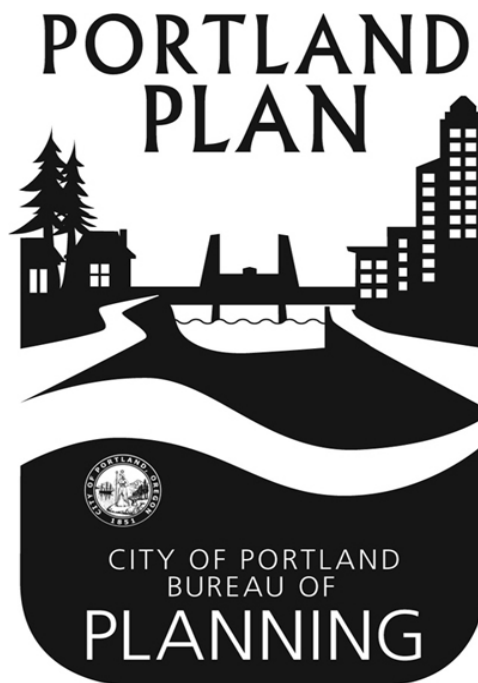


Portland Planning Commission's recommended

DRAFT

PRELIMINARY WORK PROGRAM

July 15, 2008



Portland Plan

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PROPOSED PORTLAND PLAN ORGANIZATION

CONTEXT/BACKGROUND STUDIES: Online outline with links to studies and data.

PREFACE/INTRODUCTION (including an updated “Vision of Portland’s Future” incorporating the visionPDX values of community connectedness, equity and accessibility and sustainability).

1. PHYSICAL PLAN

- **Urban Form.** This subchapter will integrate all comprehensive plan topics that make up the city’s physical form. It would consist of a 3-D map depicting the city’s future physical form and related goals, objectives and policies that provide clarity and direction for plan implementation. It would specifically address land use, urban design, community quality and quality of life.

It would also incorporate, as it relates to the city’s physical form, objectives and policies addressing sustainability, environmental quality, natural hazards, watersheds, climate change, energy, infrastructure, transportation, community connectedness and mobility, affordability, parks/open space, historic and archaeological resources, social equity and access and public rights-of-ways.

- **Citywide Systems Plan** (public facilities and services). This subchapter will provide a coordinated 20-year plan for the City’s infrastructure systems – transportation, water, sanitary sewer, stormwater, and parks as well as City-owned buildings and facilities. The Citywide Systems Plan will provide a new long-range guide to future public infrastructure investments consistent with the community’s urban form map and policies. It also will include a list of significant projects, including rough cost estimates, general location, and approximate timing and a financial strategy.

In addition, the Citywide Systems Plan will include policies pertaining to fire, police, schools, energy, sustainability, “green infrastructure” (i.e. natural or engineered infrastructure that uses natural processes to offset the need for traditional infrastructure, such as wetlands or green streets, which can both filter stormwater and reduce the need for traditional stormwater treatment), climate change, environment, social equity and access, and mobility/affordability, as applicable.

- **Housing.** This subchapter will address housing topics not fully addressed under urban form such as housing availability, condition, opportunity and affordability, affordable living, homelessness, social equity and access, and the relationship of schools and housing choices. It would also include policies pertaining to sustainability, climate change and energy, as applicable.
- **Environment and Energy.** This subchapter will address environmental topics not fully addressed under urban form such as air and water quality, natural/ biological/ecological resources and systems, noise, radio frequency emissions, natural hazards, watersheds, and social equity and access. It would also include policies pertaining to climate change, energy and sustainability as appropriate.
- **Historic and Archeological Resources.** This subchapter will guide the protection of historic and archeological resources under the City’s purview.

2. ECONOMIC PLAN. This chapter will consist of a citywide economic opportunities analysis, development strategy and policies that will coordinate and focus the community's efforts to provide for and encourage a vibrant, sustainable economy.

3. SOCIAL-CULTURAL-PUBLIC HEALTH. This new chapter will address human health, safety, food systems, arts, education, culture, and social equity and access.

4. GOVERNANCE. This new chapter will address:

- Citizen involvement (updated)
- Metropolitan coordination (updated)
- Plan review and administration (updated)
- Public finance (new)

5. CENTRAL PORTLAND PLAN. The Central Portland Plan will be a multifaceted effort that will include a 20-year plan and a 21st Century planning framework. The process for the Central Portland Plan will follow that of the Portland Plan in terms of major phases and products. The Central Portland Plan, being an area plan for just a portion of the city, will address some issues in more detail and produce detailed area plans and regulations sooner. The elements of the Central Portland Plan include in the following:

- A new Central Portland Plan with goals, concept plan and policies addressing Growth and Development, Urban Design, Economic Development, Housing, Retail, Transportation, Willamette River, Education, Historic Preservation, Cultural/Entertainment, Human Health/Public Safety, and Environment,
- An update of the Central City Transportation Management Plan,
- Central Portland District Plans, Policies and Strategies,
- New development regulations and guidelines,
- Central Portland Economic Development Strategy,
- Capital Infrastructure Investment Strategy, and
- The next generation of Urban Renewal areas

APPENDICES

PHASE I –Develop Work Program

November 2007 to August 2008

The purpose of this phase is to scope the project and develop the Work Program. The basic tasks in this phase are as follows.

1. Identify key visionPDX values that will inform the City’s approach for developing the Portland Plan.
2. Identify current conditions and trends.
 - a. Identify current development, infrastructure, demographic, housing, environmental, economic, educational, social, arts and culture, and public health conditions in Portland and the surrounding area.
 - b. Describe how significant trends (e.g., potential climate change, globalization of the economy, population growth and increased diversity, and transition from the cheap oil era etc.) are likely to influence Portland in coming years.
 - c. Given current conditions and trends, identify major issues and opportunities to improve Portlanders’ quality of life and further community goals.
3. Assess the current plans and regulations.
 - a. Evaluate the Comprehensive Plan, the Central City Plan, related studies and implementing regulations in light of:
 - i. state planning goals and periodic review requirements;
 - ii. current conditions and trends; and
 - iii. the needs and desires community residents have expressed thus far (e.g., through vision-PDX and other forums).
 - b. Prepare preliminary assessments of the Comprehensive Plan and Central City Plan, including overviews of conditions, trends, issues, opportunities and constraints. Identify the portions of the plans that are out of date, policy gaps and deficiencies.
 - c. Identify potential ways to reorganize and reformat the Portland Plan/Comprehensive Plan to improve readability and clarity.
 - d. Review related plans and ongoing projects to determine relevance for the Comprehensive Plan.
4. Conduct a Planning Commission public hearing regarding the assessments. (*April 22, 2008 - the record was left open*)
5. Develop a preliminary work program, including a public engagement work program.

6. Conduct workshops in May 2008 to:
 - a. inform the public about the project;
 - b. identify additional issues, needs and desires that the community wants addressed in the plan; and
 - c. provide the public with an opportunity to review and comment on the draft assessments and preliminary work program.
7. Conduct a Planning Commission public hearing regarding the draft work program/public engagement work program. The Planning Commission refines the draft work program and assessments based on public input and makes a recommendation to the City Council. (*June 24, 2008; hearing, July 8, 2008 - action*).
8. Hold a City Council public hearing regarding the draft work program. (*August 6, 2008*)
9. Approval of the work program by City Council (as amended) and submission to the State Land Conservation and Development Commission. (*By August 28, 2008*)

PHASE II – Develop Alternative Futures for Portland

Summer 2008 to Summer 2009

Overview of Phase II: This phase is composed of three parts. During Part 1, staff will perform research and analysis to provide a solid foundation for the planning effort, satisfy state Periodic Review requirements, and to provide a basis for development of alternative approaches for addressing issues and opportunities, and work with the community to generate ideas for addressing issues and opportunities and develop preliminary, guiding principles that will be used to shape the plan.

During Part 2, staff will work with the community and Planning Commission to:

- develop a set of initial choices for addressing identified issues and opportunities. These choices will reflect staffs' research and analysis, community values expressed in visionPDX and other forums and preliminary guiding principles;
- identify community preferences among the initial choices; and
- develop criteria to be used to evaluate alternative scenarios and choices based on the community's preferences and, eventually, to measure progress in carrying out the adopted plan.

During Part 3, staff will work with the community and Planning Commission to synthesize, narrow and refine the scenarios and produce "big picture" goals and policies. These refined scenarios and proposed big picture goals and policies will be presented to the City Council for direction.

Phase II, Part 1: Establish the Portland Context

(Note: The Technical Working Group reports will be the starting point for this analysis.

The reports can be found at: <http://www.portlandonline.com/portlandplan/index.cfm?a=191267&c=47107>)

Products:

1. White papers regarding eight critical issues (climate change and energy, affordability and accessibility, cultural diversity and inclusively, human health and safety, economic prosperity and creative vitality, distinctive and well-designed places, high performing natural systems and new ways and means). (December, 2008)
2. A draft “default future” map (December, 2008).
3. Key places map (January, 2009).
4. Neighborhood typologies (January, 2009).
5. A report summarizing the research and analysis and an online outline of research topics with links to studies and data (March, 2009).

A. General Context. Perform research and analysis as needed to establish the overall context for the planning effort.

1. Describe the relevant State requirements.
2. Describe the relevant Metro requirements and the Metro/Portland relationship.
3. Describe the regional/Metro level “built environment” context - regional infrastructure, transportation networks (ports, freeways and transit), regional development patterns and conditions, industrial land in Portland of regional importance, and the commercial and residential context.
4. Describe the environmental context, including watershed conditions, habitat areas and natural resource areas within Portland of Metro or regional scale importance.

B. Review Related Plans and Ongoing Projects. Assemble and synthesize relevant, major goal and policy direction to inform plan development.

1. Review adopted plans and determine their relevance for the Portland Plan, including but not limited to:
 - Metro 2040 Plan
 - Watershed Management plans
 - Parks 2020 Vision Plan
 - Urban Forestry Management Plan
 - Regional Transportation Plan,
 - Bicycle Master Plan,
 - Economic Development Strategy
 - Peak Oil report
 - The Regional Equity Atlas,

- Regional Trails Strategy (PP&R), and
 - Adopted neighborhood and district plans.
- a. Identify goals and policies in adopted neighborhood and district plans that may be applicable citywide.
 - b. Identify conflicts and inconsistencies among adopted plans.
 - c. Identify goals and policies that remain relevant and may help shape future plan alternatives.
2. Review visionPDX materials.
 3. Review major ongoing projects, including but not limited to:
 - Streetcar Master Plan (PDOT),
 - Natural Area Acquisition Strategy (PP&R),
 - Green Streets Policy (BES),
 - Grey to Green goals (BES),
 - River Renaissance Vision and Strategy (BOP),
 - River Plan (BOP),
 - Columbia South Shore Wellhead Protection Program (Water Bureau),
 - Diggable City (PSU/OSD),
 - Endangered Species Act Vision Statement (BES),
 - Sustainable City Principles (OSD), and
 - Columbia River Crossing studies.
 4. Based on the document listed above and state regulations, identify the parameters (“givens”) and “key assumptions” for the development of the Portland Plan.

C. Major Trends and Issues. Compile existing documentation of local, regional and global trends that will likely have a bearing on Portland’s future growth and identify the limitations of the projections.

1. In coordination with Metro, identify the city’s growth patterns and development trends that will likely have a bearing on future growth patterns.
2. Assess and summarize demographic and economic conditions and projected trends.
3. Summarize information regarding environmental trends and their potential effects on Portland’s natural systems and public health. Identify natural resource condition/degradation, including related impacts on: air quality, water quality, temperature moderation and fish and wildlife species viability, and compliance with state and federal regulations.
4. Identify and analyze major issues that the plan will address. Prepare and disseminate white papers on the critical framing issues (e.g., climate change and energy, affordability and accessibility, cultural diversity and inclusively, human health and safety, economic prosperity and creative vitality, distinctive and well-designed places, high performing

natural systems and new ways and means). The white papers will include a description of the issue and relevant local conditions and identify the implications for each of the plan topic areas (e.g., urban form, infrastructure, housing, environment and energy, historic and archeological resources, the local economy, social/cultural, public health and governance).

D. Research and Analysis

1. PHYSICAL PLAN

a. Urban Form/Design

- i. Identify key places of citywide significance.
 - a) Develop a set of criteria/definitions for places with citywide significance. Such places may include, but are not be limited to, the following: parks and open spaces, iconic landmarks, activity centers, major event and entertainment destinations, transit corridors and shopping streets and districts.
 - b) Identify existing places using the criteria/definitions for places developed in “task a” above.
 - c) Identify key places shown in the urban design plans in existing adopted neighborhood and area plans and determine which components of the design plans should be included on a city scale diagram, based on criteria developed in “task a”.
 - d) Identify and assess previous citywide spatial organization and placemaking strategies.
 - e) Produce an existing citywide places map. The annotated map will identify existing key gathering places, landmarks, transit corridors and physical features and other related places with citywide significance. It also will show existing key connections and illustrate the existing spatial organization of Portland. (Note: This map will serve as background information for the Citywide Urban Design Diagram that will be developed during subsequent phases of the Portland Plan.)
- ii. Prepare neighborhood and street typologies. Produce a document, including maps and illustrations, which identifies and categorizes the distinctive physical characteristics of Portland’s existing neighborhoods and streets. The neighborhood and street typologies will establish a basis for developing policies that reinforce district and neighborhood character without precluding appropriate contemporary development. These typologies will also provide a basis for determining whether alternative street standards are warranted in some areas due to topography, environmental conditions, street patterns, neighborhood character, etc.
 - a) Create a typology of existing neighborhood residential areas, based on factors such as street/block structure, platting and development patterns, topography and other physical characteristics. Include the role of schools in

neighborhoods; open spaces and natural areas and recreational facilities; and neighborhood commercial areas.

- b) Create a typology of typical streets. Typologies will include street cross-sections that illustrate the interface between the street and adjacent development forms. Items shown in the typologies may include, but will not necessarily be limited to the following: street right-of-way elements and width and street edge conditions (e.g., buildings located close to sidewalks, landscaped building setbacks, parking lot frontage and natural area). (Note: The street typologies will be based on new field research, but will be strongly supported by research completed by Portland Department of Transportation (PDOT), economic development research on commercial corridor and business district characteristics and Bureau of Environmental Services green street and gray to green research.)
- iii. Map and describe business district characteristics (e.g., land use, form, infrastructure hierarchy, vegetation/trees, rights-of-way characteristics, amenities, distinctive characteristics, advantages and challenges).
- iv. Prepare a 3-D map depicting build-out under current regulations including development/transportation systems, opens space, etc. - the default future. Document the assumptions used to create the map.
 - a) Identify potential build-out currently allowed by City regulations. In coordination with the buildable lands analysis, determine the potential for change and growth in terms of the following: (1) building bulk and height; (2) residential density; (3) employment capacity; and (4) redevelopment potential, based on land-value-to-improvement ratio.
 - b) Produce 2-D map sequences for land use/private realm, land divisions, transportation, parks and open space, public lands, and City's investment strategy; and development diagrams.

b. Existing Land Use.

- i. Identify and map the city's existing physical development and land use characteristics, including:
 - a) urban centers and transit station areas by type;
 - b) residential uses by general type and density;
 - c) commercial uses by type (e.g., corridor type, mixed use, neighborhood scale/oriented businesses) and, if reasonably accurate, assessor information is available, amount;
 - d) industrial uses, location, district types, large stand alone facilities and industrial buffers;
 - e) parks, designated public open space, natural area preserves and conserved or protected Willamette River Greenway areas (*required under Periodic*

- Review*), and private designated open space preserved by trusts or conservation easements;
 - f) institutional uses by type;
 - g) public facilities, including airports (and any proposed expansions);
 - h) publicly owned property – by jurisdiction and, as relevant, type;
 - i) vacant and underutilized lands (in coordination with the buildable land analysis); and
 - j) known mineral and aggregate mines and resources.
- ii. Map public, community, cultural and historic resources and known archeological resources:
- a) public and private institutional/community facilities – libraries, schools, community centers, museums and colleges;
 - b) major entertainment and event locations;
 - c) farmers markets and known community gardens and agriculture;
 - d) major medical institutions and clinics;
 - e) police, fire, and other public safety facilities;
 - f) designated historic and archeological resources, landmarks and districts; and
 - g) significant scenic areas and public views (*Required under Periodic Review*).
- iii. Identify and evaluate land use and development determinants/constraints using best available data.
- a) Identify current infrastructure (sewer, water, transportation and stormwater) capacity and limitations (see infrastructure).
 - b) Identify parcels that are land locked or have physical access barriers (e.g., steep topography).
 - c) Identify land with significant use constraints such as height and use restrictions in airport flight paths and identify noise contours associated with the airport.
 - d) Identify and map significant natural resources that warrant protection to maintain important functions:
 - Natural resource inventory areas/significant natural areas- see the Environment section.
 - Known wetlands, streams and water bodies;
 - Known recharge areas for aquifers supporting public drinking water supplies; and
 - Environmental overlay zones.
 - e) Identify and map natural hazard areas that have potential to affect land use:
 - Landslide hazard areas (*required under Periodic Review*) including areas of historic failures, areas of unstable, old and recent landslides and slopes over 25% and 40%. Use the following data as available and appropriate:

Statewide Digital Landslide Database (SLIDO), the state's Rapidly Moving Landslide Hazard Zones (IMS-22) and light detection and ranging remote sensing imagery (LiDAR);

- Earthquake hazard areas: fault lines, and areas subject to liquefaction (*required under Periodic Review*). Use the following state data: Areas with varying degrees of susceptibility to damage from earthquakes (IMS-1, and IMS-16); and
- FEMA floodways and 100-year floodplains (*required under Periodic Review*).

f) Identify and map other relevant environmental factors:

- Designated wellhead protection areas (*required under Periodic Review*); including, but not limited to, available delineations of the Columbia South shore, Vivian and Gilbert wellhead protection areas (the latter two are part of the former Powell Valley Water System).
- Areas with soil/stormwater drainage problems, shallow ground water; and
- Contaminated areas based on available data (*required under Periodic Review*). Use, as available and appropriate, the following data: Environmental Cleanup Sites I (ECSI), Confirmed Release Sites (CRL) and Underground Storage Tank Cleanup Sites (UST).

g) Identify and evaluate economic development, health and safety, and cultural conditions and factors that would affect development potential.

iv. Perform land use analysis: Analyze the maps and data listed above to identify potential opportunities and overall constraints for development.

- a) In coordination with Metro, identify where significant development is happening/type. Identify development "hot spots"; and
- b) Identify and evaluate current land use patterns and current relationships among land uses.

c. Document the Land Supply.

- i. Identify vacant, developable land and infill and redevelopment potential. Identify, in conjunction with Metro, vacant, developable land and infill and redevelopment potential (e.g., based on land value to improvement ratio, amount of current development and a physical constraints analysis).
 - a) Review Metro's buildable land analysis and related assumptions regarding partially buildable land, infill, redevelopment and physical constraints. Include, as appropriate and consistent with state law, well head protection areas and contaminated sites among the factors used to determine the buildable land supply.
 - b) Evaluate, update and refine as warranted the "buildable lands inventory" to meet the requirements of Statewide Planning Goal 10, Housing, and Goal 9, Economic Development.

- c) Building on the analysis above, produce overlay maps depicting buildable, constrained and unbuildable lands that can be used to evaluate alternative land use proposals (see Part 2).
- ii. Document the industrial lands supply.
 - a) Review and update the 2004 citywide industrial land analysis, including the inventory of buildable, vacant industrial land and long-term and short-term development constraints (e.g., infrastructure deficiencies, financial feasibility factors, site contamination and environmental constraints). Incorporate development and investments that have occurred since 2004.
 - b) Estimate the industrial land supply by district and Transportation Analysis Zone (TAZ) (the geography used by Metro). Evaluate the industrial districts' development capacity, deficiencies and opportunities. Include undeveloped allowable density under the existing comprehensive plan/zoning, unimproved land and unoccupied brownfields.
 - c) Estimate the potential to expand existing land capacity through redevelopment, infill and more intensive use of industrial land. Explore opportunities such as expanded efforts for redevelopment of every brownfield, increased employment density at transit stops and integrated industrial/environmental zoning.
 - d) Categorize the updated industrial land bases' suitability for accommodating different employment types in the city's type of employment districts (*required under Periodic Review*).
 - e) Identify and evaluate the cumulative effects of rezoning on the industrial land base since the completion of the last periodic review (2000).
 - f) Identify prime industrial lands and evaluate the prime lands retention measures per Statewide Planning Goal 9 (*required under Periodic Review*) and Title 4 of Metro's Urban Growth Management Functional Plan.
 - g) Identify short-term industrial land supplies (e.g., 3, 5, or 8 years).
 - h) Summarize the preliminary 20-year industrial land supply analysis and employment lands typologies.
- iii. Document the non-industrial employment land supply. Document and evaluate the commercial/mixed use land supply. Identify opportunities and constraints regarding the commercial/non-industrial employment land supply, including the potential for reclaiming brownfields and the potential for infill or more intensive use of commercial/mixed land.
- iv. Document the housing supply.
 - a) In coordination with Metro, assess the mix of housing types. Determine whether at least half of Portland's remaining housing capacity is designated

for multi-dwelling and attached single dwelling use (*required under Periodic Review*).

- b) Assess the condition of the city's housing stock (*required under Periodic Review*).
 - c) Identify the housing capacity in units per acre on residential buildable land, remaining capacity designated for multifamily and attached single-dwellings; and the amount of residential development on non-residentially zoned land and loss or gain of residentially zoned land over time (*required under Periodic Review*).
 - d) Evaluate achieved housing density by zoning district and geographic area. Determine whether Portland/growth area accommodates at least 10 units per acre on buildable land zoned for residential/mixed-use (*required under Periodic Review - "Metropolitan Housing Rule"*).
 - e) Identify and evaluate the achieved density in residential projects allowed by right in commercial and employment zones. Identify the pros, cons and implications of establishing minimum residential densities for mixed-use districts.
 - f) Assess the change in households by income and type in city neighborhoods over time, including:
- v. Loss of low and moderate income households from neighborhoods due to market pressures and gentrification; and
 - vi. Loss or gain of middle-income households by family type during the last several decades.
 - a) Identify and evaluate any loss of needed housing since the last periodic review (2000).
 - b) Evaluate the risk of losing housing affordable to low, moderate and middle-income households due to: housing cost trends; condominium conversions; possible redevelopment of manufactured housing parks; and expiring federal, state and local affordability agreements with private owners (*required under Periodic Review*).
 - c) Perform an analysis of housing potential.

d. Summarize Land Demand Relative to Supply. Summarize projected future land use needs by category (e.g., single family, family-friendly multifamily, and various density ranges; commercial; industrial; public purposes, parks, open space; and public facilities) based on findings in the housing and economic demand analyses, and, for other uses, projected conditions, achieved and projected development density/intensity, population and job growth, established service standards, and known community needs and desires.

e. Infrastructure Condition and Capacity (Citywide Systems).

- i. Document and map the condition of the City's infrastructure systems, including:
 - a) Streets, by classification, type and characteristics (coordinate with the urban form team);
 - b) Bike routes, lanes and off-street paths;
 - c) Sidewalks and pedestrian paths;
 - d) Drinking water supply, transmission and distribution system;
 - e) Sanitary sewer system;
 - f) Stormwater system;
 - g) Park land (developed, open spaces and natural areas);
 - h) Park facilities; and
 - i) Transit facilities and lines (by headway).
- ii. Identify current and potential infrastructure (sewer, water, and transportation, stormwater) capacity and limitations (assuming funded improvements proceed):
 - a) Identify locations where increased development would result in service level shortfalls or significant public costs to accommodate demand;
 - b) Identify thresholds where new development would exceed capacity and require major public investments to provide additional capacity (e.g., replacing a major sewer or stormwater facilities);
 - c) Reflect in the land supply and scenario analysis; and
 - d) Identify and evaluate alternative drinking water strategies to meet future water demand, address potential decreased supply (due to climate change) and increase water system resiliency.
- iii. Identify capacity and limitations for community services, including police, fire, schools and public transit.
- iv. Identify whether the amount and location of public recreation areas/open space/natural areas and facilities is adequate to meet projected needs. Identify any shortfalls by type and geographic area. Consider the State Comprehensive Outdoor Recreation Plan.
- v. Transportation.
 - a) Update the existing list of current and anticipated transportation issues and problem areas.
 - b) Evaluate the State Transportation Planning Rule (TPR) to determine its impact on Portland.
 - Review Section 0045(2) of the TPR to insure that state and federal facilities continue to be protected for their intended functions (Oregon Department of Transportation (ODOT) request).
 - Determine if the state requirements pertaining to "special transportation areas" for state highways that serve as main streets for urban centers are accommodated by existing provisions or if amendments should be proposed.

- Evaluate the City's methods for determining a "significant affect" under the Paragraph 0060(1) of the TPR. (The TPR requires an examination of traffic generation potential as a part of any proposal to change a plan or land use regulation. The ODOT staff has asked the City to describe, standardize, and formalize a method for determining a significant effect that employs a "reasonable worst case" applied with parity to the base case and the proposed case).
- c) Identify areas where additional rights-of-way are needed (*required under Periodic Review*) to meet future travel demand resulting from development already identified in the City's Comprehensive Plan and/or to meet the connectivity requirements of regional plans or adopted street master plans.
 - d) Identify aircraft noise contours and aircraft approach and departure cones (*required under Periodic Review*). Produce an overlay for land use analysis. Evaluate measures to comply with the Airport Planning Rule to determine if further improvements could be made.
 - e) Evaluate current transportation policies in light of climate change, sustainability, the end of the cheap oil era, and mobility and accessibility issues. (Also see the climate change section).
 - Identify and evaluate alternative transportation strategies;
 - Explore using mode preference in street classifications and "green streets;" (See vii (a) below)
 - Reevaluate, in concert with Metro, level of service standards to rate the movement of traffic. Consider alternative mobility service standards for higher density mixed-use areas served by multiple modes of transportation;
 - Develop a connected streets policy to reduce congestion on arterial streets and facilitate walking and biking; and
 - Propose revisions to the street design standards as appropriate (in coordination with the urban form and environment teams).
 - f) Identify and address rail, truck and air freight movement issues.
- vi. Explore the potential for expanded use of green infrastructure. Research other models for city management of green infrastructure. Identify options for revising City processes to more fully incorporate green infrastructure management and present recommendations for how green infrastructure might be incorporated into facilities plans.
 - a) Explore strategies and best management practices regarding green streets and multipurpose rights-of-way. Evaluate the possibility of creating more "green streets" to enhance neighborhood livability, improve the pedestrian environment, introduce park-like or other green space elements into neighborhoods, improve stormwater control and provide a urban greenway

corridors that connect neighborhoods, parks, recreation facilities, schools, main streets and wildlife habitats.

- b) In coordination with the BES Sustainable Stormwater group (and the stormwater manual), evaluate the role of sustainable stormwater management and site development to further enhance water quality and reduce peak stream flows. Identify methods and costs/benefits of redeveloping infrastructure to promote and enhance watershed health. Examine the role of restoration projects for improving water quality, flood mitigation and other benefits.
 - c) Explore the cost, benefits, and tradeoffs of green and conventional infrastructure. (See the Environment section).
 - d) Identify how the City could begin to incorporate, account for, and report on green infrastructure as part of its infrastructure asset base.
 - e) Clarify the City's role in protecting, enhancing, and managing natural resource assets.
- vii. Document current waste reduction, recycling and composting opportunities and explore opportunities for improvement.

f. Housing.

- i. Determine housing demand.
 - a) Review Metro's 20-year population/housing forecast for the metropolitan region and evaluate the forecasted housing need and growth share for Portland.
 - b) Evaluate the current and potential vitality of employment centers as they relate to potential housing demand. Work with economic plan team to assess whether areas of the city have job-housing balance issues.
 - c) Profile existing and expected residents and the amount of housing affordable for different brackets of household income. Conduct a survey to determine the percentage of income spent for housing and other household expenses by household type.
 - d) Evaluate patterns of housing and transportation that provide for more affordable living. Consider housing and transportation costs together when determining housing affordability throughout the city. Consider redefining the meaning of affordability to reflect a broader range of costs (see affordable living- Part 2).
 - e) Evaluate the impact and implications of school location and performance on housing demand in the associated neighborhood.
- ii. Assess housing demand relative to supply.
 - a) In coordination with Metro, assess the city's existing housing supply and capacity to accommodate at least the assigned 20-year housing allocation (Metro requirement) with an adequate supply of needed housing types (*required under Periodic Review*).

- b) Assess the adequacy and affordability of the housing supply for the city's workforce and the demand for live/work housing.
 - c) Assess the adequacy of the supply of housing for current and future residents given household incomes, household types and sizes (including low income) (*required under Periodic Review*).
 - d) Assess whether the housing needs of special needs populations, including elderly and disabled households, are being met (*required under Periodic Review*).
 - e) Work with affected bureaus to identify special needs and issues associated with homelessness. Identify possible solutions.
- iii. Assess the adequacy of housing programs to provide for housing needs.
- a) Inventory and evaluate the effectiveness of existing affordable housing conservation measures, codes and policies (*required under Periodic Review*). Develop metrics to enable the evaluation. If housing conservation measures are not effective, research additional measures, including ones that are not currently available to the City, such as inclusionary housing and limitations on the conversion of for-rent apartments to for-purchase condominiums, etc.
 - b) Assess the availability of employer-assisted housing programs and other approaches that promote the provision of workforce housing.
 - c) Identify and address barriers to providing needed housing:
 - Assess the need to address the fair housing concerns identified in the 2005 Fair Housing Plan and Analysis of Impediments;
 - Assess the extent of discrimination against renters with Section 8 vouchers and the need for a response by the City;
 - Identify and consider opportunities to provide more needed housing through adjustments in the development review process; and
 - Review zoning and other codes regulating development for barriers to the construction of more affordable housing types, live/work housing and courtyard/family-oriented housing. Identify affordable and desired housing types that currently are not allowed under Portland's zoning and building codes and make recommendations for policy and code changes, as appropriate.
- g. Environment and Energy.**
- i. Gather and summarize current information on watershed conditions (use the Portland Watershed Management Plan as a base).
 - ii. Document air quality (Oregon DEQ data).
 - iii. Document surface and ground water quality and water quality programs, including the Johnson Creek, Columbia Slough, and Willamette River Total

Maximum Daily Load programs and drinking water source protection programs.

- iv. Identify significant natural areas and resources using natural resource inventories, including riparian corridors and aquatic and terrestrial wildlife habitats (*Required under Periodic Review*) supporting species listed under the Endangered Species Act or state law, the Migratory Bird Treaty or locally adopted plans or regulations. Identify and summarize potential threats to these resources.
 - a) Use recent information from the City's Terrestrial Ecology Enhancement Strategy project to inform evaluation of anchor habitats, connectors and gaps, degraded habitats and resources at risk.
 - b) Prepare a white paper on strategies and best management practices for urban wildlife habitat management, including the contemporary understanding of "nature in the city."
- v. Identify key natural systems functions, benefits, current status, potential threats to these functions under current policies and management strategies, likely future condition/performance under current policies and management strategies, and possible policy and management changes to better maintain or enhance these functions.
 - a) Summarize ecosystems services reports.
 - b) Assess the role of natural resources in protecting public health and safety and community livability.
 - c) Based on the results of the Urban Forestry Management Plan and the Urban Forestry Action Plan, identify methods to protect and enhance the urban forest canopy to provide environmental benefits, including stormwater storage, erosion control, reduction of the heat island effect and habitat. Balance tree protection with solar access and other plan objectives,.
 - d) Account for the value of ecosystem functions in development activities (see green infrastructure in the infrastructure section).
- vi. Evaluate the current environment chapter of the comprehensive plan relative to the findings in the City's Framework for Integrated Management of Watershed Health and the Portland Watershed Management Plan. Also consider best available science synthesis documents, the latest environmental thinking and other environmental/resource management strategies identified in City and Metro plans and studies. Outline proposed environmental policy topics for the comprehensive plan and identify associated choices.
- vii. Explore strategies for preserving and restoring natural resources. Identify opportunities to create and maintain more functional natural systems in Portland through development and redevelopment, including transfer of development rights, incentive programs, mitigation bank programs, and site-sensitive/low-impact development in appropriate areas. Outline how these

strategies could be reflected in the physical plan policies and implementation measures. Identify strategies that could have citywide application and strategies that should be tailored to specific natural conditions.

- viii. Review zoning and other development regulations for barriers and opportunities to encourage resource conservation, restoration and habitat friendly development practices, and to advance the City's compliance with regional, state and federal regulations (e.g., Metro Title 13, Clean Water Act, Endangered Species Act).
- ix. Energy.
 - a) Identify and evaluate opportunities for cleaner, renewable energy sources. Evaluate the feasibility of establishing "district energy systems" that would serve densely developed areas. Perform research and analysis regarding incineration of waste to produce heat and other systems and methods to safely and efficiently produce energy and reduce the consumption of nonrenewable energy.
 - b) Address the energy efficiency of the building stock, energy efficiency in building standards and solar access, etc.
 - c) Identify priority improvements and strategies the City can implement to reduce the non-renewable energy use in City facilities and operations.

h. Historic and Archaeological Resources.

- i. Identify and describe historic and archaeological resources contexts, existing conditions, trends, issues, opportunities and constraints.
 - a) Identify the number, type, era and location of designated landmarks; designated historic and conservation districts; quantity/trends in landmark designations, demolitions, rehabilitations, historic design reviews, and removals from the Historic Resources Inventory, etc.
 - b) Describe and summarize the purpose and basic elements of the adopted 1984 Historic Resources Inventory (HRI) and other historic and cultural resource inventories.
 - c) Identify recent and ongoing historic and archaeological resource planning efforts and programs of the City and other public agencies (e.g. BOP, PDC, Oregon SHPO) and organizations.
 - d) Create a preliminary list of major and emerging historic and archaeological resource issues, topics and questions that will inform policy development and decision-making, such as: redevelopment pressure on historic properties, compatibility of infill development with existing/historic character, identification and evaluation of "recent past" and modern-era resources, relationship between preservation and sustainability, citizen interest in historic district formation, adequacy of existing inventories, and

barriers to rehabilitation (e.g. seismic requirements, lack of local financial tools), etc.

- ii. Map designated and potentially significant historic and archaeological resources to assist in identification of neighborhood types, development constraints/ capacity and management strategies. Compile data/GIS maps to include:
 - a) Properties individually listed on the National Register of Historic Places, locally designated Historic and Conservation Landmarks, National Register Historic Districts, locally designated Conservation Districts, properties listed in the adopted Historic Resources Inventory and other relevant inventories;
 - b) Publicly owned historic and archaeological resources;
 - c) Areas and sites with identified or potential archaeological sites (e.g., Columbia South Shore and other areas—requires coordination with Oregon SHPO and Tribal Governments and procedures to protect sensitive information);
 - d) Locations of structures organized by year/era built, including structures over 100 years old, and other thematic and locational criteria to-be-determined, e.g., along historic streetcar lines, centers, corridors, and historical growth patterns/types.
 - e) Areas for which communities are exploring or have initiated historic district formation; and
 - f) Other mapping/data: number/value of major renovation accomplishments since 1988 and standout projects; number/value of Federal Historic Tax Credit projects; buildings taking advantage of Portland's regulatory incentives; location and number of historic design reviews; historically designated areas with identified zoning conflicts (e.g. King's Hill) and/or redevelopment pressure; and underserved areas and places where there has been no evaluation (e.g., HRI) regarding historic resources.
- iii. Identify and evaluate the existing historic and cultural resource policy and regulatory framework to provide a basis for policy and regulatory refinements.
 - a) Identify and evaluate key Portland plans and policies affecting historic and archaeological resources, e.g. Comprehensive Plan Policy 12.3, Columbia South Shore Protection Plan, Scenic Views, Sites and Corridors Resource Protection Plan (as it relates to historic resources) and City Council Resolution 35299, etc.
 - b) Identify major historic and archaeological resource-related policies in adopted district and neighborhood plans. Identify role and relationships between historic preservation and other policy areas and issues, e.g., sustainability and economic development.

- c) Review and evaluate other cities' approaches for protecting historic and archeological resources.
- d) Identify and analyze compliance with federal and state historic and archaeological resource laws, rules and mandates, such as the US National Historic Preservation Act, US Archaeological Resources Protection Act, US Native American Graves Protection and Repatriation Act, 36 CFR Parts 60 and 61, Oregon Land Use Planning Goal 5, ORS 97, 358, and 390, OAR 100, 660, and 736, Oregon Certified Local Government requirements, etc.
- e) Identify and evaluate key Portland codes, regulations and practices affecting historic and archaeological resources, such as historic designation, design and demolition reviews, regulatory incentives, and archaeological testing requirements, e.g., Zoning Code base zone provisions and 33.445, 33.846, and 33.515, building and seismic codes, archaeological resource protection specifications and conditions in City construction contracts, etc.
- f) Identify and evaluate the roles and effectiveness of various City agencies and commissions (esp. Historic Landmarks Commission) in implementing historic and archaeological resource policies or whose practices affect such resources, including cultural resource management planning and procedures (CRM) for City-owned resources, including: BOP, BDS, PDC, BGS, BES, Parks and Water bureaus.

2. ECONOMIC DEVELOPMENT

- a. Explore, evaluate and strategize the city's competitive position in the world economy and within the region. Determine what makes Portland competitive and prosperous. Produce a characterization of the city's competitive position (specializations, strengths, weaknesses, trends) in the regional and global economy. Compare districts by competitive factors to attract investment.
- b. In coordination with Metro, evaluate Metro's 2035 population, housing and job projections, and land absorption forecast for Portland and its growth area.
 - i. Identify and evaluate local and regional economic conditions and local, regional and global economic trends that have a bearing on Portland's economic prosperity and to help determine the types of business likely to locate or expand in Portland. Estimate recent trends (e.g., 2001-2006) by district, considering employment, construction, property values and gross domestic product (GDP).
 - ii. Consider business mix, urban form, transportation, predominant market area (traded, regional and local sectors) and other factors. Describe Portland's trends (e.g., vacancy, absorption) relative to the region. Describe how employment and GDP growth trends have played out in land development and expansion. Identify competitive advantages (e.g., high-density center of region,

- transit hub, or freight hub). Analyze district niches (e.g., professional and financial services and headquarters, institutions, creative/industrial services, arts and entertainment, tourism, destination retail, Central City-serving industry) and their market potential.
- iii. Evaluate the potential market for urban centers expansion. Estimate 20-year market potential of major district land use changes for high-density employment development to implement 2040 Plan and Comprehensive Plan designations. Consider the Central Eastside, Gateway, major mixed-use corridors and others. Estimate the resulting effects on development markets elsewhere in the city. Identify needs for expanding hubs, commercial needs in underserved neighborhoods, and the need for institutional lands (e.g., hospitals and universities). (*Required under Periodic Review*).
 - iv. Analyze place-dependent growth. Estimate growth trends of businesses that generally need to be in Portland (e.g., harbor and airport-dependent industry, Central City- dependent office demand, institution-based growth, and neighborhood retail and services).
 - v. Conduct a Central Portland economic development policy analysis and competitiveness analysis; identify land, infrastructure, investment and higher education needs.
 - a) Determine Central Portland's competitive position and role in the regional economy in light of long-term and short-term national, state and regional trends.
 - b) Review the City's previous studies on economic competitiveness and assess their implications for Central Portland. Compare these findings to competing cities of comparable size.
 - c) Analyze Central Portland's employment and employment-related development trends (e.g., 20-year and 5-year) by sector (including government) and compare this analysis with the Metro 2035 forecasts for employment.
 - d) Analyze factors influencing site selection in the Central City (land supply, regulations and taxes) by industry and determine where those factors present opportunities or constraints that could be addressed in the City's long-range planning.
 - e) Analyze factors driving the demand for "high-density" commercial development over the next 20 years.
 - f) Estimate the range of development for different construction types, including Class A-C offices, institutions, and other commercial uses citywide based on land costs, lease rates, sale values, construction costs and other relevant factors. Estimate where in the city this development is most likely and why. Identify what government policies or actions would be most influential on location of the forecasted development.

- g) In coordination with Metro and business groups, convene development industry focus groups to analyze land absorption, needs for expansion and new neighborhood commercial uses.
- h) Compare the current Metro forecast with the citywide and district trends findings above and the regional forecast (e.g., jobs, GDP, construction). Identify any significant discrepancies and, if warranted, consult with Metro regarding possible refinements to forecast assumptions on redevelopment and infill. If warranted, recommend refinements to forecast methodology (e.g., jobs-to-land assumptions) and TAZ allocation to more accurately reflect city conditions.
- vi. Identify and map the types of districts suitable to satisfy the allocated employment land demand in the planning period. Evaluate the demand for industrial and non-industrial employment relative to the supply. Identify any land needs and propose physical plan options to meet any identified needs.
- vii. Address the Statewide Planning Goal 9 regarding protection of “prime” industrial land (*required under Periodic Review*). Identify methods to comply with provisions of Title 4 of Metro’s Urban Growth Management Functional Plan, which requires greater limits of the use of industrial lands by commercial activities than does Portland’s industrial sanctuary regulations.
- viii. Identify what is necessary to facilitate site preparation and redevelopment of short-term industrial land supplies to provide adequate short-term land supply of sites (*required under Periodic Review*).
- ix. Review strategies that other jurisdictions have successfully employed to foster desired economic development, including, for example, strategic investments and partnerships.
- x. Identify and evaluate preliminary directions/strategies.

3. SOCIAL –CULTURAL –PUBLIC HEALTH

a. Human Health.

- i. Evaluate existing scientific research related to impacts of the physical environment on human health and safety, including:
 - a) Impacts of community design/configuration (e.g. proximity of parks, recreational facilities, or natural areas to residences, jobs to residences, etc) on physical activity, health/obesity, perceptions of safety, mental health and social interaction; coordinate with physical plan team.
 - b) Transportation options impacts on health (i.e., links between walkable/bikable communities and level of exercise and between transit locations and access to services, etc.).
 - c) Connections between human health and air and water quality and health effects of density near pollution;
 - d) Graffiti and trash abatement.

- ii. Research the best practices/management approaches from other municipalities regarding human health and safety, including health impact assessments.
- iii. Review and incorporate the community's direction on human health from visionPDX.
- iv. Research and evaluate existing local conditions using specific metrics:
 - a) Clean air and water.
 - b) Safe, active transportation;
 - c) Mental health and social connectedness; and
 - d) Community configuration and hazard mitigation.

b. Safety.

- i. Research the best practices/management approaches from other municipalities regarding human safety and evaluate the merits of their use in Portland:
 - a) Crime Prevention Through Environmental Design and related use of form-based zoning, etc;
 - b) Restorative justice programs, like neighborhood accountability boards, mediation programs, problem-solving courts, etc;
 - c) Community policing and neighborhood watch; and other programs that enhance community well being and safety; and
 - d) Emergency preparedness.
- ii. Review and incorporate community direction on human safety from visionPDX.
- iii. Assemble existing data and evaluate existing local conditions using specific metrics:
 - a) Crime and first responders;
 - b) Crime statistics, mapped;
 - c) Automobile crashes, mapped;
 - d) First responder response time, mapped;
 - e) Analysis of infrastructure needs to discourage crime;
 - f) In coordination with the Infrastructure team, current City police and fire facilities expected future facility needs; and
 - g) Safe neighborhoods.

c. Food Systems.

- i. Evaluate existing scientific research related to food system impacts on health, quality of life, environmental goals, economy and more, including:
 - a) Impact on health of access to healthful food, community gardens, etc.
 - b) Connection between access to unhealthful, fast food (identify criteria) and obesity rates; connection between demographics of a given area and preponderance of unhealthy, fast food outlets;
 - c) Impact of poor access to full-service grocery stores: healthful food consumption, time spent in transit, etc.

- d) Social, physical, economic impacts of community gardens;
 - e) Impact of food prices on healthful food consumption (and relationship between increased energy costs and food prices); and
 - f) Impact of food production on the carbon footprint and climate change, reducing reliance on fossil fuels, water consumption, and environmental issues. Identify the impact on the issues above when food production is localized to a greater degree.
- ii. Research best practices from other municipalities working to incorporate food system policy into planning processes and successful community efforts addressing the issues raised in (i) above, etc.
 - iii. Review and incorporate community direction on food system issues from visionPDX, the Diggable City Project and the Portland Multnomah Food Policy Council.
 - iv. Identify and evaluate local conditions around Portland's food system.
 - a) Map locations of full-service grocery stores, convenience stores, farmers markets, community gardens, CSAs (and delivery points) by neighborhood and socioeconomic demographics (based on the land use map).
 - b) Review studies pertaining to farmers market shoppers, people on food stamps access to and affordability of fresh vegetables and fruit, community gardeners/fresh veggie consumption, etc.
 - c) Consider mapping unhealthy, fast food establishments close to (e.g. within ¼ mile) of middle or high schools.
 - d) Identify current efforts to provide schoolchildren with healthful foods.
 - e) Describe eligibility and participation rates for emergency food programs.
 - v. Food System Resiliency.
 - a) Evaluate economic impacts of locally-oriented food economy as well as export-oriented food economy.
 - b) Evaluate ecological impacts and benefits of local food systems, including on global warming.
 - c) Evaluate the resiliency of local food system to emergencies.
 - vi. Urban Agriculture
 - a) Based on available data, evaluate regional agricultural land – stability, threats, economic impact, ability to provide for local needs (source: Institute of Portland Metropolitan Studies);
 - b) Identify current urban agricultural activities – community farms, urban farm enterprises, educational projects, City's Community Gardens Program, etc.

- c) Identify local lands available for urban agriculture (public, school and vacant lands, rooftops); and
 - d) Identify the merits (e.g., educational opportunities, food security and social gathering places) and implications of providing for/encouraging community gardens as a secondary use on urban lands.
- d. Arts and Culture.** Identify and map the city's art, education, and cultural features, including:
 - i. Distribution of arts facilities and resources throughout the city, including clusters of arts establishments, cultural facilities and arts districts;
 - ii. City-provided arts and culture opportunities;
 - iii. Impact of arts and creative enterprise activities on the regional and local economy;
 - a) Conduct research of existing conditions regarding cultural assets in diverse communities and impacts of cross-cultural communication;
 - b) Identify historic and cultural sites, structures, and landscapes that play key roles in defining sense-of-place, civic and community identities and a rich quality of life. Emphasis will be on the "interpretation" and meaning of historic resources to Portlanders;
 - c) Identify possibilities of art and culture as factors in plan scenarios and as part of public involvement process; and
 - d) Research best practices from other municipalities working to incorporate the arts into plans and planning processes.
- e. Education.**
 - i. Identify the role of pre K-12 schools in forming cohesive neighborhoods and the implications of school location and performance for "20-minute neighborhoods" (see 20- minute Neighborhoods under Special Study Areas).
 - ii. In coordination with the school districts, reevaluate Comprehensive Plan/City policies and implementing regulations pertaining to schools.
 - a) Identify the implications of closing schools, including the transportation/energy consumption implications for the school district and affected residents.
 - b) Identify the relationship of school performance and housing demand in the associated neighborhood and the role of school performance in attracting/retaining families to Portland.
 - c) Evaluate the impact of education on prosperity, including workforce training and research and development in support of desired economic development.
 - d) Work with school districts, private/charter schools, technical/professional schools and other institutions to address issues raised by the public, such as: alignment of pre-K-12 with higher education, equitable access to

education, linking arts/creativity to education, community/lifelong learning, training programs, alternative education, welfare-to-work programs, reuse of closed school facilities, and shared use of school grounds (e.g., community gardens).

- e) Evaluate the transfer system between schools including the potential for and implications of establishing special programs at each school that, overall, would meet community needs and serve as a draw for each school (thereby avoiding crowding at some schools, and declining enrollment at others), and identify the transportation/energy consumption implications.
- iii. In cooperation with the school districts, private/charter schools, technical/professional schools and other institutions, identify the potential for partnering and advocacy to address community issues and realize economic opportunities.

4. GOVERNANCE. Perform research and analysis as needed to update the citizen involvement, metropolitan coordination, and plan review and administrative sections of the Comprehensive Plan and address public finance. Identify key changes that could improve delivery of services to the community.

E. Develop Initial Goals and Principles for Plan Development

1. Conduct public outreach to:
 - a) inform the community about the project;
 - b) identify issues and opportunities and generate ideas for addressing them; and
 - c) identify/discuss preliminary goals and principles that will be used to shape alternative strategies/scenarios for accommodating projected growth, addressing issues and realizing opportunities (see the Public Engagement Work Program).
2. Compile and analyze the public comments received to date, including those received through visionPDX process. Identify the key messages, themes, big ideas, guiding principles and preferences.
3. Based upon the information gathered above; existing Comprehensive Plan goals that remain relevant; other adopted City goals, and technical analysis, develop an initial list of goals and principles that will be used to shape alternative scenarios and policy choices. The preliminary goals and principles will be refined through public engagement.

F. Evaluation Criteria. Develop an initial set of qualitative and quantitative evaluation criteria or “policy metrics” consistent with the preliminary goals and guiding principles identified above that will be used to evaluate plan choices and scenarios.

1. Incorporate the eight critical issues identified in Phase II, Part 1 and visionPDX values (e.g., sustainability, equity and access, community connectedness and distinctiveness), etc.
2. Identify possible performance measures in the current Comprehensive Plan, major state and regional objectives for local comprehensive plans.
3. Research best practices in urban plans for relevant performance measures and their metrics. Identify metrics that could be used to measure progress on the performance measures and identify whether data used in those metrics is currently gathered for Portland. Identify which aspects of the plan cannot or will not have specific metrics.
4. Propose a draft set of performance measures and evaluation criteria for public review and refine based upon their input.

G. Compile Background Material.

1. Produce a summary document of the research and analysis generated in Phases I and II.
2. Post the background information online.

Phase II, Part 2. Develop Initial Choices and Themes

Overview of Part 2: During this part of the project, a set of “themes” will be created that describe potential alternative futures for Portland based on previous community input and analysis. The themes will be used to facilitate discussion of the concepts and choices to address issues and realize opportunities, test ideas, underscore trade offs, and to determine the relative priority of the different approaches.

Products:

1. White papers that frame the major goal and policy choices and tradeoffs, and describe the feasibility and implications of alternative courses of action. (June, 2009)
2. Preliminary alternative scenarios for Portland’s future development and “big picture” goals and policies (June, 2009)
3. White paper regarding 20-minute neighborhoods (February, 2009)

A. Identify Initial Themes and Choices

1. Identify and evaluate alternative approaches for addressing major issues. Produce white papers that frame the major goal and policy choices, tradeoffs, and the feasibility and implications of alternative courses of action. Identify the implications for other plan components.
2. Develop organizing themes/big ideas that capture the highest priorities expressed by the public for the direction of Portland’s future and the analysis completed to date. Components of possible themes might include, for example, 20-minute

neighborhoods, affordable living, multi-modal access, sustainability, watershed health, etc.

3. Depict and analyze the physical form and implications of the themes through illustrative, broad brush, scenarios that depict potential alternative futures for Portland. Include the “default future,” depicting what would likely occur if the city were to build out under the current regulations.
 - a. Establish parameters and assumptions for scenarios.
 - b. Develop the scenario concepts.
 - c. Break down each scenario into its physical and nonphysical components.
 - d. Identify the rationale for each scenario and underlying assumptions.
 - e. Identify and summarize the policy choices and tradeoffs that are embodied in each scenario.
 - f. Explain how each scenario relates to goals, issues and public input identified in Part I.
 - g. Prepare descriptions, images and analysis that illustrate the implications of and trade-offs among the choices addressed in the scenarios and illustrate key concepts at the local level.
4. Identify goal and policy choices involved in addressing issues and opportunities that are not addressed by the scenarios (e.g., topics that are independent of or not adequately addressed through the scenarios).
 - a. Prepare descriptions, images and analysis that illustrate the implications of and trade-offs among goal and policy choices not addressed in the scenarios.
 - b. Identify the topics, issues and associated goal and policy choices that cannot be fully addressed through the Portland Plan and/or may warrant short-term action.
5. Compare the themes/scenarios.
 - a. Create overlay maps that depict key factors that would influence development options/urban form that can be overlaid with the default future map and alternative scenarios (e.g., infrastructure capacity and limitations including major transportation infrastructure projects in the federal Regional Transportation Plan (fiscally constrained); physical constraints/hazards, watershed boundaries, critical and at risk habitat areas/natural resources inventory; preliminary geographic study areas, airport noise contours and aircraft approach and departure cones, Metro 2040 map, and potential “20-minute neighborhoods.”
 - b. Analyze each scenario, at a cursory level, to identify major implications. Use the metrics developed in Part I to allow comparison among scenarios.
6. Work with the Planning Commission to refine the preliminary scenarios and goal and policy choices for public review. (See the public outreach work program- #3).

7. Present the initial scenarios, other choices and the preliminary evaluation to the public as a point of departure for community discussion. Work with the community to brainstorm alternatives, weigh choices in each scenario, identify the concepts and approaches that are the most important to them and select the preferred scenarios/choices for further development.

B. Big Picture Goal and Policy Choices. The following describes initial goal and policy development by topic that will be folded into the process described above.

1. PHYSICAL PLAN

a. Urban Form.

- i. Develop big picture goal and policy choices to address issues, needs and opportunities based on research, analysis, and public input.
- ii. Placemaking.
 - a) Develop a Citywide Urban Design Diagram based on the Existing City Places Map, identifying the initial themes and choices.
 - b) Identify alternative approaches to creating a multi-functional public realm.
 - c) Develop a place making goal and a unifying goal for the public realm.
- iii. Evaluate the need to protect mixed-use districts from exclusive residential use and identify trades offs and implications.
- iv. Assess the intent and effect of current policies and zoning regulations and identify associated policy choices.
 - a) Summarize Portland's land development guidance and regulatory structure. Analyze the four approaches Portland has taken to guide development: by zone, building type, street type and location. Determine which approach works best and under what circumstances. Reflect the findings in the Phase IV implementation work program.
 - b) Identify regulatory impediments (e.g., evaluate the condo and subdivision regulations and R1/R2 provisions) and other barriers to desired development and identify approaches for addressing any unnecessary impediments. Reflect the findings in the Phase IV implementation work program.
 - c) Evaluate other jurisdiction's regulatory/permitting processes in dense urban areas.
 - d) Identify and evaluate problems and opportunities with infill development.
- v. Analyze the variety of building types and forms permitted in various zoning districts. Develop illustrative examples of the variety of building types in various zoning districts. Prepare an illustrated booklet on the urban form implications of various land uses, indicating their respective building form and general site needs, as a means to discuss implications of zone changes and to begin discussions about how to minimize land use conflicts through design. Identify, describe and illustrate different building

forms by use (residential, commercial, retail, industrial and mixed) and by neighborhood pattern.

- vi. Identify, describe and illustrate common transitional challenges between different building types/uses, (e.g., mixed-use to residential, single-dwelling to multi-dwelling residential, etc.)
- vii. Examine the viability and merits of requiring assemblage of properties in order to do infill development in some situations vs. lot-by-lot infill. Provide examples of the likely outcomes.

b. Citywide System Plan.

- i. Identify the significant public facility projects needed to maintain existing systems at service levels specified through asset management. Identify system expansions required to meet the expected population/jobs growth and the provision of service to un-served areas, including an estimate the cost of these improvements over the 20-year plan (priority improvements).
- ii. Identify the significant public facility projects necessary to support designated land uses that can be funded through reasonably anticipated revenues for the 2010-2030 planning period. This will include rough cost estimates of each public facility project, a map or written description of each public facility project's general location or service area, and an estimate of when each facility project will be needed.
- iii. Calculate the City's financial capacity to complete needed infrastructure improvements. Identify key revenue gaps where additional funding analysis should be completed.
- iv. Identify innovative funding strategies that may be available to support future infrastructure services.
- v. Refine and update selected service standards and practices (for transportation, water, stormwater and sewer systems) to reflect changing conditions and practices (*required under Periodic Review*);
- vi. Determine how the distribution of open space and recreation facilities can better meet projected needs. Consolidate City goals related to parks, recreation and open space. Reflect the new park categories in the plan/maps.
- vii. Analyze the overall pattern of City of Portland investments on City-managed asset and assets owned by others (Portland Development Commission, Metro, Multnomah County, public school districts, state agencies, and non-profits), within the Portland Urban Services Boundary (FY 2001-2006).
- viii. Identify current and future asset management strategies and maintenance obligations for transportation, water, sanitary sewer, and stormwater systems (*Required under Periodic Review*).
- ix. Review service agreements with partner agencies and jurisdictions. Identify opportunities to improve infrastructure planning coordination.

- x. Evaluate whether select infrastructure services should be provided differently for different areas to better reflect geographic needs, City goals, and community values.
- xi. Draft, discuss and refine infrastructure project recommendations and identify policy choices.
- xii. Identify and evaluate options for translating goals and principles into criteria/prioritization scheme for City investments.
- viii. Identify a recommended future direction for advanced city-wide asset management and business case integration, interim steps and key policy changes.

c. Housing.

- i. Assess the desirability of revising Objective 4.4 H or adding policies to support the adoption of Universal Design standards or other measures to allow aging in place and improve the visitability for those with mobility issues.
- ii. Evaluate the need for providing housing opportunities for households of low and moderate incomes in locations with good access to transit, jobs, services, open space and other resources to meet their needs (based on the Affordable Living Analysis and Metroscope Neighborhood Amenity Scores).
- iii. Assess the need to consider housing and transportation costs together when determining housing affordability throughout the city.
- iv. Assess the need to mitigate displacement in neighborhoods experiencing change/gentrification.
- v. Assess the need to provide for a permanent supply of affordable housing and identify tools to increase the supply of affordable housing without use of public financial resources.
- vi. Assess the need to modify housing policies to reflect City Council adoption of the goal of closing the minority homeownership gap between the homeownership rates of white households and those of racial and ethnic minorities and to support the minority homeownership initiative (4.9 Fair Housing).
- vii. Assess the need to revise Policy 4.12 and its objectives to reflect the City's current Housing First emphasis and 10 Year Plan to End Homelessness. Consider the need to promote new affordable housing types and address homelessness.
- viii. Assess the need to retain the No Net Loss of Housing Potential Policy (Policy 4.12 Housing Potential) in order to ensure adequate housing capacity and required residential density of 10 units per acre.

d. Environment and Energy.

- i. Address identified environmental issues relative to current scientific research and management approaches.
- ii. Research other cities' best management practices and environmentally related planning goals. Identify goals, policies, best practices and management strategies in other City planning documents that should be integrated into or reflected in the Comprehensive Plan.
- iii. Identify and evaluate opportunities for system-wide organizational and geographic planning (i.e. planning by watersheds) and approaches for addressing cumulative impacts.
- iv. Gather information from City agencies about current conflicts among environmental practices and policies. Identify alternative management strategies, policy choices and trade offs.
- v. Identify and evaluate potential tools for protecting and enhancing natural systems including regulatory and non-regulatory options, and incorporating watershed function into the built environment. Identify how strategies such as mitigation banking and transfer of development rights could be forwarded in the urban form plan and implementing measures.
- vi. Review the goals in the Portland Watershed Management Plan, the Urban Forest Management Plan, the Sustainable Development Principles and other major City environmental policies relative to the Comprehensive Plan, the default future and alternative scenarios and identify issues and policy choices. Identify strategies to minimize adverse watershed impacts and realize opportunities.
- vii. Identify priority policy choices and refinements.
- viii. Identify priority areas for using sustainable stormwater strategies based on site/soil and drainage conditions and capacity of piped systems, and identify areas for potentially expanding green infrastructure.
- ix. Identify priority resource types and areas for continued or additional protection and enhancement to sustain and improve watershed conditions, and protect public health and safety.
- x. Identify where fish and wildlife habitat should be expanded or better connected to support biodiversity, native or iconic plant or animal species and assemblages. Identify areas where expanded habitat could have greatest species benefit. Identify opportunity areas for natural resource protection enhancements. Consider preparing neighborhood and area specific development options to maintain and enhance natural systems.
- xi. In high-density areas, consider the merits and implications of using building form standards, similar to South Waterfront, that limit tower width and specify tower orientation, modifying the approach to promote solar access.
- xii. Identify areas where significant trees and tree groves should be protected and priority tree planting opportunities.

- xiii. Explore policy issues and choices related to trees and solar access.
- xiv. Evaluate the toxics reduction and pollution prevention policy and identify proposed changes if warranted.

e. Historic and Archaeological Resources.

- i. Refine list of major historic and archaeological resource issues and prioritize a subset for additional analysis/policy development, based on public input, needs/deficiencies, strategic opportunities and suitability/feasibility of solutions within the Portland Plan context.
- ii. Identify historic and archaeological resource policy alternatives for further development in Phase III, based on public input, prioritized needs and deficiencies, relationships to other policy goals and ability to meet multiple objectives. Identify and evaluate alternative approaches and tools for identifying, protecting, interpreting and enhancing historic and archaeological resources and enhancing the neighborhood character, including prioritized subsets of resource types defined by thematic and locational criteria (e.g. structures over 100 years old, early modern architecture, etc.).

3. Economic Development.

- a. Conduct interviews and focus groups with a cross-section of business leaders to better understand the factors affecting business decisions and growth, long-term expansion plans, perceptions of constraints on expansion, advantages that should be reinforced, and priorities for public investments to support job growth and desired economic development.
- b. Coordinate long-term policy and short term strategies, including business development initiatives that would support the growth of the city's traded sector clusters.
- c. Examine how the development of "green-collar jobs" and sustainable industries can be incorporated into the City's long-term economic development policy and strategies. Evaluate the potential for "green collar jobs" and workforce development.
- d. Explore economic strategies that spur aggressive research and development for advanced technologies and products that make significant contributions to reducing the impacts of green house gas emissions. Perform a target industries analysis, inventory of intergovernmental roles, and best practices, etc.
- e. Consider programs to support neighborhood commercial vitality (e.g., diversity, distinctiveness). Examine neighborhood-based organizational and network capacity building. Based on research and analysis propose adjustments, as warranted, to policies, maps, and codes that describe a desired distribution on employment opportunities throughout the city.
- f. Explore approaches to reduce poverty citywide (e.g., workforce development, target sectors with accessible living-wage jobs, micro business development). Strategize a broader definition of poverty and affordability than housing.
- g. Identify priority infrastructure improvements necessary to support desired economic development. Evaluate the city's capacity to complete infrastructure development and

improvement needed to encourage desired economic development. (Perform in conjunction with scenario development).

- h. Identify port/airport catalyst investments to support Portland's role as a global trade gateway, taking into consideration future oil price and supply volatility.
- i. Evaluate intergovernmental policies and roles.
- j. Convene outreach workshops; draft, discuss and refine preliminary economic development goals and policies in coordination with the Economic Development Strategy. Identify choices, tradeoff and implications of alternative courses of action. Conduct interbureau analysis of draft economic equity and sustainability policies.
- k. Analyze potential new policy areas and test new directions (e.g., economic competitiveness), and propose the next "big push" (20-year city priorities).
- l. Draft an economic development policy white paper. Consider and test proposed policy choices and performance measures. Frame policy topics; propose policy metrics and analyze trends; test preliminary directions; and draft a preliminary policy framework.

3. Social-Cultural-Public Health. Identify potential goals and policy choices that address identified deficiencies and realize opportunities.

4. Governance. Identify potential goals and policy choices that address identified deficiencies and realize opportunities.

5. Special Areas of Study. The following section identifies areas of study that affect multiple plan topics.

- a. Twenty-minute neighborhoods. Perform research and analysis to define, test and refine the concept of 20-minute neighborhoods (e.g., a neighborhood unit in which residents can meet a significant part of their routine needs without driving - no more than a 20-minute walk to a grocery and neighborhood-oriented businesses, schools and other amenities).
 - i. Identify the criteria that should be used to define a 20-minute neighborhood and the desired components.
 - ii. Identify areas with access via walking (based on criteria developed above) and/or bike and transit access to desired neighborhood components.
 - iii. Estimate the percent of the city's population within areas meeting specific criteria and identify underserved areas.
 - iv. Identify relevant market factors and the density implications associated with creation of viable neighborhood centers meeting the proposed criteria.
 - v. Identify and evaluate other cities' experience with similar concepts, document the lessons learned, and evaluate the potential and obstacles.
 - vi. Perform research and analysis to identify priority actions and implementation strategies.
 - vii. Draft a white paper documenting the findings.

- b. Growth share and growth strategy.**
 - i. Evaluate the desirability/implications of retaining the City's goal for capturing 20 percent of region's population growth.
 - ii. Consider the desirability of adopting goals for capturing a share of the region's growth of particular types of households, such as families with children, in order to maintain the diversity of the city's population.
- c. Affordable living.** Evaluate the combined effects of housing, transportation, home heating, child care, food, school location and other relevant factors on the cost of living for lower- and moderate-income residents. Identify strategies to enable more "affordable living."
- d. Climate change.**
 - i. Identify Portland's current greenhouse gas (GHG) emissions per capita and throughout the city. Evaluate potential models that the City could employ to project GHG emissions.
 - ii. Gather existing information identifying and evaluating GHG emission impacts, including the projected connection to groundwater and stream flows, dependent species, potable water supplies, and microclimate, etc.
 - iii. Reflect relevant aspects of the climate change Action Plan, as updated, in the Portland Plan.
 - iv. Identify strategies and evaluate the best practices for reducing GHG emissions.
 - v. Evaluate the types of "changes" or development that may warrant regulation regarding GHG emissions. Determine what development elements should be assessed when projecting GHG emissions. Determine what types of mitigation measures the City could consider/model to reduce GHG impacts.
 - vi. Develop a summary of existing practices, future needs, and priority future approaches and strategies to adapt to the potential impacts on infrastructure from climate change.
 - vii. Evaluate current transportation and energy policies in light of climate change, and sustainability (including potential use of alternative fuels and electric car charging infrastructure, etc). Perform research and analysis to provide a basis for identify potential policy, standard, and program changes to continue to reduce the city's reliance on fossil fuels and per capita vehicle miles traveled.
 - a) Explore transportation pricing (congestion pricing) and other incentives.
 - b) Evaluate the feasibility and merits of requiring that transportation planning decisions include estimated GHG emissions impacts for all alternatives under consideration. (Also see transportation).
 - c) Evaluate the implications of fuel consumption associated with school siting and closing.
 - viii. Identify methods/strategies to improve urban microclimates and mitigate the heat island effect. Identify development strategies that will reduce the heat island effect,

including eco-roofs and other best practices, and green space enhancement and revegetation projects.

Phase II, Part 3. Narrow and Refine the Scenarios and Choices

Product: Refined scenarios and refined big picture goal and policy choices.

1. Narrow and refine the alternative scenarios and goal and policy choices.
 - a. Identify common themes and preferences/choices expressed by the public and merge similar components to form a limited number (e.g., three or four) of alternative scenarios that effectively illustrate the differences, synergies and trade offs between the alternative approaches for addressing issues and opportunities; evaluate and narrow and refine the scenarios.
 - b. Refine the preliminary big picture goals and policies.
2. Perform a detailed evaluation of the refined alternative scenarios. Use a multi-disciplinary team to evaluate the alternative scenarios relative to specific criteria/metrics reflecting public input.
 - a. Evaluate relative to key issues.
 - b. Identify the likely impacts; pros and cons; tradeoffs; rough, relative public costs; and implications of alternative scenarios.
 - c. Identify the relative land consumption in meeting population and job targets.
 - d. Identify broad policy choices and their implications.
 - e. Identify the impediments to achieving desired growth.
 - f. Determine if sufficient capacity is available to accommodate projected housing and job growth. If the analysis of the land supply shows it to be deficient to meet forecast demand, identify areas suitable to meet the unmet need.
 - g. Evaluate the alternative scenarios relative to the Regional Transportation Plan and ODOT standards, and Metro 2040.
 - h. Identify areas of stability and change. Compare existing conditions to the potential build out allowed by current regulations and the various scenarios.
 - i. Estimate housing and job growth in each scenario. Measure or describe the performance of each scenario for meeting the City's economic development goals of competitiveness, equity, community economic development, and sustainability; and
 - j. Identify infrastructure deficiencies and provide a estimate of rough, relative costs of needed capital improvements for each scenario, and the implications for schools, fire and police
3. Based on the analysis above, refine the alternative scenarios and the goal and policy choices for a second round of public review.

4. Submit the refined scenarios and big picture goal/policy choices for public review. Work with the community to evaluate and further refine the scenarios and alternative approaches for addressing opportunities and issues, brainstorm other approaches and identify preferences.
5. The Planning Commission reviews and refines the scenarios and preliminary, big picture framing goals and policies in light of public input and makes a recommendation to the City Council.
6. The City Council reviews the key trends and conditions that will influence Portland's future; the alternative development scenarios, their strengths and weaknesses, associated goal and policy choices and tradeoffs; a summary of public comments/preferences; and the Planning Commission's recommendation. The City Council decides on the scenario and big picture goals and policies that they want refined. This preferred scenario and the goal and policy framework will set the parameters for the plan development in Phase III.

PHASE III – Plan Development

Summer 2009 to Summer 2010

Overview of Phase III. During this phase staff and the Planning Commission will work with the community to develop a concept plan based on the scenario and goal and policy framework preferred by the City Council; refine the concept plan through public outreach; and present the draft plan to the City Council for adoption.

Products: Concept and final plan.

A. Develop a Draft Concept Plan

1. Staff refines the preferred scenario and big picture goals and policies to form a preliminary draft Concept Plan, including maps, goals, objectives and policies based on City Council direction.
2. Staff establishes advisory committees and seeks input from stakeholders on policy development.
3. Staff coordinates with interbureau teams to review and refine goals, objectives and policies.
4. The Planning Commission and staff work with the community to develop the refined Concept Plan.

B. Refine and Adopt the Portland Plan

1. The Planning Commission and staff amend and refine the draft Concept Plan based on public input to form a complete, formal public hearing draft of the Portland Plan.
2. The Planning Commission conducts a public hearing on the refined draft. Based on public input, the Planning Commission works with staff to refine the draft and perform initial

scoping of implementation program (i.e., identify what will be needed to implement the draft plan). The Planning Commission forwards their recommendation to City Council.

3. The City Council conducts a public hearing regarding the Planning Commission's recommended draft Plan.
4. The City Council refines the draft as desired and takes action. They also provide direction regarding the proposed implementation strategy.

C. Plan Components. The following describes plan development tasks by topic that will be included in the process described above.

- 1. Urban Form.** This section will address and integrate all comprehensive plan topics that make up the city's physical form.
 - a. Refine the concept plan map/graphics and the citywide design diagram per City Council direction.
 - b. Refine and develop preliminary goals, objectives and policies, consistent with public input and City Council direction, addressing the overall physical development of the city. This includes land use, urban design, neighborhood/district quality, and filling policy gaps. Also, as it relates to the city's physical form, objectives and policies pertaining to sustainability, global warming, energy, mobility-affordability, natural hazards, watersheds, environment, infrastructure, transportation, parks/open space, public rights-of-ways, and designated historic and archaeological resources.
 - c. Identify the regulatory impediments to achieving desired forms, types and quality of growth. Reflect the findings in the Phase IV Implementation Work Program.
- 2. Citywide Systems Plan.**
 - a. Prepare an inventory and general assessment of the condition of all significant public facility systems which support proposed/designated land uses.
 - b. Review, refine and propose amendments to the goals, policies and service standards pertaining to public facilities, as warranted, based on City Council direction, analysis and community input. Incorporate related preliminary objectives and policies addressing sustainability, climate change, energy, mobility and affordability.
 - c. Propose refined service standards, if warranted.
 - d. Prepare a list of the significant public facility projects needed to maintain existing systems at service levels specified through asset management and system expansions required to meet the expected population/job growth and the provision of service to unserved areas, including an estimate the cost of these improvements over the 20-year plan (priority improvements).
 - e. Evaluate system plans relative to any new growth assumptions/ land use and density designations that diverge significantly from Metroscope 2030 forecasts and identify any changed demands and needed system improvements (this task may need to occur in the next City System Plan 5-year update).
 - f. Update Portland Water Bureau's Distribution System Master Plan, Infrastructure Master Plan, and Water Management and Conservation list projects and programs as

appropriate to reflect Long Term Enhancement -2 (LT2) compliance requirements when they go into effect. (The Water Bureau's Distribution System Master Plan, Infrastructure Master Plan, and Water Management and Conservation Plan list projects and programs necessary for compliance with the Safe Drinking Water Act, the Clean Water Act, and the Bioterrorism Preparedness and Response Act).

- g.** Consider the potential use and location of underground injection control facilities in conjunction with any needed water system expansion.
 - h.** Evaluate existing and potential funding mechanisms and their ability to fund the development of each public facility project or system. Develop recommendations for how full-cost accounting, or triple bottom line approaches, should be applied to capital decision-making. Develop recommendations for the future application of asset management principles (business case, risk analysis, full cost accounting, etc.) to the capital budget process. Reflect in the Phase IV Implementation Work Program.
 - i.** Prepare a list of the significant public facility projects necessary to support designated land uses that can be funded through reasonably anticipated revenues for the 2010-2030 planning period, including rough cost estimates of each public facility project, a map or written description of each public facility project's general location or service area, and an estimate of when each facility project will be needed.
 - j.** Prepare policy statement(s) or agreement(s) identifying the provider of each public facility system.
 - k.** Update and refine provisions related to transportation.
 - i.** Integrate relevant aspects of the Streetcar Systems Plan and Bicycle Master Plan into the Portland Plan. Examples of likely amendments include functional street classification changes to “transit” for new streetcar routes and the addition of projects to the plan list.
 - ii.** Supplement and refine airport related policies and regulations based on current information, as warranted to comply with the state’s Airport Rule. Prepare a simplified version of the airport layout plan for inclusion as a public facility in the Portland Plan.
 - iii.** Evaluate the Portland Heliport. The 20-year agreement to use the top deck of the Old Town parking garage as a heliport will expire soon. Determine whether continued use as a heliport might conflict with higher buildings around the garage; and address any issues.
 - l.** Update the Comprehensive Plan to reflect the Regional Transportation System Plan when adopted in 2009. (Portland will have one year to adopt any necessary conforming amendments).
- 3. Housing.** Evaluate and propose refinements to the housing goals and policies and amend/supplement as warranted based on City Council direction, analysis and community input. Incorporate preliminary objectives and policies addressing sustainability, global warming, energy, mobility and affordability, as they relate to housing.

- 4. Environment and Energy.** Draft new goals and policies and amend the existing goals and policies as warranted based on City Council direction, analysis and community input.
- a.** Building upon the Portland Watershed Management Plan, River Renaissance and other recently adopted policies, formulate guidance regarding implementation of existing environmental policies calling for “balancing” natural resources, economic and development goals. Examine the possibility of multi-disciplinary approaches and prioritizing goals when there are unavoidable conflicts. Clarify the role of science in guiding policy choices.
 - b.** Draft a preliminary comprehensive plan section pertaining to natural hazards and hazard mitigation.
 - c.** Draft a preliminary comprehensive plan section pertaining to watersheds. Integrate or reflect, as appropriate, the goals, objectives, strategies and actions outlined in the Portland Watershed Management Plan.
 - i. Identify methods to treat stormwater as a resource rather than a waste product.
 - ii. Identify methods to mitigate the negative impacts of stormwater on water quality, habitat and biological communities. Identify low impact development approaches for possible incorporation in the comprehensive plan and implementing regulations. Identify innovative strategies for managing stormwater, including eco-roofs, green streets, swales and stormwater planters.
 - iii. Provide for green infrastructure in the urban landscape, in coordination with the infrastructure team.
 - iv. Address replenishing groundwater through infiltration.
 - v. Evaluate whether current erosion control practices are protective of watershed health, floodplain function, and endangered species and recommend policy and regulatory changes as warranted.
 - d.** Draft a preliminary comprehensive plan section pertaining to protection and enhancement of natural resources/habitat and associated functions. Evaluate the adequacy of existing policies and regulations for avoiding, minimizing and mitigating damage to resource features such as stream channels, riparian areas, wetlands and tree canopy, and the functions they provide.
 - e.** Draft preliminary policies regarding access to natural areas, habitat and species conservation in urban areas, biological communities and biodiversity, maintenance of in-stream water temperatures through stream-side shading; enhancement of aquatic and terrestrial habitat function, natural hydrologic function and water quality.
 - i. Evaluate methods of providing for maintaining /increasing natural resource connectivity to preserve its functionality and draft preliminary policies.
 - ii. Identify site-sensitive development strategies and draft preliminary policies that respond to natural features and complement or connect natural resources, and create watershed functions in the built environment.
 - iii. Identify strategies and draft preliminary policies to preserve existing biodiversity in habitat areas.

- f. Draft preliminary policies regarding trees, the urban forest, and tree canopy cover. Identify methods for the enhancement of the urban forest canopy to provide environmental, social and other benefits, including reduction of storm water generation, erosion control, reduction of the heat island effect, and creation of terrestrial habitat.
- g. Prioritize actions for maintaining and improving the environment and vital environmental functions.
- h. Explore potential policy issues related to partnering with other government agencies, nonprofits, stewardship groups, etc. to address environmental issues. Explore programs that expand private and nonprofit support of watershed health and other environmental goals and maximize the efficiency of City efforts. Draft policies to support partnerships and cross-sector efforts.
- i. Energy.
 - i. Address energy efficiency in building standards and expanded use of cleaner, renewable energy sources.
 - ii Examine strategies for retrofitting existing development to reduce its energy and environmental impacts.
 - iii. Other actions supported by the City Council.

5. Historic and Archeological Resources. To be determined.

- 6. Economic Development.** Work with an advisory committee to refine and develop preliminary economic development goals and policies based on City Council direction, analysis and community input.
- a. Develop an integrated policy framework – evaluate policy tradeoffs, propose and analyze metrics, propose integrated goal and policies.
 - b. Develop proposed land use designations to provide an adequate supply of employment lands, if warranted.
 - c. Amend the Industrial Land Retention Measures per Goal 9 provisions on “prime” industrial land and Title 4 of Metro’s Urban Growth Management Functional Plan as warranted.
 - d. Develop equity and community economic development policies, taking into account poverty reduction, neighborhood commercial vitality and place based strategies.
 - e. Develop related sustainability policies and tools to support investments that would serve to transform existing energy infrastructure, building energy use, and clean, distributed energy production, through leveraged private investment. Identify possible performance measures.

7. Social-Cultural-Public Health. To be determined.

8. Governance. To be determined.

PHASE IV– Implementation

Spring 2010 -2011

Overview of Phase IV. This section only begins to identify potential actions to implement the plan. The work plan for this phase will be developed as the Portland Plan is completed. The purpose of this phase is to devise strategies and actions to implement the plan, such as code amendments, design guidelines, programs, strategic projects, partnerships and advocacy.

Products: Updated codes, project lists and programs.

A. Physical Plan.

1. Urban Form. Adjust the zoning map and code to conform to the new plan map, goals and policies. Pursue other actions as warranted.
2. Citywide Systems Plan. Prepare recommendations for implementation measures, or Capital Improvement Program modifications for subsequent Citywide System Plan updates. Complete supplemental documents to meet state mandates to adopt public facilities plans for water, sewer, stormwater and transportation. Revise street design standards and sidewalk policies as warranted. Examine and update, if warranted, the zoning code provisions requiring special high limitations, noise contours, and use restrictions for airport approaches and departures, based on current information, changing technology and expansion plans.
3. Housing. Evaluate zoning and building code regulations for regulatory barriers that discourage the provision of affordable housing, including design review requirements and propose amendments as warranted (*required under Periodic Review*). Research affordable housing types that currently are not allowed under Portland's zoning and building codes and make recommendations for code changes.
4. Environment and Energy.
 - a. Implement priority regulatory and non-regulatory actions to maintain and improve the environment and vital environmental functions, and meet state compliance obligations.
 - b. Prepare neighborhood and area specific development options to maintain and enhance natural systems, as warranted.
 - c. Identify environmental stewardship and educational opportunities to increase awareness of public health and safety issues.
 - d. Design programs, such as transfer of development rights, to protect natural resources and trees, as appropriate and consistent with City Council direction.
 - e. Create development standards addressing energy-efficiency and impacts of building materials used in construction as warranted.
5. Historic and Archeological Resources.
 - a. Propose amendments, as warranted, to Portland codes, regulations and practices affecting historic and archaeological resources, such as historic designation, design and demolition reviews, regulatory incentives, and archaeological testing requirements.

- b. Propose measures, as warranted, to improve the effectiveness of various City agencies and commissions in implementing historic and archaeological resource policies.

B. Economic Plan. Develop implementation strategies.

1. Coordinate with the Economic Development Strategy.
2. Coordinate long-term policy and short-term strategies, including business development initiatives that would support the growth of the city's traded sector clusters.
3. Integrate new economic development policy direction into related implementation strategies (e.g., Economic Development Strategy, Consolidated Plan). Coordinate with Economic Development Strategy, TSP, Streetcar Plan, other big strategies underway.
4. Propose programs to support neighborhood commercial vitality (e.g., diversity and distinctiveness). Examine neighborhood-based organizational and network capacity building.
5. Propose amendments to maps and codes to reflect the desired distribution on employment opportunities throughout the city.
6. Identify measures needed to support and market Portland's niches in established target sectors.
7. Identify measures to foster a supportive climate for small and micro business development (e.g., urban form, assistance).
8. Address state mandate that restricts re-designation of more than two acres of "prime industrial land" to non-industrial uses.
9. Undertake other implementation actions as needed

C. Social-Cultural-Public Health. To be determined.

D. Governance. To be determined