionPDX, the engagement period was extended to two months. This flexibility allowed us to build relationships with many more organizations and agencies than our short timeline would have allowed, and increased interest in and ownership of our product.

Results

Through our outreach in 2006, visionPDX received over 13,000 completed surveys and discussion notes from over 75 small group discussions. We estimate that over 15,000 people took part in visionPDX during our main engagement phase in April - September 2006.

Another 2,000 or more have been involved in the project through the community check-in this past spring and summer 2007, the series of Sojourn Theatre performances in the fall of 2006 and in our preliminary outreach work in the summer and fall of 2005. This large number of people rivals the most extensive visioning outreach projects in North America[20], and has raised the bar in Portland for truly bringing new voices to the table.

For the 15,000 who connected with us during our 2006 outreach work, over 13,000 of them filled out all or part of the demographics portion of our questionnaire.

We also asked people whether they had filled out the survey in the past. If they said yes, their demographic information was not included in the analysis presented here. So out of a total of around 15,000 participants, we are able to report on the demographics of 12,315 respondents.

Who were the people we talked to?

- About 57% were female, and 42.3 male, and 0.8% identified as transgender.

- Eighty-two percent of respondents live in Portland (all zip codes) and 65% worked in Portland.

- About 44% have lived in Portland 11 years or longer, while about 18% moved here within the past five years.

---

[20]The City of Calgary, Alberta, with a population of over 1 million, reached 18,000 people in its imagineCalgary process in 2006, and Envision Central Texas engaged 15,000 people between 2002 and 2004, 12,500 through a mail survey.

- Almost 12% spoke English as a second (or third) language.

- Respondents tended to have reached a higher educational level than the Portland population as a whole. This was especially noticeable when comparing the percentage of respondents with a graduate degree or higher (21.6%) with the percentage in the general Portland population (10.8%). On several of the other educational categories, the visionPDX results matched closely to the Census data.

- Of those respondents who answered the sexual orientation question, over 12% identified as gay, lesbian or bisexual. An additional 3.3% identified as "other," with various responses recorded in the space provided. A larger proportion (22.5%) left this question blank than others.

- visionPDX respondents represented a smaller percentage of whites/Caucasians than the Portland population as a whole has. The demographics indicate that visionPDX was actually able to oversample both the African American and the Native American/Alaska Native communities, which has been challenging both for the Census and for market research polling methods.

More information about who visionPDX engaged will be available at www.visionPDX.com, both in the Community Input Summary and in the final report from the Portland State University Survey Research Lab.

Banner for a neighborhood T-Horse gathering, organized by City Repair through their visionPDX grant.

Data analysis - Demographics

Respondent age	N	vPDX	Census
Under 18 years	1,153	10.4%	29.7% total
18-24 years	1,181	10.6%	
25-34 years	2,620	23.6%	17.5%
35-44 years	2,259	20.3%	16.4%
45-53 years	2,806	25.2%	22.2%
60 years or older	1,101	9.9%	14.2%
Total	**11,120**	**100.0%**	**100.0%**

1,195 additional people did not respond to this question. Census data from the American Community Survey, 2005.

Data analysis - Demographics

Sexual orientation	N	vPDX	Census
Heterosexual	8,043	84.3%	not available
Gay	380	4%	8.8%
Lesbian	386	4%	
Bisexual	418	4.4%	
Other	317	3.3%	not available
Total	**9,544**	**100.0%**	

An additional 2,771 people (22.5%) did not answer this question. Census data from the American Community Survey 2005.

next step: the portland plan

Portland has a long and successful tradition of shaping its future through thoughtful planning and deliberative action. Today, Portland is regarded by its residents and visitors as a highly livable and vital city, a place which has built upon its distinct character and personality to attract and manage new energy and growth.

Our core plans no longer give adequate guidance to implementers about how and where to make the next round of significant new investments in infrastructure and programs. There are significant new challenges—and opportunities—facing Portland in the coming decades that our most important plans did not contemplate, such as growth in population and employment, global climate change, the changing make up of Portland's people, present and growing social and economic inequalities and decreasing public sector resources and faith in government.

Grounded in the values and findings of visonPDX, the Portland Plan will serve to guide the growth and development of Portland over the next 30 years. It will serve as Portland's updated Comprehensive Plan and include updates to the city's Central City Plan, City-wide Economic Development Strategy, and Sustainability/Global Warming policies. It will make use of the broad outreach and engagement generation in the visionPDX process and will continue to involve the public around policy choices and strategies.
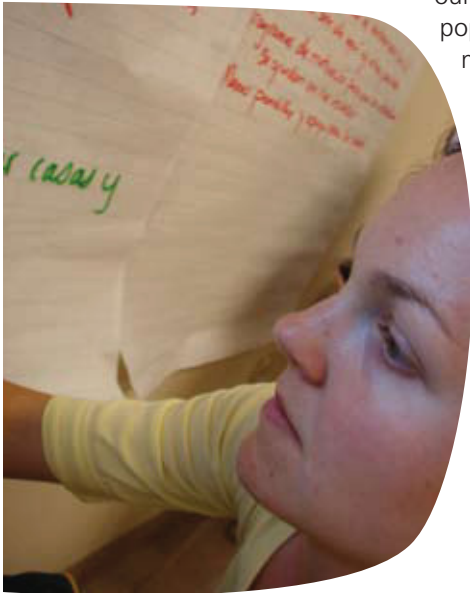
The Portland tradition has been to wrestle with the most important issues of the day and create a future by intentional thought and action, drawing on many stakeholders in to plan collectively and forming needed partnerships to take these plans into action. The Portland Plan will do just that for our generation, drawing together the community, business and agency partners, elected leaders and bureaus in short and long term actions. Together, we will address the most pressing issues facing our community today, articulate the fundamental aspirations of our residents about the future and set out actions to be taken to realize our dreams and meet our challenges.

Fishbowl discussion at IRCO Open House

acknowledgements

Portland City Council

Mayor Tom Potter,
  Commissioner-in-Charge
Sam Adams
Randy Leonard
Dan Saltzman
Erik Sten

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Michael Rohd
Jenna Padbury
Bina Patel
Karen Wolfgang

visionPDX Grant Recipients

African American Health Coalition
Alliance of Portland Neighborhood Business Associations
Arc of Multnomah-Clackamas
Asian Reporter Foundation
BroadArts Theatre, Inc.
Center for Intercultural Organizing / Bridgetown Voices
Center Neighborhood Association
City Repair Project
Elders in Action
Emerge
Film Action Oregon and Public Media Works
Hacienda Community Development Corporation
Hands on Portland
Human Solutions
Immigrant and Refugee Community Organization
Korean American Citizens League
Native American Youth and Family Center
Neighbors West-Northwest Review Board, Inc.
Oregon Action
Oregon Chapter of the American Society of Landscape
  Architects
Oregon Food Bank
Portland Public Schools
Q Center/LGBTQ Community Center Fund
Recovery Association Project
Sabin Community Development Corporation
Sisters of the Road
Southwest Neighborhoods, Inc.
VOZ Worker's Rights Education Project
Well Arts Institute

Additional Community Assistance

These groups, their members and/or staff provided guidance to visionPDX on engagement barriers and opportunities for partnership.

Albina Ministerial Alliance
Black United Fund of Oregon
Cascade AIDS Project
Central Northeast Neighbors
City of Gresham
Coalition for a Livable Future
Community Development Network
David Douglas School District
Disability Engagement Forum
East Portland Neighborhood Office
Ecumenical Ministries of Oregon
Enterprise Foundation
Friends of Portland Community Gardens
Girls Inc.
HIV Day Center
Latino Network
Metropolitan Alliance for a Common Good
Multnomah Youth Commission
Neighbors West/Northwest
Northeast Coalition of Neighborhoods
New Avenues for Youth
North Portland Neighborhood Office
Oregon Business Council
Oregon Council for Hispanic Advancement
Outside In
Parkrose School District
Portland Development Commission
Portland Peak Oil Commission
Portland State University, Masters in Urban & Regional
  Planning Students

ROSE Community Development Corporation
Self Enhancement, Inc.
Sexual Minority Youth Resource Center
Slavic Coalition
Southeast Uplift
Southwest Hills Residential League
Southwest Neighborhood Inc.
Sustainable Development Commission

visionPDX Partners

A visionPDX partner denotes an organization that has made a significant donation, in-kind or otherwise, to visionPDX.

Ashforth Pacific

Ashforth Pacific donated office space to visionPDX for over a year. Based in Portland, Oregon, Ashforth Pacific, Inc. is an investor and developer of commercial office real estate and provides integrated property management and construction services.

Comcast

Comcast showed the *visionPDX Public Service Announcement* on one of its stations in May, 2007 over 300 times.

PIVOT (Partners in Vocational Opportunity Training) Job Corps

PIVOT students helped visionPDX with data entry on thousands of questionnaires. In return, students met with the Mayor, spoke to City Council, and attended the annual State of the City address in 2007. Support from Cindy Sorum, Employability Specialist; Carolyn Schoenemann, Academic Instructor; and 27 student volunteers.

Portland Community Media

PCM is working with visionPDX to create a documentary of this once-in-a-generation process. They've dedicated countless hours to capturing the work of our grantees and volunteers. They've also produced several shorter videos for our use which are also available on our website.

Sojourn Theatre

Sojourn and visionPDX teamed up for a year-long partnership which culminated in the development of *One Day,* a performance about eight characters in a day full of choices in our community. The collaboration, led by Artistic Director Michael Rohd, used research and data gathered by visionPDX and first-person interviews by Sojourn to create this innovative performance piece. The show was performed 12 times around the city in September and October 2006.

Steps to Success

Steps to Success participants provided data entry support to visionPDX for hundreds of surveys.

Technical Assistance for Community Services

TACS partnered with visionPDX in the planning of the visionPDX grants program. TACS offered workshops on filling out the budget portion of the grant application and made technical assistance available to grant applicants.

Visioning Capstone Class

Students in Professor Chet Orloff's Portland State University Visioning Capstone Class contributed to the visionPDX outreach efforts and critiqued our process during the following quarters:

- Summer 2005
- Fall 2005
- Summer 2006
- Spring 2007
- Summer 2007

Portland State University, Survey Research Lab

Debi Elliot, Project Team Lead
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Alisa Glembotski, Project Manager
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Tara Horn, Report Coordinator
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Eva Rippeteau, Data Coder
Jessica Robb, Data Coder
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Susan Tingley
Kim Travis
Paul van Orden
Andrew Walker
Stephanie Wilmoth
Pablo Zavalla
Molly Zigler
Zuzka Zilkova

...and many more! We apologize if we have inadvertently left you off the list.

Also, our 29 community grant organizations worked with countless volunteers who donated over 11,500 hours of time to help visionPDX reach as many community members as possible. We deeply appreciate their commitment to authentic civic engagement.

glossary

Action: A provision or task to implement adopted policies.

Affordable Housing: The cost of housing as a percentage of household income. Housing is considered unaffordable when housing costs exceed a threshold percentage – nationally that standard ranges from 25 to 33 percent. Housing costs considered in this guideline generally include taxes and insurance for owners, and sometimes include utility costs. When the monthly carrying costs of a home exceed 30-35% of household income, then the housing is considered unaffordable for that household.

Alignment: When everyone is working together harmoniously as a unit toward the same objective or purpose.

Baseline: A baseline is a description or measure of the current state. It is the starting point from which an organization improves.

Benchmarking: Method of measuring performance against established standards of best practice.

Bicycle Boulevard: Bicycle boulevards are low-traffic neighborhood streets that have been optimized for bicycling. They are a facility shared with motorists and identified by signs and occasional pavement markings.

Bikeways: A term that encompasses bicycle lanes, bicycle paths and bicycle boulevards.

Built Environment: Refers to the human-created surroundings that provide the setting for human activity, ranging from large-scale civic districts, commercial and industrial buildings, to neighborhoods and individual homes.

Buy In: A state of mind that occurs when an individual or group understands and commits to a common goal or action plan.

Carbon Neutral: Being carbon neutral refers to the practice of balancing carbon dioxide released into the atmosphere from burning fossil fuels, with renewable energy that creates a similar amount of useful energy, so that the net carbon emissions are zero, or alternatively using only renewable energy.

Centers: compact, mixed-use areas of high-density housing, employment and retail that are pedestrian-oriented and well served by public transportation and roads. Centers are defined as the central city, regional centers, town centers, station communities and main streets, as defined by Metro. Mixed-use centers in the metropolitan region include the central city (Portland), seven regional centers (the downtown areas of Hillsboro, Beaverton, Oregon City and Gresham, as well as the Clackamas Town Center, Washington Square and Gateway shopping areas), 30 town centers and numerous main streets and station communities.

Central City: Downtown Portland is the Portland area's central city and serves as the hub of business and cultural activity in the region. It has the most intensive form of development for both housing and employment, with high-rise development common in the central business district.

City Beautiful Movement: The architectural and town planning style of the early 20th century that advocated the treatment of a city as a work of art.

Collaboration: Any cooperative effort between and among governmental entities (as well as with private partners) through which the partners work together to achieve common goals. Such collaboration can range from very informal, ad hoc activities to more planned, organized and formalized ways of working together. They share a sense of public purpose, leverage resources to yield improved outcomes, and bridge traditional geographic, institutional and functional boundaries.

Community garden: Small plots of land rented by individuals from some organization that holds title or lease to the land. The City of Portland runs a Community Garden Program that includes 30 garden sites with over 1,000 plots.

Compact urban communities: Urban locations which offer transportation, housing and shopping choices that reduce the need for automobile travel and support an efficient development pattern.

Complete Street: Designed and operated to ensure safety travel for all users – pedestrians, cyclists, transit-riders and motorists. Typically, complete streets include sidewalks, crosswalks, bike lanes and other features and amenities.

Comprehensive Plan: A document that identifies that guides growth and development for a local jurisdiction.

Congestion: A condition characterized by unstable traffic flows that creates stop-and-go movement on a transportation facility. Nonrecurring congestion is caused by actions such as special events, weather, and/or traffic accidents. Recurring congestion is caused by problematic facility design at a key location or constant excess volume compared with capacity.

Conservation: The management of resources, such as water and energy, so as to eliminate waste or maximize efficiency of use.

Density: A measurement of the number of people, dwelling units, or lots in rela-

tionship to a specified amount of land. Density is a measurement used generally for residential uses.

Design Guidelines: A set of design parameters for development that apply within a design district, subdistrict, or overlay zone. The guidelines are adopted public statements of intent and are used to evaluate the acceptability of a project's design.

Development: Any physical alteration and/or improvements of land which leads to subdivision of land; construction of any building or structure; road development; installation of utilities; grading; mineral extraction; the deposit of refuse, debris, or fill materials; or the clearing of natural vegetation cover with the exception of agricultural activities and trails.

Economic Development: A process to influence local economic conditions by stimulating private investment in existing and potential firms, thereby expanding an area's employment opportunities.

Green Building (also, Green Design): Building design that yields environmental benefits, such as savings in energy, building materials, and water consumption, or reduced waste generation. Green development minimizes energy consumption and minimizes pollution and the generation of wastes, while maximizing the re-use of materials and creating healthful indoor environments.

Green Street: A street designed and constructed to integrate a system of stormwater management within its right of way in order to reduce the amount of water that is piped directly to streams and rivers. Green streets typically incorporate green infrastructure, such as street trees and landscaped amenity zones, both for aesthetics and to enhance the environment.

Greenhouse Gas: Components of the atmosphere that contribute to global warming, including water vapor, carbon dioxide, methane, nitrous oxide and ozone. Human activities have added to the levels of most of these naturally occurring gases.

Greenspace: A term applied to open spaces in urban areas, including parks, preserves and public or private lands.

Greywater: Domestic wastewater that does not contain human wastes such as tub, shower or washing machine water that is recycled especially for use in gardening or for flushing toilets.

Groundwater: Water under the earth's surface, often confined to aquifers capable of supplying wells and springs.

Growth Management: The use by a community of a variety of combined techniques to establish the amount, type and rate of growth desired by the community and to channel that growth into designated areas. Growth management policies can be implemented through growth rates, zoning, capital improvement programs, public facilities, ordinances, urban growth boundaries and other programs.

Habitat: The physical location or type of environment in which an organism or biological population lives or occurs.

Historic Preservation: The process of preserving part of a community, from an individual building or part of a building to a whole neighborhood (including roadways and waterways), because of its historical importance.

Household: All persons residing in a single dwelling unit.

Household Size: All of the persons who occupy a housing unit.

Ibid.: (Latin, short for "ibidem," "the same place") is the term used to provide an endnote or footnote citation or reference for a source that was cited in the previous endnote or footnote.

Impervious Surface: Surface through which water cannot penetrate, such as a roof, road, sidewalk or paved parking lot. The amount of impervious surface increases with development and establishes the need for drainage facilities to carry the increased run-off.

Implementation: Actions, procedures, programs or techniques that carry out policies.

Infill Development: Projects that use vacant or underutilized land in areas that were previously developed.

Infrastructure: The physical systems and services that support development and people, such as streets and highways, transit services, airports, water and sewer systems and the like.

Initiative: An initiative is an activity that supports accomplishment of an objective.

Light Rail Line: A public rail transit line that usually operates at grade level and that provides high capacity, regional level transit service. A light rail line is designed to share a street right-of-way although it may also use a separate right-of-way or easement.

Mixed-Use: In land-use and transit planning, generally refers to different compatible land uses located within a single structure or in close proximity to each other.

Mobility: The ability to move about the region from one location to another.

Mode: A particular form of travel (e.g., walking, bicycling, driving alone, carpooling or vanpooling, bus, train, ferry or airplane).

Open Space: Any open land or other space (such as a river) which is predominately lacking in structural development. Open Space includes natural areas, wetlands, open water, wildlife habitats, farmlands, grazing areas and park recreation areas.

Passive Recreation: Recreation activities that require limited physical exertion on behalf of the participant. Examples include bird watching, walking or photography.

Pedestrian-Oriented Development: The development and siting of housing, commercial space, services, and job opportunities in a manner that accommodates walking. Such development is intended to create more vibrant urban areas and to reduce dependency on automobile travel.

Program: An action, activity or strategy carried out in response to adopted policy to achieve a specific objective. Policies and programs establish the "who," "how," and "when" for carrying out the "what" and "where" of goals and objectives.

Public Art: works of art in any media that has been planned and executed with the specific intention of being sited or staged in the public domain, usually outside and accessible to all.

Public Services: Facilities and infrastructure, including sanitary and storm sewer systems, water supply, energy, telecommunications, public safety and emergency services, schools, libraries and other facilities.

Recycling: The process by which waste materials are collected and reused as "raw" materials for new products.

Redevelopment: The restoration and/or improvement of an existing structure or property.

Social Capital: The value of social networks that people can draw on to solve common problems. The benefits of social capital flow from the trust, reciprocity, information and cooperation associated with social networks.

Solid Waste: A general category that includes garbage, trash, refuge, paper, ashes, metals, glass, plastics, construction debris, rock, soil, abandoned vehicles and machine parts, discarded appliances, yard wastes, manure and other materials.

Stakeholder: Those individuals, groups, and parties who either affect or are affected by the organization, both internally and externally. Stakeholders are involved or consulted as part of the strategic planning process so that their views, needs, and concerns are given consideration during the development of organizational goals, objectives and strategies. They may also provide input related to outcome measures.

Stewardship: Taking responsibility for actions affecting the natural or built environment. Positive stewardship demonstrates acceptance of this responsibility through the continuous improvement of environmental performance by individuals, communities, the private sector and governmental agencies.

Strategic Plan: A strategic plan is a disciplined, coordinated, systematic, and sustained effort that enables an organization to fulfill its mission and achieve it vision.

Transit-Oriented Development: The development of housing, commercial space, services, and job opportunities in close proximity to public transportation. Such development is intended to reduce dependency on automobiles, as well as better linking residences to jobs and services.

Universal Healthcare: State in which all residents of a geographic or political region have access to most types of health care. Universal health care is provided in most developed countries and many developing countries across the globe.

Urban Design: The attempt to give form, in terms of both beauty and function, to selected urban areas or to whole cities. Urban design is concerned with the location, mass and design of various urban components and combines elements of urban planning, architecture and landscape architecture.

Urban Sprawl: Haphazard growth or outward extension of an urban area resulting from uncontrolled or poorly managed development.

Walking Distance: The distance which an able-bodied person would reasonably be expected to walk. Commonly understood as ¼ mile, or about 10 minutes' walk.

Watershed: The land area from which surface runoff drains into a stream, channel, lake, reservoir or other body of water. Large watersheds, like the Mississippi River basin contain thousands of smaller watersheds.

Zoning: The division of a city by legislative regulations into areas, or zones, which specify allowable uses for real property and size restrictions for buildings within these areas; a program that carries out policies of the City's Comprehensive Plan.