

**Planning and Sustainability Commission
October 2010**

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Portland Planning & Sustainability Commission General Information

What is the Portland Planning & Sustainability Commission?

The Planning and Sustainability Commission advises City Council on the City's long-range goals, policies, and programs for land use, planning, and sustainability. In making recommendations and decisions, it considers the economic, environmental, and social well-being of the city in an integrated fashion. The Commission has specific responsibility for the stewardship, development, and maintenance of the City's Comprehensive Plan, Climate Action Plan, and zoning code. The Commission is committed to effective public involvement and leadership in its work and in the decisions it considers.

Who may serve on the Portland Planning & Sustainability Commission?

City Code Chapter 33.710.040 provides rules for membership on the Commission:

1. The Mayor appoints 11 commissioners subject to confirmation by City Council.
2. No more than two commissioners may be engaged in the same business or profession, and no more than two commissioners may participate principally in, or be an officer or employee of a corporation that participates principally in the buying, selling, or developing of real estate for profit.
3. Commissioners serve without compensation for terms of four years, subject to reappointment to a maximum of two full terms.

Who are the current Planning & Sustainability Commission members?

President: **Don Hanson**, Principal, Development Services, OTAK, Inc.

Vice President: **Michelle Rudd**, Land Use Attorney, Stoel Rives LLP

Vice President: **Howard Shapiro**, Multiple experiences with boards and commissions, including Housing Authority of Portland, Albina Community Bank, Livable City Housing Council, Multnomah County Investment Council, Portland Institute of Contemporary Art

Members: **André Baugh**, Consultant, AGB Ltd., project and construction management, diversity initiatives, business services
Karen Gray, Superintendent, Parkrose School District
Michael Houck, Executive Director, Urban Greenspaces Institute
Lai-Lani Ovalles, Indigenous Organizing Coordinator, Native American Youth & Family Center (NAYA)
Gary Oxman, Chief Health Officer, Multnomah County
Chris Smith, Interactive Marketing, Xerox; Multiple experiences with community and neighborhood involvement
Jill Sherman, Development Manager, Gerding Edlen Development
Irma Valdez, Principal Broker, Irma Valdez Properties

Who may testify at a Planning & Sustainability Commission hearing?

The Planning & Sustainability Commission receives both written and oral testimony from anyone who wishes to testify about an agenda item. A spokesperson may present testimony for a recognized group, business or client.

Persons who wish to submit written testimony proceed as follows:

- If providing printed copies, provide 12 copies of the statement (11 for commissioners, 1 copy for Commission record), to ensure delivery to all commissioners. Testifiers may mail, fax, or e-mail the testimony to the Commission Coordinator before the meeting or give the written testimony to the coordinator at the meeting. If necessary, the Coordinator may copy testimony for commissioners, provided it is brief and prints or copies as black and white text.

Persons who wish to speak to the Commission directly should:

- Complete and submit testimony card to Commission Coordinator. For every hearing, cards may be found on a table at the meeting room entrance. The Coordinator accepts cards before and during the meeting. Persons needing to testify early in the process should arrive no later than one-half hour before the meeting to ensure early submission of the testimony card.

What happens at a Planning & Sustainability Commission hearing?

1. The presiding officer calls items from the printed agenda.
2. The Project Team presents a summary of the Plan.
3. The presiding officer calls for public testimony. The officer usually calls testifiers in the order in which the testimony cards were submitted. Sometimes, the officer will ask neighborhood representatives, business organizations, technical advisors or other City staff to speak first for background on issues.
4. Testifiers sit to the left of the project team.
5. Testifiers speak into the microphone on the table and provide the following information:
 - Name and complete address;
 - Name of group represented, if not speaking for self;
 - Concise statement of issues relevant to case.
6. The Commission Coordinator monitors speakers' time to allow three minutes for individual speakers. The coordinator sets a timer for allotted time; speakers may complete statements after the bell rings up to 30 seconds after the timer goes off. The Commissioners may question testifiers after testimony.
7. The presiding officer may continue the testimony until a later meeting if issues require more time.
8. The presiding officer may close public testimony after all speakers have been heard or announce a later date for submission of written testimony before the close of testimony.
9. The Commission discusses the matter and reaches a decision or recommendation. If more information is needed, the Commission may defer action to a later date.

What will the Planning & Sustainability Commission recommend?

The Commission may recommend approval, approval with conditions or modifications, deferral or denial. The Commission's actions usually constitute a recommendation to City Council.

**CHAPTER 33.710
REVIEW BODIES**

(Amended by: Ord. No. 166921, effective 10/1/93; Ord. No. 169987, effective 7/1/96; Ord. No. 171718, effective 11/29/97; Ord. No. 174263, effective 4/15/00; Ord. No. 175164, effective 12/14/00; Ord. No. 184046, effective 9/10/10.)

Sections:

- 33.710.010 Purpose
- 33.710.020 Delegation of Authority
- 33.710.030 Commissions, Committees, and Boards Generally
- 33.710.040 Planning and Sustainability Commission
- 33.710.050 Design Commission
- 33.710.060 Historic Landmarks Commission
- 33.710.070 Adjustment Committee
- 33.710.080 Land Use Hearings Officer
- 33.710.090 Director of the Bureau of Development Services
- 33.710.100 City Council
- 33.710.120 Healy Heights Radiofrequency Advisory Board

33.710.010 Purpose

Review bodies are established to make decisions on land use actions and to recommend land use policy to the City Council. The review bodies provide an opportunity for citizen involvement and provide expertise for specialized topic areas. Review bodies that make quasi-judicial decisions do so on authority delegated by the City Council. The provisions of this chapter define the powers and duties for each review body and state how each body will operate.

33.710.020 Delegation of Authority

The commissions, committees, boards, and officers established in this chapter are empowered to perform all duties assigned to them by State law or this Title on behalf of the City Council.

33.710.030 Commissions, Committees, and Boards Generally

- A. Length of terms.** Members of commissions, committees, and boards provided under this chapter may be appointed to terms of not more than 4 years. Initial appointments for newly formed commissions, committees, and boards must include a sufficient number of appointments for less than the maximum 4 year term of office to provide overlap and a continuity of membership. Members of commissions are limited to a maximum of two full terms. Vacancies which may occur must be filled for the unexpired terms.
- B. Required attendance.** If a member fails to attend three consecutive meetings or misses 20 percent or more of the meetings held during a calendar year, the Mayor may declare the position vacant.
- C. Officers and rules.** Each commission, committee, or board elects its own presiding officers and adopts rules of procedure that are necessary to fulfill its duties. The rules of procedure must be in writing and comply with the Oregon Public Meetings law, Statutory land use hearing requirements, and this Title.
- D. Voting.** A majority of the members present must vote affirmatively in order to take action. Individual members may not have more than one vote for the conduct of commission or committee business.

- E. Pay.** All members on a commission, committee, or board serve without pay.
- F. Public meetings.** All meetings, including briefing sessions, must be open to the public and comply with the Oregon Public Meetings law.
- G. Staff.**
1. Planning and Sustainability Commission. The Director of the Bureau of Planning and Sustainability must provide the Planning and Sustainability Commission with staff assistance necessary to enable it to discharge its duties.
 2. Design Commission, Historic Landmarks Commission, Adjustment Committee. The Director of the Bureau of Development Services must provide the Design Commission, Historic Landmarks Commission, and Adjustment Committee with staff assistance necessary to enable them to discharge their duties.
- H. Records.**
1. Planning and Sustainability Commission. The Director of the Bureau of Planning and Sustainability keeps an accurate record or minutes of all proceedings of the Planning and Sustainability Commission.
 2. Design Commission, Historic Landmarks Commission, Adjustment Committee. The Director of the Bureau of Development Services keeps an accurate record or minutes of all proceedings of the Design Commission, Historic Landmarks Commission, and Adjustment Committee.
- I. Conflict of interest.** A member of any commission, committee, board, or review body except City Council may not participate as a member in deciding any land use action in which the member has a direct or substantial financial interest. A member may not participate if the member's spouse, brother, sister, child, parent, father-in-law, or mother-in-law have a direct or substantial financial interest, or if any business in which the member is then serving or has served within the previous two years or any business with which the member is negotiating for or has an arrangement or understanding concerning prospective partnership or employment, has a direct or substantial financial interest. Any actual or potential interest must be disclosed at the hearing or meeting where the action is scheduled.
- J. Commission coordination.** The chairs, or their delegates, of the Planning and Sustainability Commission, Design Commission, and Historic Landmarks Commission meet quarterly to discuss trends and issues relevant to their respective commissions and, as appropriate, to coordinate the Commissions' programs. The chairs will share a summary of their meeting with their respective Commissions.

33.710.040 Planning and Sustainability Commission

- A. Purpose.** The Planning and Sustainability Commission advises City Council on the City's long-range goals, policies, and programs for land use, planning, and sustainability. In making recommendations and decisions, it considers the economic, environmental, and social well-being of the city in an integrated fashion. The Commission has specific responsibility for the stewardship, development and maintenance of the City's Comprehensive Plan, Climate Action Plan, and zoning

code. The Commission is committed to effective public involvement and leadership in its work and in the decisions it considers.

- B. Membership.** The Planning and Sustainability Commission consists of eleven members, none of whom may hold public elective office. The members are appointed by the Mayor and confirmed by the City Council. The membership of the Planning and Sustainability Commission should include broad representation of Portland's community and reflect the dynamic nature of this changing city. No more than two members of the Planning and Sustainability Commission may be engaged in the same occupation, business, trade, or profession. No more than two members of the Commission may be individuals, or members of any partnership, or officers or employees of any corporation that engages principally in the buying, selling, leasing, or developing of real estate for profit.
- C. Meetings, officers, and subcommittees.**
1. The Planning and Sustainability Commission meets at least once a month. Meetings are conducted in accordance with adopted rules of procedure. Six members constitute a quorum at a meeting. The election of officers takes place at the first meeting of each calendar year.
 2. The Planning and Sustainability Commission may divide its membership into special subcommittees which are authorized to act on behalf of the Commission for an assigned purpose. Three members of the Commission constitute a quorum on such subcommittees. Subcommittee actions require the affirmative vote of at least three members.
- D. Powers and duties.** The Planning and Sustainability Commission has all of the powers and duties which are now or may in the future be imposed upon City planning commissions by State law, by this Title, by the City Council, or by the City Charter. The Commission's powers and duties include:
1. Holding hearings and making recommendations on all policy matters related to the Comprehensive Plan; the Climate Action Plan, the zoning code; significant transportation and sustainable development policies, projects, and issues; street vacations; sign regulations, and renaming city streets;
 2. Advising the City Council on plans and policies regarding such issues as land use, zoning, housing, energy, transportation, urban renewal, urban design, equity, economic development, public buildings, climate change, sustainable development, environmental protection, resource conservation, and other policies of City-wide interest;
 3. Articulating and guiding the City's long-range goals, policies, and programs for developing and achieving sustainable communities; and
 4. Developing opportunities for community members to learn about principles, policies, and programs that promote sustainable practices and development.
- E. Communications on appeals.** The Planning and Sustainability Commission may submit written responses or appear in person on appeals of quasi-judicial land use decisions to the City Council.
- F. Annual report.** The Planning and Sustainability Commission must make an annual report of its actions and accomplishments for each fiscal year. The report must be filed with the Planning and Sustainability Director by the first working day of September. The Planning and Sustainability Director may combine the report with annual reports of other bodies for transmission to the City Council.

Portland Planning & Sustainability Commission 2011 Regular Meeting Schedule

All meetings will be held in Room 2500A at 1900 SW 4th Ave.

Dates and times subject to change based on Commissioners' decision at the October 12th meeting.

Date	Time	Date	Time
January 11	12:30pm	July 12	12:30pm
January 25	6pm	July 26	6pm
February 8	12:30pm	August 9	12:30pm
February 22	6pm	August 23	6pm
March 8	12:30pm	September 13	12:30pm
March 22	6pm	September 27	6pm
April 12	12:30pm	October 11	12:30pm
April 26	6pm	October 25	6pm
May 10	12:30pm	November 8	12:30pm
May 24	6pm	November 22	no meeting
June 14	12:30pm	December 13	12:30pm
June 28	6pm	December 27	no meeting

Portland Planning and Sustainability Commission Members

October 2010

Andre' Baugh [7]

333 SE 2nd, Suite 200
Portland, OR 97214
andre@groupagb.com
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Michelle Rudd [2]

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Karen Gray [11]

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Howard Shapiro [8]

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Don Hanson [1]

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Jill Sherman [3]

610 NE Royal Ct
Portland, OR 97232
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503-299-6000

Mike Houck [4]

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503-319-7155

Chris Smith [6]

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503-223-3688

Lai-Lani Ovalles [10]

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lailanio@nayapdx.org
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Irma Valdez [9]

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irma@irmavaldez.com
503-475-4899

Gary Oxman [5]

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Portland, OR 97210
Gary.l.oxman@co.multnomah.or.us
503-988-3663 x22640

Portland Bureau of Planning and Sustainability

Key Contacts for PSC Members

Susan Anderson

Director, BPS

susan.anderson@portlandoregon.gov

503-823-6800

Michael Armstrong

Sr Management Analyst

Michael.armstrong@portlandoregon.gov

503-823-6053

Julie Ocken

Staffer to PSC

Julie.ocken@portlandoregon.gov

503-823-6041

Sandra Wood

Planning Supervisor

Sandra.wood@portlandoregon.gov

503-823-7949

Joe Zehnder

Chief Planner

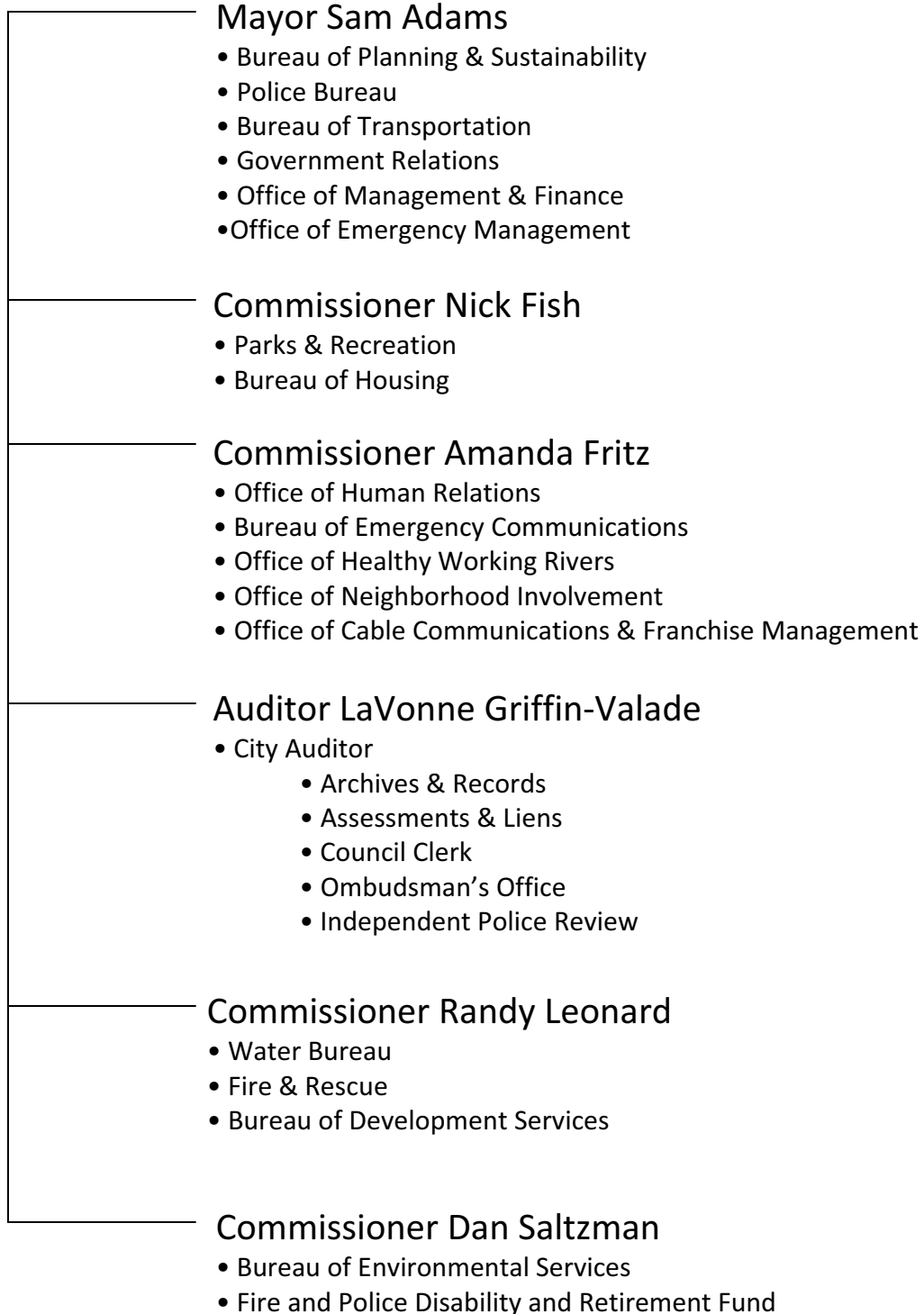
Joe.zehnder@portlandoregon.gov

503-823-7815

psc@portlandoregon.gov

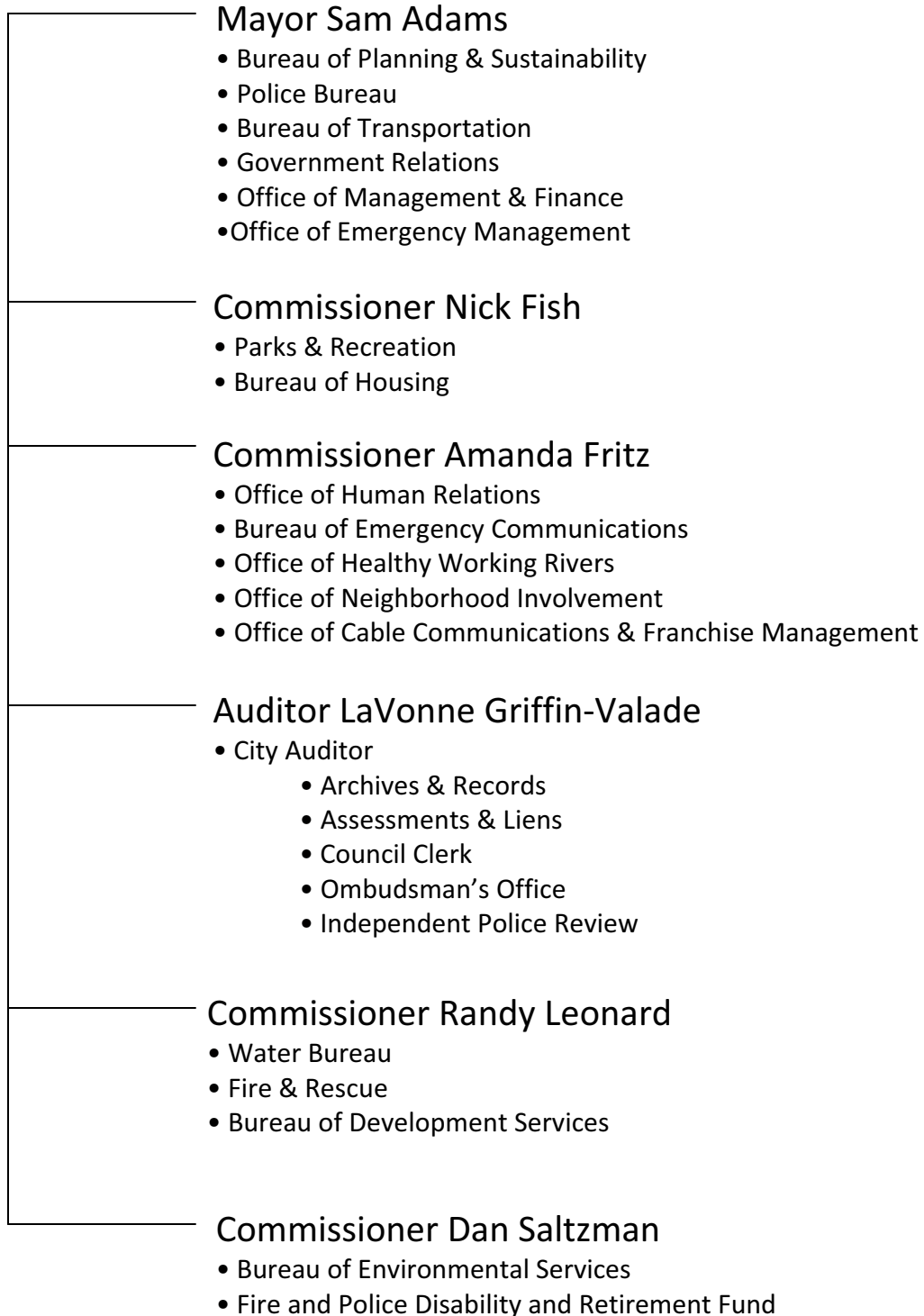
general e-mail box for all PSC inquiries

City of Portland Organizational Chart



City of Portland

Organizational Chart



Bureau of Planning and Sustainability

UPDATED 8/4/10 effective 08/16/10

DIRECTOR'S OFFICE

Planning and Sustainability Director
Susan Anderson

Planning and Sustainability Commission

Executive Assistant
Julie Ocken

Communications

Public Information Officer
Julia Thompson
Community Outreach and Info Rep
JoEllen Carothers
Community Outreach and Info Rep
Eden Dabbs
Community Outreach and Info Rep
Christine Liobregat
Community Outreach and Info Rep
Jocelyn Boudreaux
Community Outreach and Info Asst.
Clay Neal

PLANNING & URBAN DESIGN

Chief Planner
Joe Zehnder
Policy Analyst
Tom Armstrong
Senior Planning Programs Manager
Sandra Wood
Senior Planner
Jessica Richman

District Planning

Supervising Planner
Deborah Stein
City Planner II
Joan Frederiksen
City Planner II
Julia Gisler
City Planner II
Chris Scarzello
City Planner II
Matt Wickstrom
Senior Planner
Debbie Bischoff
Senior Planner
Barry Manning

Airport Futures

City Planner I
Jacob Brostoff

Youth Planning

Senior Planner
Jay Sugnet

Youth Program Aides

Paul Phan

Portland Plan

Principal Planner
Eric Engstrom
Project Coordinator
Alex Howard
Project Coordinator
OPEN (Tom Armstrong)
Senior Planner
Al Burns
Management Analyst
Radcliffe Dacanay
City Planner II
Bill Cunningham
City Planner II
Emily Sandy
City Planner II
Mark Walhoad
Community Outreach/Info Rep.
Mary Stockton
Senior Admin Specialist
Chris Dornan

West Hayden Island Project

City Planner II
Phil Nameny
Community Outreach/Info Rep.
Rachael Hoy

River and Watershed Planning

Supervising Planner
Sallie Edmunds
City Planner II
Shannon Buono
City Planner II
Marisol Caron
Assoc. Planner
Diane Hale
Senior Planner
Roberta Jorner
City Planner II
Morgan Tracy
City Planner II
Stephanie Beckman
Environmental Tech II
Mindy Brooks

GIS & Graphics

Information Systems Supervisor
Gary Odenthal
IS Analyst II
Carmen Plekaski
GIS Tech III
Kevin Martin
Graphic Designer III
Ralph Sanders
Graphic Designer II
Leslie Wilson
Web Designer
Julie White
Senior Admin Specialist
Ian Bixby
Asst. Business Systems Analyst
An Le

POLICY, RESEARCH & INNOVATION

Senior Sustainability Manager
Michael Armstrong

Policy Analysis and Research

Principal Planner
Steve Datterer
Senior Planner - asset mgt.
Bob Glascock
Management Analyst - asset mgt.
Michelle Kuncic
Sr. Planner - Economic
Steve Koutz
City Planner II - Economic
Alma Flores
Management Analyst - demography
Uma Krishnan
Program Specialist - historic
Liza Mickle
Conservation Program Specialist
Steve Cohen
City Planner II - PBOT
Rodney Jennings

Green Building and Development

Sr. Conservation Program Coordinator
Alisa Kane
Sr. Cons. Program Coordinator
Mike O'Brien
Conservation Program Specialist
Valerie Garrett
Management Analyst
Vinh Mason
Conservation Program Specialist
Shawn Wood
Clean Energy Programs
Sr. Conservation Program Coordinator
Andria Jacob
Conservation Program Specialist
OPEN
Assistant Program Specialist
Marlowe Kully
Assistant Program Specialist
Lee Rahr
Assistant Program Specialist
James Valdez

Climate Action and Sustainable City Government

Sr. Conservation Program Coordinator
Michele Crim
Sr. Cons. Program Coordinator
Dave Tooze
Management Assistant
Kyle Diesner

SUSTAINABILITY EDUCATION & ASSISTANCE

Conservation Program Manager
Jill Kolek

Business and Government Sustainability Assistance

Conservation Program Coordinator
Megan Stein
Conservation Program Coordinator
OPEN (NEW)
Assistant Program Specialist
Pete Chism
Assistant Program Specialist
Paul DeBlock
Assistant Program Specialist
Yvonne Garcia
Assistant Program Specialist
Genevieve Joplin
Senior Admin Specialist
Lindsey Maser
Senior Admin Specialist
Eile McKay
Conservation Program Specialist
Pam Neild
Assistant Program Specialist
Kim White
Assistant Program Specialist
Kyenne Williams

Residential Outreach, Events, Involvement

Conservation Program Coordinator
Lauren Norris
Community Outreach and Info Rep
Alicia Polacok
Community Outreach and Info Assistant
Desiree Williams-Rajee
Senior Admin Specialist
Wing Grabowski
Community Outreach and Info Assistant
Polyanne Birge

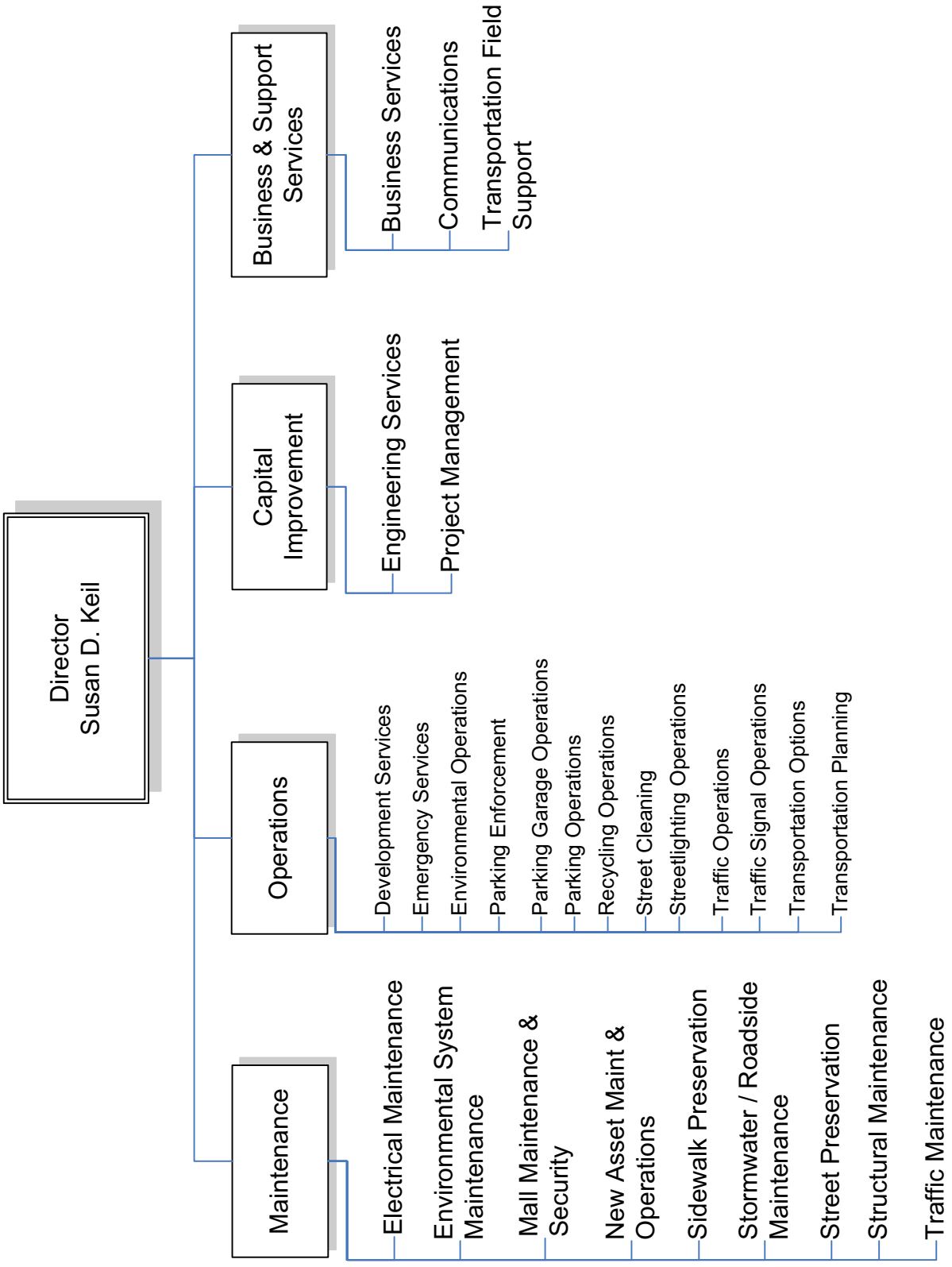
Waste Reduction and Recycling

Sr. Conservation Program Coordinator
Bruce Walker
Senior Admin Specialist
K Veaudry Casaus
Senior Admin Specialist
Debbie Yost
Office Support Specialist
Brian Quattlebaum
Office Support Specialist II
Shirley Robinson
Code Specialist II
Patty Van Antwerp
Conservation Program Coordinator
Arianne Sperry
Senior Admin Specialist
Megan Ponder
Senior Admin Specialist
Laura Haggi

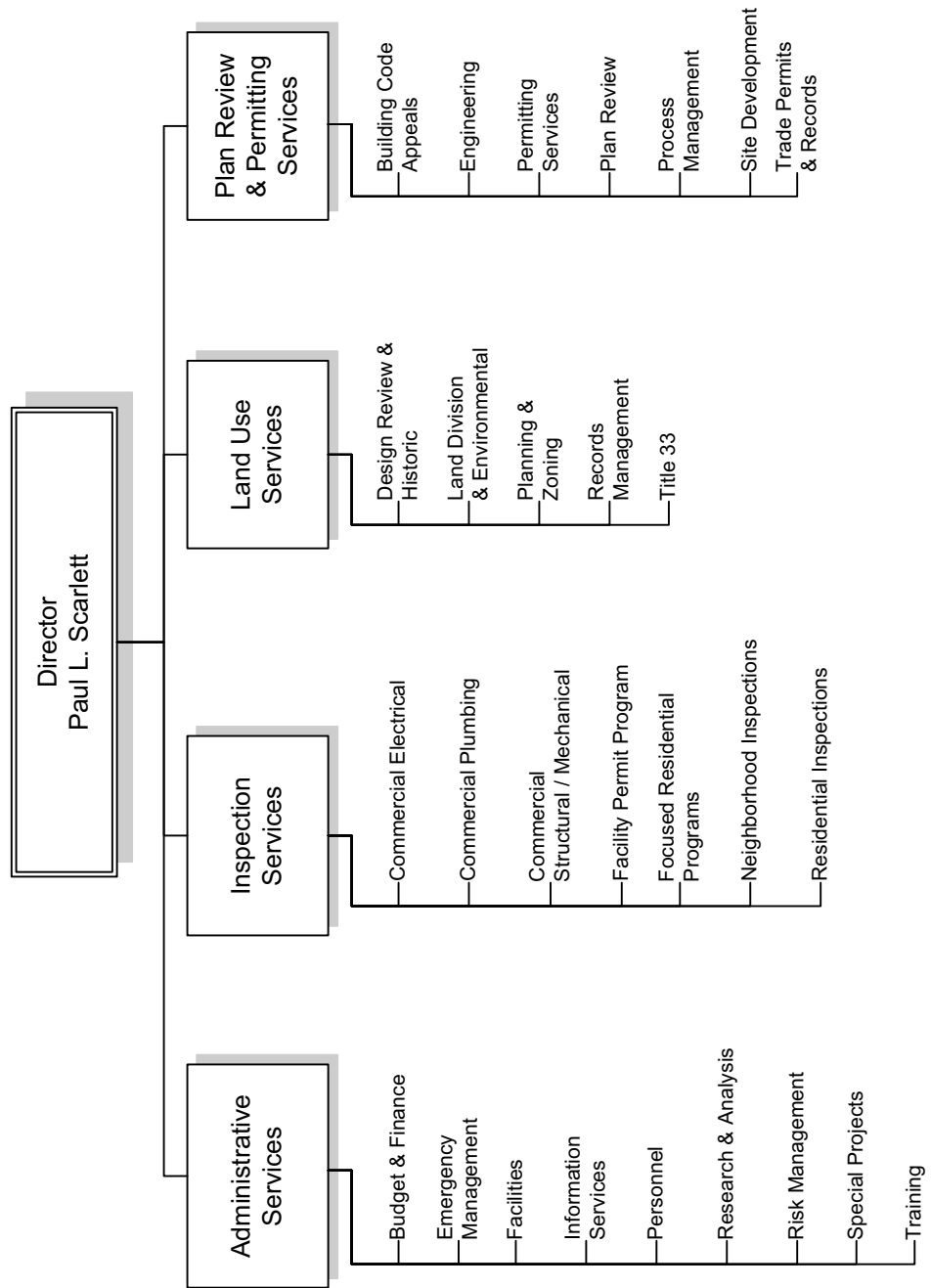
Budget, Finance, HR

Sr. Financial Analyst
Jessica Yang
Grants
OPEN (NEW)
Accountant
OPEN (NEW)
Administrative Supervisor I
Kevin Campbell
Management Assistant
Joan Hamilton
Office Support Specialist III
Fritz Johnson
Admin Support
Office Support Specialist II
Ella Lewis
Office Support Specialist II
Karen Lucchesi
Office Support Specialist II
Desiree Vaughn-Rose

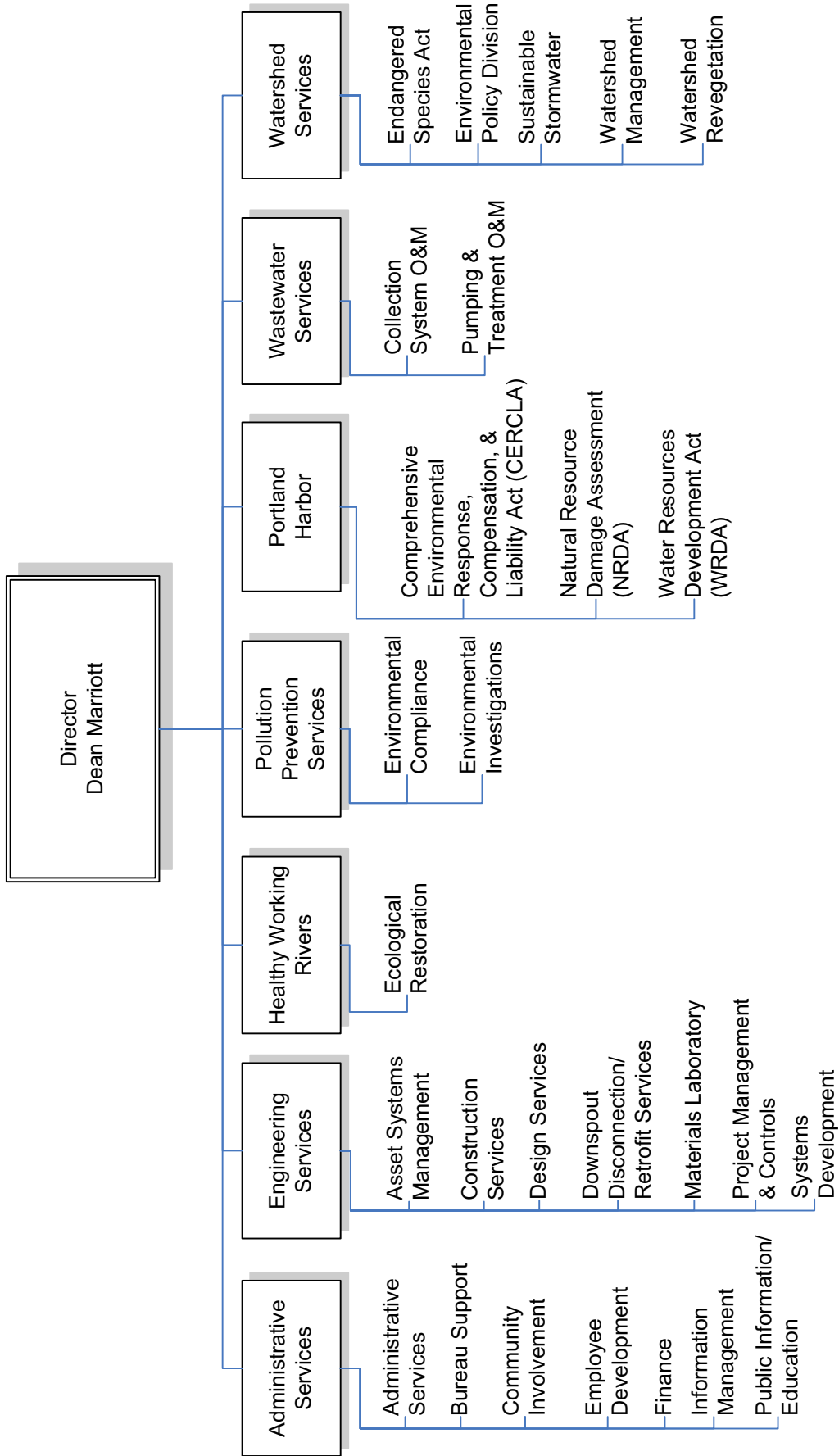
Bureau of Transportation



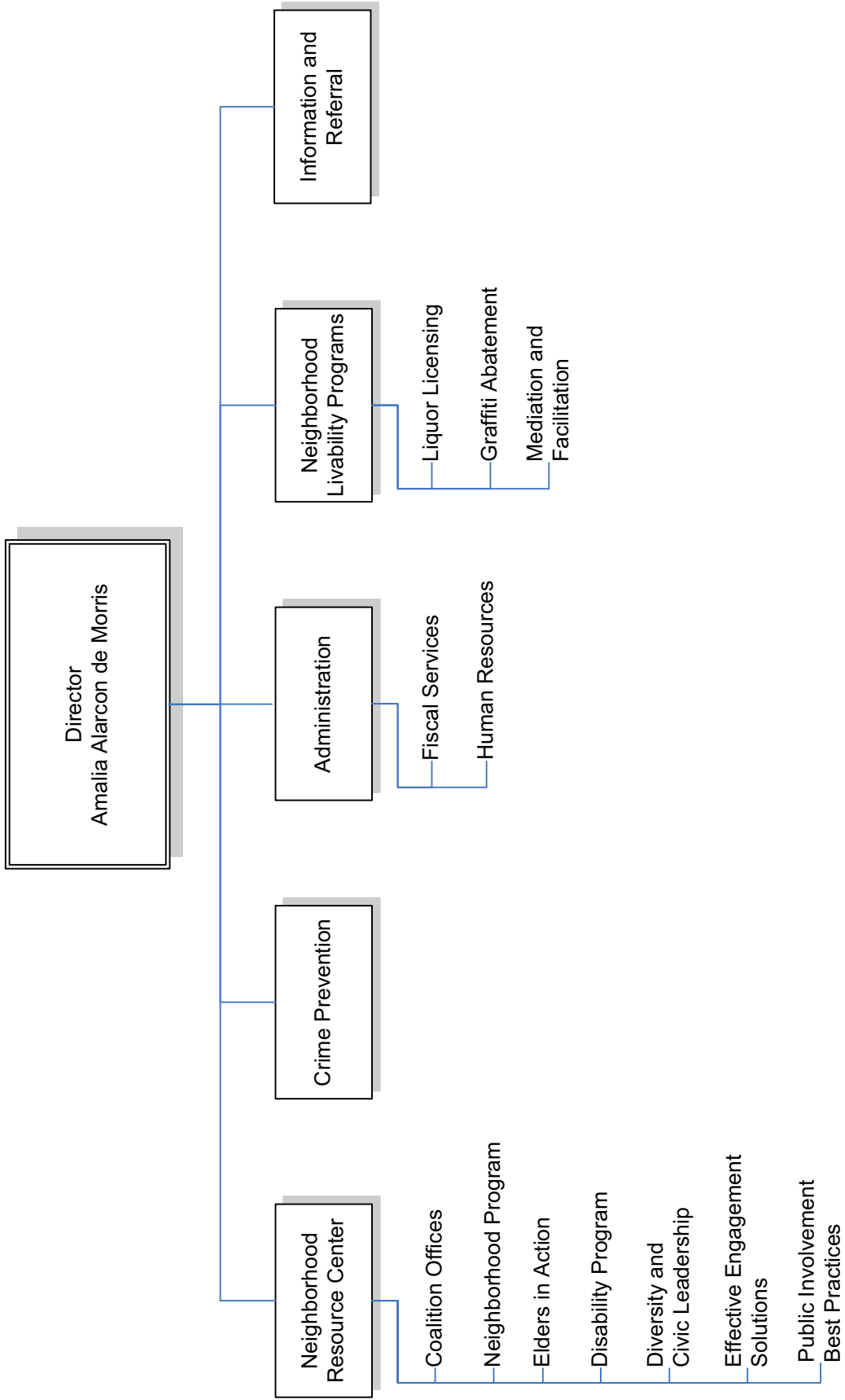
Bureau of Development Services



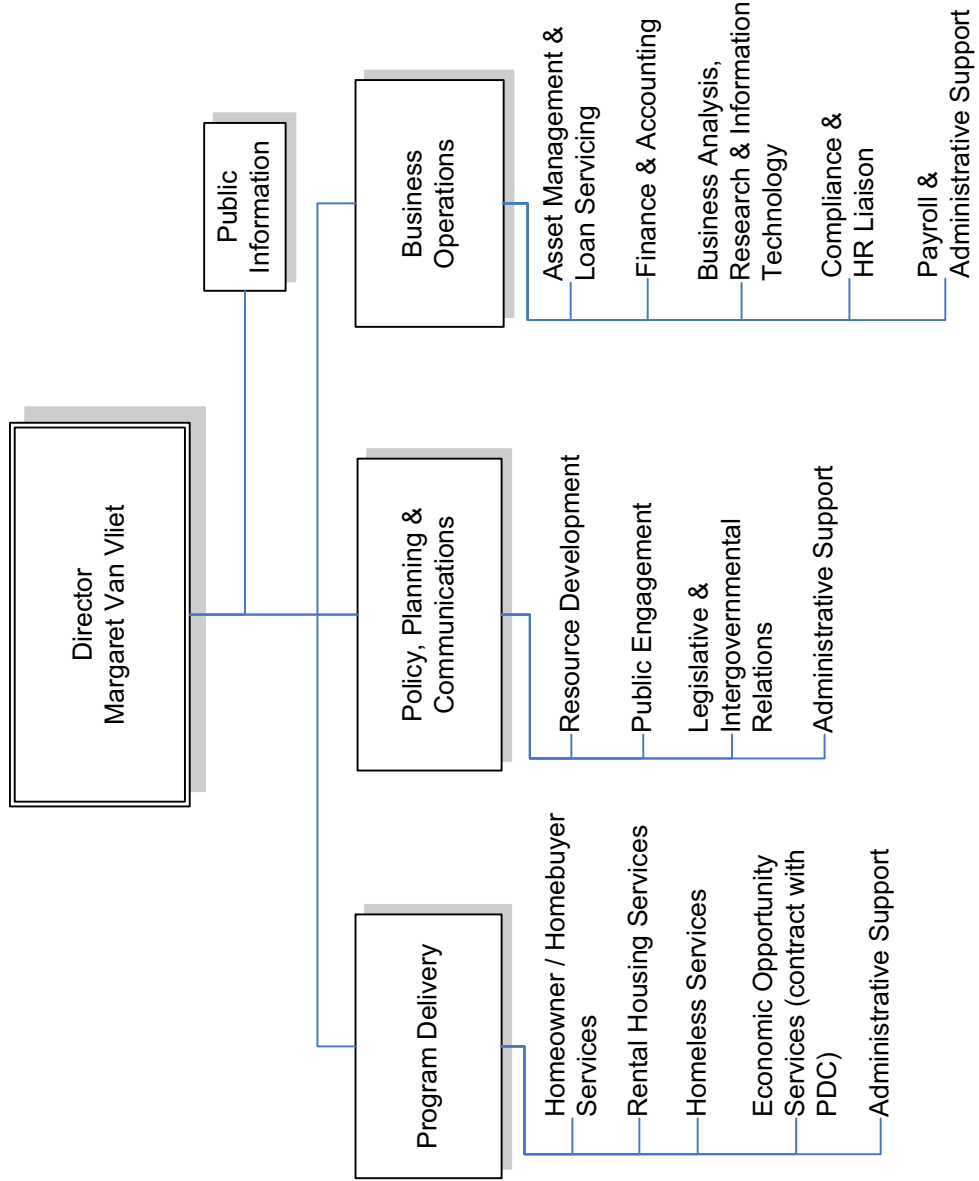
Bureau of Environmental Services



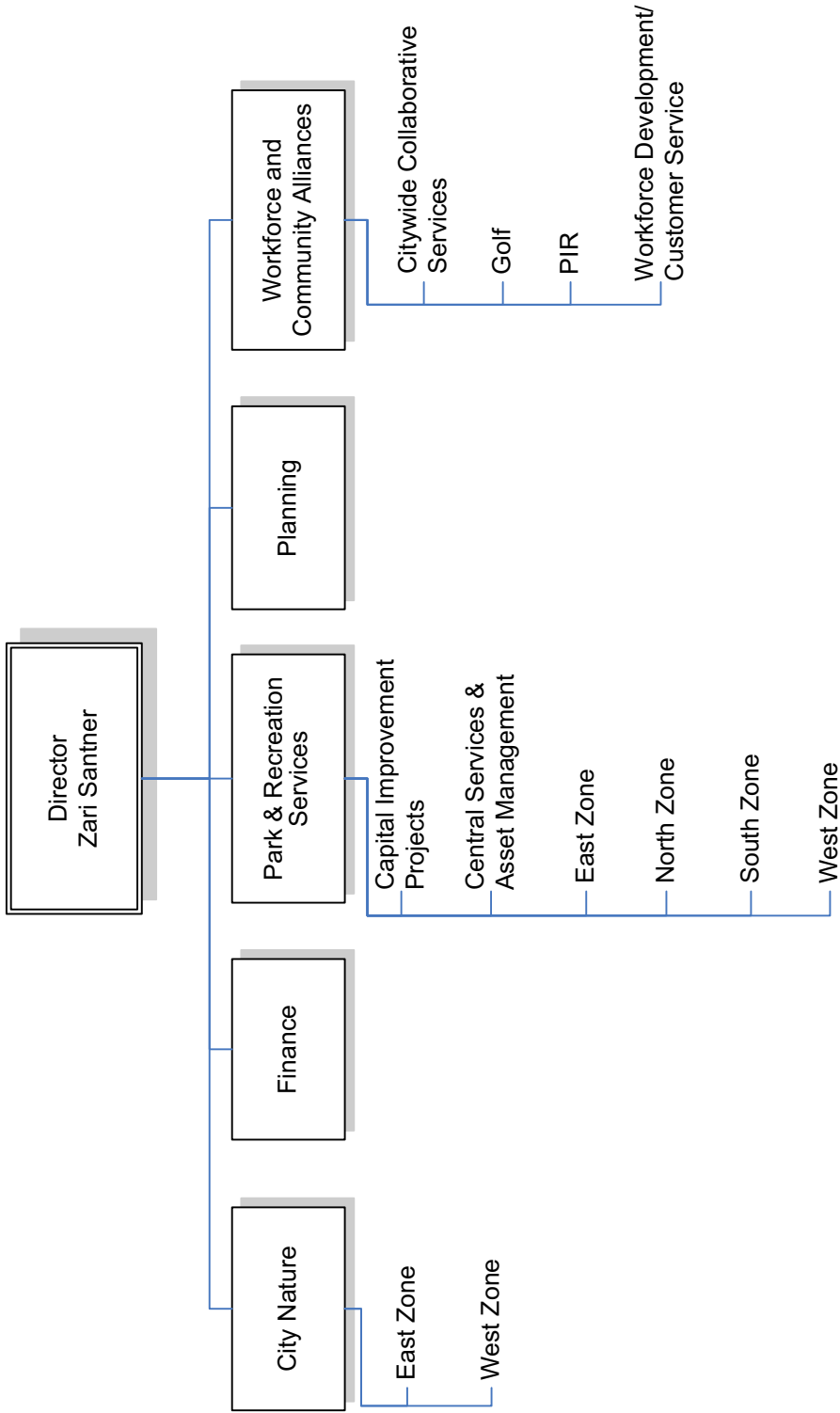
Office of Neighborhood Involvement



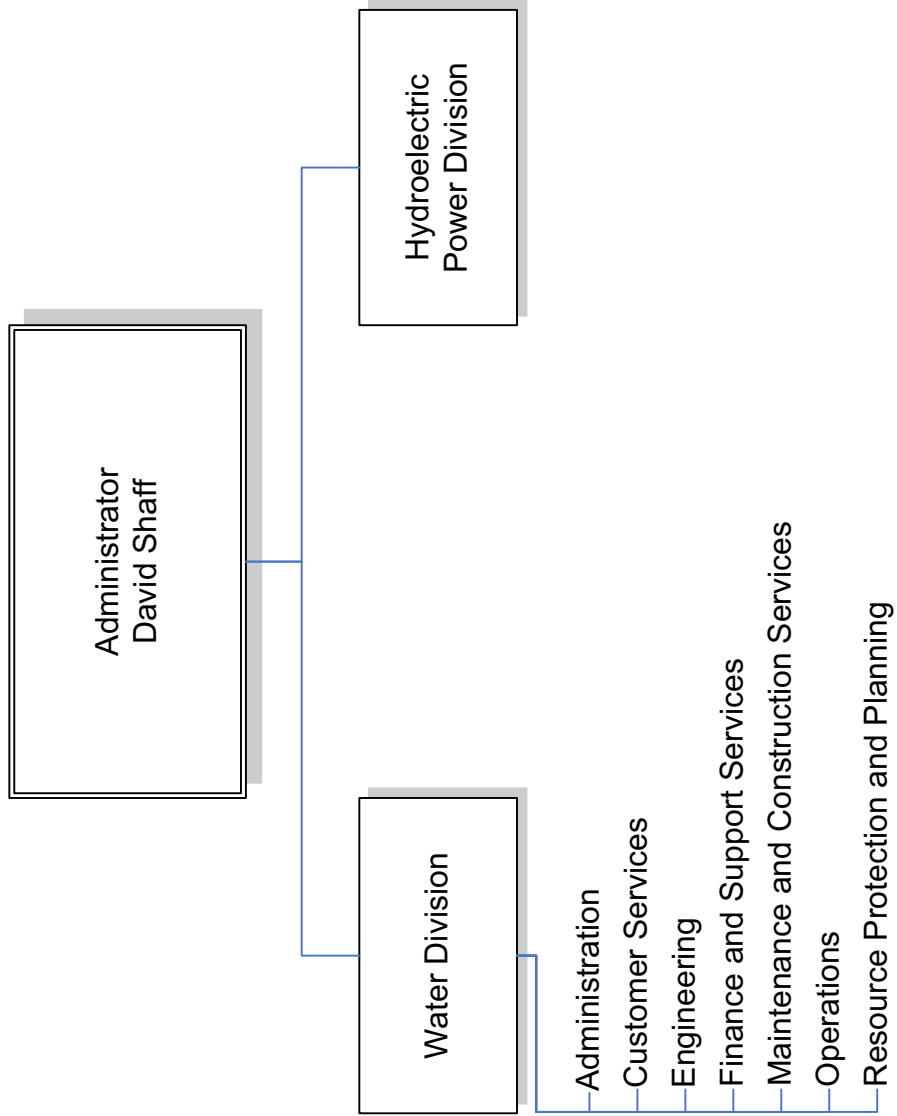
Portland Housing Bureau



Portland Parks & Recreation



Portland Water Bureau



City of Portland

Bureau of Planning and Sustainability

Mission

Create a prosperous, equitable and healthy city.

To do this, we:

- Build partnerships.
- Engage, inspire and educate residents and businesses.
- Advance policy, programs, plans, regulations and urban design that foster both innovation and practical solutions.

Our Values

- Leadership
- Passion to make a difference
- Collaborative relationships
- Integrity and trust
- Credibility
- Technical expertise
- Community wisdom
- Partnerships
- Diversity, equity and fairness
- Integrated, long-range thinking
- Responsive, creative problem-solving
- Entrepreneurial spirit
- Practical solutions
- Innovation

Goals

A Thriving and Resilient City

Create a well-designed city with a vibrant downtown, distinctive neighborhoods, successful employment areas and an engaged community.

Equity and Opportunity

Advance equity through policies, plans, regulations and programs that provide access to clean air and water, healthy food, affordable transportation, housing options, parks and green space, quality education, workforce training and employment opportunities.

Complete Neighborhoods

Promote walkable, bikeable, prosperous and healthy 20-minute neighborhoods that encourage Portlanders to meet their daily needs locally.

Nature in the City

Plan and develop policies and programs to ensure healthy watersheds, habitat corridors, green streets, parks and natural areas throughout the city.

Prosperity

Build demand for sustainable technologies, products and services, ensure adequate employment lands, promote affordable housing and transportation, advance healthy and working rivers, encourage entrepreneurship and plan for vibrant commercial/mixed use centers.

Low-Carbon Future

Reduce greenhouse gas emissions through energy efficiency, waste reduction and recycling, food systems, urban design and the use of renewable energy resources. Advance employment opportunities and a well-trained workforce to achieve a low-carbon economy.

Three-Year Strategic Initiatives

- Portland Plan
- Comprehensive Plan Update
- Climate Action
- Energy Efficiency and Renewable Resources
- Waste reduction and Recycling
- Central City 2035
- Other District Plans
- River Plan
- Natural Resources
- Sustainable Business Practices
- Internal Initiatives
 - Stable and Diverse Funding
 - Diversity and Cultural Competency
 - Employee Training and Development
- Integrated Initiatives

Toolbox

- Educate
- Facilitate, mediate and negotiate
- Listen, engage, outreach
- Offer technical assistance
- Build partnerships
- Influence City actions and investments
- Regular solid waste and recycling
- Capacity building
- Lead through model behavior
- Research, develop and demonstrate
- Provide GIS and graphic design skills
- Urban design
- Create long-range and strategic plans
- Policy and program development
- Update zoning regulations and codes

How We Do Our Work

- **Think**
Policy, research and innovation
Provides research and analysis, policy and program development, project demonstration, monitoring and evaluation, and grant writing.
- **Plan**
Integrated, strategic and long-range roadmaps
Provides strategic, comprehensive, long-range and district planning and urban design services.
- **Act**
Immediate, solution-oriented change
Develops and executes programs, events and educational campaigns to engage a diverse range of residents and businesses in new behaviors and organizational practices in the areas of climate action, thoughtful consumption, recycling and overall sustainability practices.

Bureau of Planning and Sustainability

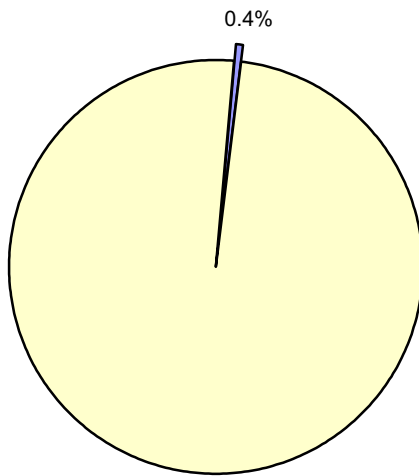
Community Development Service Area

Mayor Sam Adams, Commissioner-in-Charge

Susan Anderson, Director

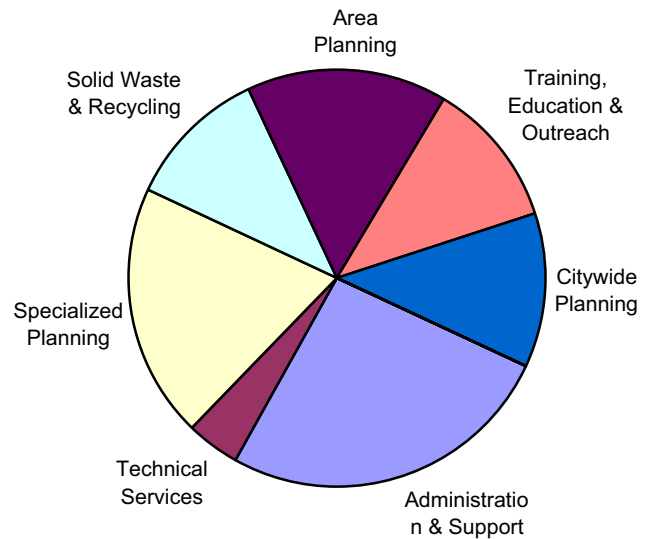
Percent of City Budget

Bureau of Planning and Sustainability = \$7.9 Million



City Budget = \$1.83 Billion

Bureau Programs



Bureau Overview

Expenditures	Revised FY 2009–10	Requested FY 2010–11	Change from Prior Year	Percent Change
Operating	22,560,830	7,918,471	-14,642,359	-64.9%
Capital	0	0	0	0.0%
Total Bureau Requirements	\$ 22,560,830	\$ 7,918,471	\$ -14,642,359	-64.9%
Authorized Positions	119	83	-36.00	-30.3%

What is Sustainability?

I know everyone in this room, if asked that question, would come up with a different answer.

In fact what most people think when they see me coming to talk about sustainability is that they're gonna get a lecture about:

Energy conservation, solar, planting trees, riding the bus, organic food or recycling.
But that's not really it.

From my perspective –
Sustainability is really both a much bigger concept.
And yet also a much simpler concept than that.
To me it's really just two simple ideas:

The first concept is: Everything's connected.
The environment, economy, community and our own personal health.

They're all tied together.
So if you mess up one part, sooner or later it will impact the rest.

Sustainability is not about the individual pieces – like solar, recycling, green bldg or transit.
Sustainability is about the spaces in between.

It's about how these things are linked together.
The financing, the marketing, the land use regulations, urban design, behavior change theory, education and so on.
Sustainability is not just about another LEED building.

The second big, but simple idea is:
Whatever you do today affects tomorrow.
Whatever you do...

What you buy, what you eat, how you got to work, what you throw away, what products you use, what you invest in – Each choice has an impact on the world that we live in.

And on the world that we leave to our kids.

So if we use up all the good stuff and leave a big mess – They will have to clean it up. But if we take care and are clever and efficient with what we have – if we invest in the right things – then they will inherit a better place.

So now when you hear the word – sustainability I hope you will think about how it means much more than just the environment. Its about our neighborhoods, our families, our jobs and economy, our health and our connection to the future.

Everything is connected.

It's all about the future.

ENN-3.01 – Sustainable City Principles

Sustainable City Principles

Binding City Policy

BCP-ENN-3.01

PURPOSE

WHEREAS, the City of Portland recognizes and accepts its responsibility to support a stable, diverse, and equitable economy; protect the quality of the air, water, land and other natural resources; conserve native vegetation, fish wildlife habitat and other ecosystems; and minimize human impacts on local and worldwide ecosystems; and

WHEREAS, the City of Portland's Economic Development Goal and support document, Prosperous Portland, promote sustainable economic development that recognizes the job creation potential of maintaining and enhancing our community's natural resource capital base, and encourages development that reduces adverse effects on the environment; and

WHEREAS, the City Council and City bureaus have demonstrated their concern for a sustainable community through plans and policies that promote cleaner air and water, reduce energy and water use, promote recycling and solid waste management, reduce the use of the automobile and related air pollution, encourage the development of affordable housing, and provide basic education in all of these areas to schools and citizen groups; and

WHEREAS, in 1993-94 the City has increased the efficiency of energy use in City-owned buildings and facilities by more than 15 percent, saving \$850,000 annually; and recycled 250 tons of waste paper, 17 tons of scrap metal and 4,800 gallons of used motor oil; and

WHEREAS, the City has adopted the Carbon Dioxide Reduction Strategy to reduce carbon dioxide emissions by 20 percent by 2010 in order to reduce greenhouse gases that contribute to global warming; and

WHEREAS, an agreement between the City and Portland State University will result in an annual Urban Environment Status Report to monitor the state of the environment in Portland.

POLICY

NOW, THEREFORE, BE IT RESOLVED, that the City Council declares the intent to adopt the attached [Sustainable City Principles](#) and directs City bureaus and agencies to integrate these principles into the City's Comprehensive Plan, and other plans that impact transportation, housing, land use, economic development, energy use, air quality, water quality and supply, solid and hazardous waste and other areas that may affect sustainable development.

City of Portland Sustainable City Principles

Goal: City of Portland will promote a sustainable future that meets today's needs without compromising the ability of future generations to meet their needs, and accepts its responsibility to:

- Support a stable, diverse and equitable economy
- Protect the quality of the air, water, land and other natural resources
- Conserve native vegetation, fish, wildlife habitat and other ecosystems
- Minimize human impacts on local and worldwide ecosystems

City elected officials and staff will:

1. Encourage and develop connections between environmental quality and economic vitality. Promote development that reduces adverse effects on ecology and the natural resource capital base and supports employment opportunities for our citizens.
2. Include long-term and cumulative impacts in decision making and work to protect the natural beauty and diversity of Portland for future generations.
3. Ensure commitment to equity so environmental impacts and the costs of protecting the environment do not unfairly burden any one geographic or socioeconomic sector of the City.
4. Ensure environmental quality and understand environmental linkages when decisions are made regarding growth management, land use, transportation, energy, water, affordable housing, indoor and outdoor air quality and economic development.
5. Use resources efficiently and reduce demand for natural resources, like energy, land, and water, rather than expanding supply.
6. Prevent additional pollution through planned, proactive measures rather than only corrective action. Enlist the community to focus on solutions rather than symptoms.
7. Act locally to reduce adverse global impacts of rapid growth of population and consumption, such as ozone depletion and global warming, and support and implement innovative programs that maintain and promote Portland's leadership as a sustainable city.
8. Purchase products based on long term environmental and operating costs and find ways to include environmental and social costs in short term prices. Purchase products that are durable, reusable, made of recycled materials, and non-toxic.
9. Educate citizens and businesses about Portland's Sustainable City Principles and take advantage of community resources. Facilitate citizen participation in City policy decisions and encourage everyone to take responsibility for their actions that otherwise adversely impact the environment.
10. Report annually on the health and quality of Portland's environment and economy.

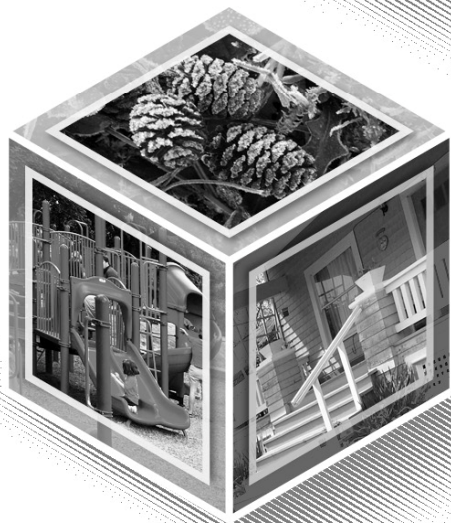
HISTORY

Filed for inclusion in PPD May 20, 2003.

Resolution No. 35338

Adopted by Council November 23, 1994.

Comprehensive Plan Goals and Policies



CITY OF PORTLAND, OREGON
BUREAU OF
Planning

Adopted October 1980

Includes Amendments Adopted Through May 2010

Portland Comprehensive Plan
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City of Portland Bureau of
Planning and Sustainability
 Sam Adams, Mayor | Susan Anderson, Director

Arts and culture are an essential component of a thriving and sustainable city. Art gives a place spark. Public art, cultural amenities and events enliven public spaces, help grow our economy and tourism industry and can help build a sense of community.

The purpose of the Portland Plan Arts and Culture Background Report is to provide Portlanders with enough information about arts and culture in Portland, and about the city’s existing role in supporting arts and culture, to begin the community discussion of:

- long-term goals for strengthening cultural infrastructure;
- improving access to the arts and arts education; and
- investing in creative talent.

The Arts and Culture Background Report includes:

- **Summary of existing conditions** regarding arts and culture - programs and policies, current conditions and trends in Portland today
- **Emerging issues and challenges** Portland faces now which, if they continue to go unaddressed, will affect the future of arts and culture in the city.
- **Recommendations** for potential policy choices that expand upon, re-emphasize and complement existing plans and coordinated strategies.
- **An appendix of the best practices** and successful strategies undertaken by cities around the world.

The report is not intended to be a complete survey of arts and culture in Portland or a catalog of artistic achievements. Instead, it focuses on the City of Portland’s role supporting arts and culture in the city. The report relies heavily on information provided by Act for Art: A Creative Action Plan for the Portland Metropolitan Region as well as much existing documentation on economic development, arts education and public art programs.

Why is arts and culture in the Portland Plan?

Typically, long-range city development plans address topics like economic development, community design and environmental health, to name a few common planning themes. While those themes and topics are essential to creating a prosperous and healthy city, Portlanders are concerned about more than typical planning issues.

Creative expression is important to Portlanders. The VisionPDX community project noted this, and we see it in many of Portland’s cherished and emerging traditions—Saturday Market, Sunday Parkways; events like Time Based Art and countless other arts, music and film festivals. With such strong interest, it seems necessary to address the role that the city plays, over the long-term, in supporting arts and culture in Portland.

Arts and culture contribute to a thriving city in complex and varied ways. Many Portland neighborhoods, including Alberta and the Pearl District, have experienced a dramatic revitalization partly attributed to their vibrant arts community. Artists choosing to make a particular neighborhood home tends to have positive, regenerative effects on the neighborhood.

Organizations also play an important role in the arts and culture of a thriving city. Two Portland groups that have been particularly involved in advocating for the arts are described below.

- **Regional Arts and Culture Council (RACC)** – RACC is an independent non-profit organization that was established in 1995 to integrate arts and culture into all aspects of Portland’s community. RACC is responsible for public investment in the arts in the Portland Metropolitan area, including Multnomah, Clackamas, and Washington counties. Over 60% of RACC’s budget is a contract with the City of Portland for the full integration of arts and culture into the community.
- **Creative Advocacy Network (CAN)** – The Creative Advocacy Network (CAN) was established in 2008 as an independent non-profit to build stronger grassroots support for arts and culture, and to take a lead role in securing sustainable, dedicated funding for the arts.

Challenges and Opportunities

The Portland Metropolitan Region’s last big master plan for the arts was Arts Plan 2000, written in 1992. Much progress has been made since then, and Portland certainly has a strong and vibrant arts community to show for its efforts. But there remains a persistent, systemic problem of inadequate public funding for the arts in our region and today’s economic crisis has only exacerbated the situation. In order for the true creative capacity of our City and region to be realized, a dedicated, stable funding mechanism for local arts and culture and arts education must be created.

Additionally, this pursuit of dedicated funding is only possible with the continued diligence, coordination, and organization of a historically fragmented arts and culture community.



Key Findings

Many aspects of the current state of arts and culture in Portland are crucial to address in order to meet community needs and desires for this part of city life. The following summarizes key factors, which are described further in the background report.

The arts are a significant part of Portland's economy.

According to the Metropolitan Exposition Recreation Commission's (MERC) Economic and Fiscal Impact Analysis, (Oct. 2008), there are 1,500 firms employing 14,000 'creatives' in Portland. The average salary in creative industries is \$66,600 compared to the regional average wage of \$40,600. Further, according to RACC and the Arts and Economic Prosperity Report III from 2007, nonprofit arts and cultural organizations themselves represent a \$318 million industry in the Portland metro area, supporting over 10,300 full time equivalent jobs. The Portland metro region's 111 arts-related nonprofit organizations produced \$206 million in personal or business income in 2006. State and local governments collected more than \$27 million in taxes and fees as a result of this activity, more than 3 times what they invested.

Portland has a successful public art program.

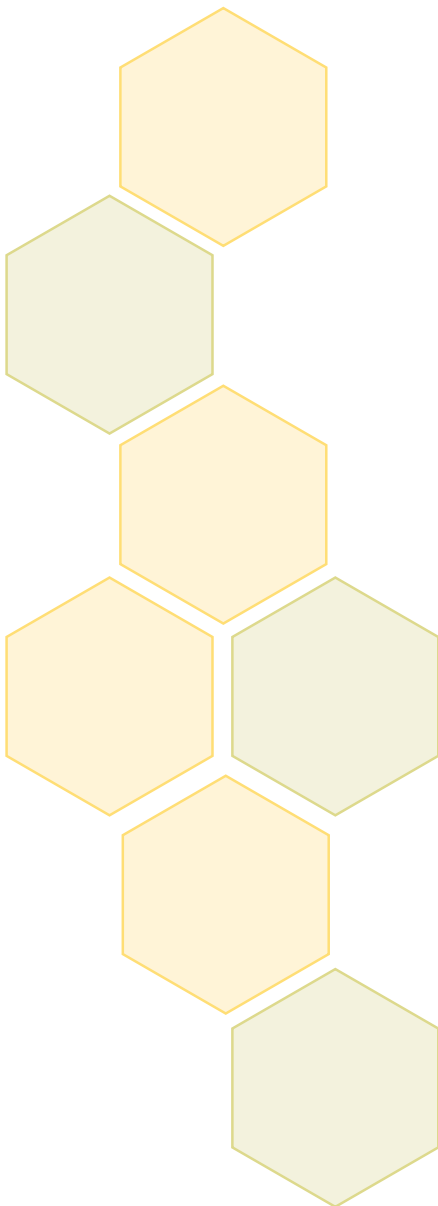
The last three decades of development and progress with regard to public art have consistently improved the public's access to art throughout the city. RACC, the Regional Arts and Cultural Council, has played an important role in that success, as the primary non-profit working with government funds to involve communities in arts and culture. Increasing investment in the Percent for Art program will continue to encourage vibrant neighborhood spaces.

Portlanders are interested in supporting the arts with public dollars.

In a recent phone survey done through Creative Capacity Strategy, 77% of local voters say that having opportunities to enjoy the arts, and creative learning is essential to their families. 70% stated that arts and cultural organizations need additional, dedicated funding. This support has not waned even during economic recession. The VisionPDX process revealed that people want Portland, at all levels including local government, to become a national leader in community support for the arts. The community also calls for more public art throughout the city, not just downtown.

Significant work is already underway.

The spring 2009 publication of *Act for Art: The Creative Action Plan for the Portland Metropolitan Region* finalized several year's worth of best practice research and community input. The full implementation of this plan is a 5-year process and should serve as the foundation for any planning efforts during the next decade.



Recommendations

The *Arts and Culture Background Report* reiterates recommendations derived from the Creative Capacity Initiative and published in *Act for Art: The Creative Action Plan for the Portland Metropolitan Region*. Some recommendations come from the creation of this background report or are derived from a study of best practices in other cities and regions. All recommendations below are secondary to the satisfaction of the **primary recommendation: create a dedicated, reliable, public funding source**. This need was identified earlier in the Challenges and Opportunities part of this overview, and bears repeating, as it is the over-arching recommendation of the *Arts and Culture Background Report*.

Strengthen Cultural Infrastructure

- **Improve Public Funding:** Implement a dedicated, sustainable public funding mechanism for arts and culture that will yield \$15-\$20 million per year.
- **Maintain or increase current funding base for public art:** Policies like the Percent for Art programs are crucial to the public's access to art and should be vigorously protected and examined for proper maximization.
- **Increase private sector giving:** Leverage public funds to stimulate more giving from the private sector.
- **Help art spaces flourish:** Support public and private efforts that make our region's performance and exhibition venues, rehearsal and office spaces, studios, and live/work sites more exciting, more affordable and more accessible.
- **Create a public art master plan:** A master plan would set out a vision for public art, as well as basic principles for how public art can be integrated into architecture, gathering places and natural landscapes.





- Incorporate different art forms into the City's streets and public spaces:** Encourage Portlanders' use of public space, including outdoor dining, entertainment, street theatre, and new media showcases and art displays. Promoting and activating public spaces can energize entire districts by getting more people out of their cars and onto public sidewalks or plazas. Integrate more artwork into City building projects that are compatible with their settings.
- Consider creating arts and cultural overlay zones:** Use zoning overlays to promote and sustain arts districts. Ensure that arts overlay zones are consistent with other district zoning regulations and that incentives for arts related uses are not precluded by other provisions of zoning. Commercial and nonprofit cultural organizations could benefit from clustered office spaces, rehearsal and performance spaces, retail boutiques and galleries, and studio living spaces for individual artists.
- Encourage neighborhoods to develop their own cultural plans:** Support neighborhoods in the development of cultural plans by creating public/private partnerships and collaborations between individual communities and artists. Doing so will help to create identities for neighborhoods and a pride-of-place.
- Support temporary reuse of vacant buildings:** Temporary installations and art exhibits within vacant or underutilized storefronts can maintain visual interest for the public.

Improve Access to the Arts and Arts Education

- Increase Access to the Public:** Provide more free and reduced-cost arts and culture experiences for the citizens of the region.
- Support accessibility for all citizens:** Particular consideration should be given to making sure new policies, assessments and investments include the pursuit of increased access for individuals with disabilities.
- Expand Arts Education:** Integrate arts learning into the education of every K-8 student in the region, and support arts learning throughout the community.
- Build the Brand:** Position the Portland metropolitan region as a center of excellence for art and design.

Invest in Creative Talent

- Support Artists:** Eliminate barriers and support the basic needs of artists and other creative professionals in the region.
- Network:** Create opportunities for artists to network with other artists, creatives, supporters, and consumers – locally, nationally and internationally.
- Buy Local:** Increase the purchase of locally produced art and create more cultural consumers. Support collaborations that help the entire creative services sector thrive.



City of Portland Bureau of
Planning and Sustainability
 Sam Adams, Mayor | Susan Anderson, Director

Portland gets high marks for livability, but at some point livability for most of us includes having to work for a living. Does Portland’s quality of life provide high quality jobs? What choices should we make today to support Portland’s economic prosperity in the years ahead? The economic development background research projects will inform our choices.

The research aims to position Portland so that we can ensure the strong local economic base that will enable us to be healthy as a city and as individuals. Reports are summarized below and described in more detail on the pages that follow in this Overview.

The background reports on Economic Development consist of four separate reports. The first summarizes the others:

The Economic Development Summary Background Report - compiles the highlights of three previous background reports examining citywide economic conditions and trends related to the following specific topics:

- **Policy evaluation:** *Economic Development Technical Working Group Draft Report* - are our current regulations and programs suitable for today’s (and tomorrow’s) economic environment? This report evaluated economic development policies in the City’s Comprehensive Plan in light of current trends, emerging issues, and findings from vision-PDX, a 2-year community visioning project.
- **Growth capacity:** *Economic Opportunity Analysis - do we have the space for the new jobs being projected?* This report analyzed the 25-year growth capacity of the city’s employment areas, to evaluate needs and opportunities for changes to the Comprehensive Plan map, public investments, and development incentives.
- **Economic specialization:** *Evaluation of Economic Specialization - what specific niche businesses is our City’s Economic Development Strategy targeting Portland to grow in?* This report identified and analyzed the specializations of the city’s economic base, to inform target industry programs and new directions for future competitiveness. The project was done primarily to inform the Portland Economic Development Strategy, which was prepared by the Portland Development Commission (PDC) and adopted in July 2009.

The Portland Economic Development Strategy sets out a focused, five-year action plan of priorities for economic development projects in the city. The Economic Development Strategy focuses on business development programs that facilitate growth as it occurs. Four employment specializations were identified as target industries for job growth:

- clean technology and sustainable industries
- activewear
- software
- advanced manufacturing

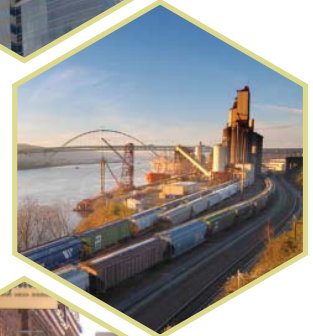
Policy Evaluation

Although the local economy is driven primarily by private sector decisions, the City has a history of intentional public investment and policy support in its economy. Transit investments, regional growth management policies, the City's 1980 industrial sanctuary policy and urban renewal have all contributed to the economic vitality that has kept Portland the region's urban and commercial center.

Also, the economic strength represented by Portland's growing talent base is linked in part to the success of the City's urban livability initiatives, in the form of land use planning, distinctive neighborhoods, extensive open spaces and multimodal transportation systems.

The Economic Development Technical Working Group Draft Report identified the following issues and trends, among others:

- **Neighborhood prosperity is highly valued in Portland, but not all neighborhood commercial corridors are equally prosperous.** City residents commonly see economic prosperity as something that occurs at the neighborhood level, especially in neighborhood commercial diversity, distinctiveness and walkability. However, performance is uneven among Portland's 93 neighborhood commercial corridors. For instance, Montavilla retail and service businesses along SE Stark and 82nd drew more customers from a broader area than did businesses in the Hillsdale area, served by SW Capital Highway.
- **The income gap is growing.** Portland is a comparatively middle class city nationally, but there has been a growing equity gap in who benefits from economic growth, which mirrors the national trend. In addition to declining affordability of housing, income gains (statewide) since 1980 have been concentrated in the highest earning quintile of households.
- **Adjusting to climate change and rising energy costs will change how the city develops.** Alternative energy and green development are emerging as propulsive growth industries, and Portland has an early competitive edge in core niches of these industries.



Related trends toward globalization include:

- Rapid growth of world trade
 - Asian-led economic growth
 - Off-shoring of production and outsourcing of services to lower-cost locations
 - New decentralization technologies (such as the Internet)
 - Trade blocs such as NAFTA (North American Free Trade Agreement)
 - Consolidation in international firms
- **The city has lagged in its share of the region’s job growth, despite our growing share of the region’s housing.** Factors such as a tightening land supply and infrastructure deficiencies are limiting opportunities to increase job growth in the city. Section 2 of this report focuses on evaluating the current growth capacity of the city’s business and industrial districts.
 - **Economic globalization since 1990 has put increasing pressure on cities to be competitive and adaptable in order to remain prosperous.** Local responses to globalization trends have emphasized “traded sectors” (those firms that compete in markets outside the region) and competitive local strengths that attract and keep them. Section 3 of the *Economic Development Technical Working Group Draft Report* focuses on identification and analysis of the city’s traded sector specializations.

Growth Capacity

Even in this age of globalization, digitalization and the internet, jobs still take up physical space. And if our population grows, we need not only more jobs but also the space for those jobs. The type of land available for new jobs is key: where is it located? how is it zoned? how large are the available parcels? These questions are crucial to whether land in Portland accommodates the region’s new jobs or not.

As the Policy Evaluation report noted, recent trends show an expanding city share of regional housing but a declining share of regional jobs. One factor for that is perhaps that the era of Portland adding land by annexation has ended. Now, lands annexed in 1980s and 1990s are being built out, and Portland’s situation as a land-locked city in the middle of a metropolitan area limits the land supply for job growth to vacant land and redevelopment at higher densities.





Urban growth strategies have proven effective for accommodating local housing development, but they pose new expansion challenges for most types of employment land, which often opt for larger, unencumbered parcels. Land capacity for job growth is affected by a variety of public choices, particularly in land use policy, infrastructure investments, and development incentives.

State law requires that the City show that it has adequate growth capacity for economic development by preparing an **“economic opportunities analysis” (EOA)**. The report examines growth trends and evaluates the capacity of the City’s existing supply of developable employment land to accommodate the next 20 years of growth. Thus the research product for this topic is the *Economic Opportunities Analysis* (by consultants E.D. Hovee & Co., June 2009, available on Portland Plan website at www.PDX-Plan.com)

In doing the City’s growth capacity research, the consultants compiled information from four EOA project Tasks into three separate reports:

Task 1 Trends, Opportunities and Market Factors – Growth trends by employment sector (such as manufacturing or retail trade) at the national, state, regional, city and district geographies; results of six focus groups with business leaders on space and location needs; and analysis of market factors driving different types of employment land demand.

Task 2 and 3 Supply and Demand – A 2010–2035 forecast of job growth and land absorption by building type and associated geography; inventory of available vacant and redevelopable land and constraints; and reconciliation of supply and demand.

Task 4 Alternative Choices – Recommendations and analysis of growth targets, development capacity, market options, public investments and timing and geographic tradeoffs by demand type.

Key Facts

Key facts identified in the EOA include the following:

While Portland is still the regional jobs hub (with 40% of the region's total jobs in 2006), **the share of the region's new jobs coming into Portland has been dropping** – to 11% in 2000–2006 from 27% in 1980–2000.

The exception to this trend has been Central City, where jobs rose 12,000 from 2000–2006, compared to the city overall losing 7,000 jobs in the same period. In other words, **Central City job growth is responsible for Portland's net job gain** of 5,000 from 2000–2006.

Recent job growth (2000–2006) in the three-county region has been primarily in institutional and office sectors – especially in **health care (up 17,000 jobs)** – not in industrial or retail sectors.

Metro regional government forecasts **520,000 new jobs by 2035 in the Portland Metro** seven-county region (the Metropolitan Statistical Area, or MSA). That amounts to an average annual growth rate of 1.7%.

Meanwhile, **150,000 new jobs are forecast to be in Portland by 2035** – that is, an average annual growth rate of 1.3%, and a return to the pre-2000 capture rate of 27% of regional jobs.

The 150,000 new jobs forecast for Portland would translate into **3,200 acres** of land absorption (that is, we would need 3,200 acres of land for the new jobs). (The high forecast calls for 200,000 new jobs and 4,100 acres of land.)

Estimates (by the City) are that there will be **4,200 acres of available land supply** to meet that job growth demand. However, “availability” is a relative term. Land may be considered available yet contain significant constraints to development under current market conditions. For example: brownfields (contaminated by past industrial use) are expensive to clean up for development; environmental protections on some lands limit development. **Such constraints apply to all but 1,400 acres of the estimated available land.**

Does this mean we don't have enough land to hold the new jobs we expect in Portland? We will just need to be more efficient with the land we have. Cleaning up brownfields, and recognizing how our environmentally important lands benefit our city as a whole will go a long way. Also, providing more land for certain types of uses, such as industrial and campus institutions, will help meet demand.

Looking at the types of job growth forecast, and the types of land available (including location), the EOA identified particular **shortfalls in developable land available for industrial district and institutional campus job growth.**

The **Economic Opportunities Analysis (EOA)** offers further detail on geographic subareas of the city where certain types of jobs and lands are located, including the following:

Office Sectors – mostly in Central City (the region's high density transit hub)

Industrial Sectors – mostly in Portland Harbor and Columbia Corridor industrial districts (where Oregon's marine, rail, air, pipeline and free-way infrastructure intersect)

Retail and Related Sectors – dispersed in various neighborhoods

Institutional Sectors – mostly hospital and college campuses in neighborhoods

Finally, the EOA provides Draft Growth Targets and Alternative Choices for meeting those draft targets (presented in three pages of tables).

Economic Specialization

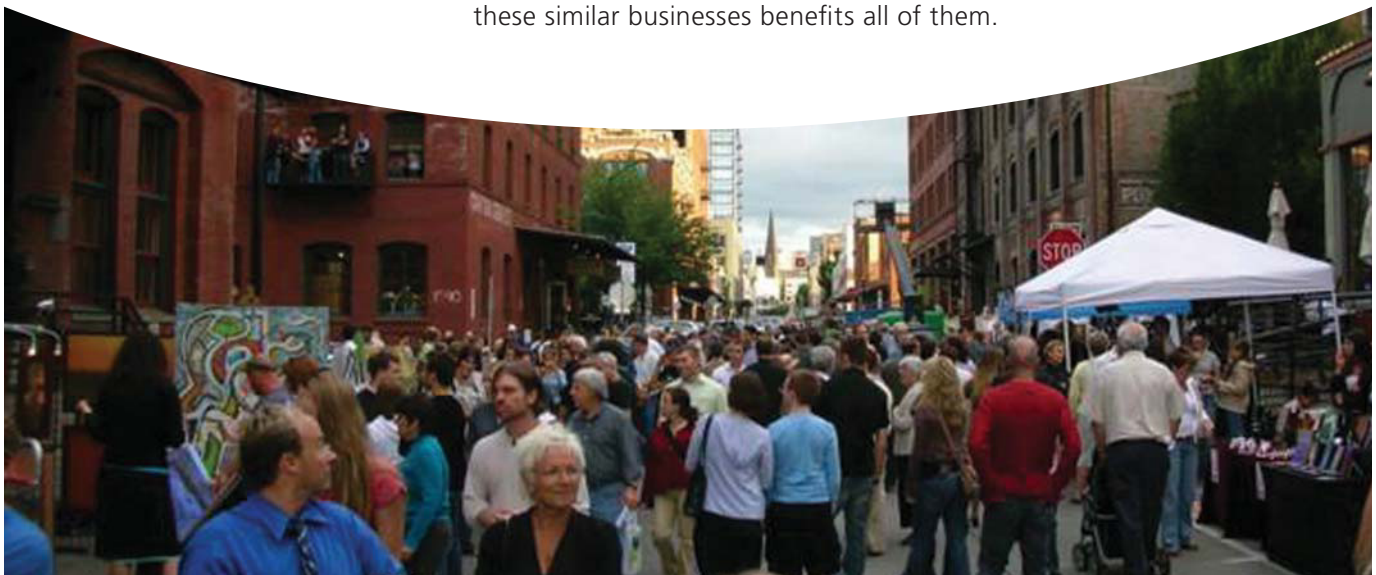
Economic globalization trends since 1990 have put increasing pressure on regions to be competitive and adaptable in order to remain prosperous, as the international marketplace has opened up to increasing competition. “Traded sector” firms compete in that ever shrinking global marketplace.

“**Traded sector**” is that portion of the local economy that serves regional, national and international markets. Traded sector companies sell their goods and services not only locally but also in the broader region, nationally and globally. These Portland companies may be small or large, but they are bringing in earnings from outside our local economy. Portland’s traded sector companies are particularly important compared to the non-local companies selling in Portland and exporting their income to other cities and countries.

Traded sector firms drive the region’s prosperity through growth, higher income levels, and wealth generation. Each region tends to develop its own mix of traded sector specializations around its distinct competitive advantages and accumulated scale.

Some specializations develop into industry “**clusters**” of firms that compete and trade with each other. The Oregon Business Plan, recent regional business plans and Portland’s 2002 and 2009 Economic Development Strategies have focused attention on the growth of these regional clusters as drivers of economic competitiveness and prosperity.

A few recent studies have identified industry clusters of the Portland region, based on regional data, but specializations also vary among cities within the region. The grouping together of industries also occurs within regions; while workforce tends to be mobile, investments and some other types of capital are more fixed. At a very simple level, industry clusters are like NE 28th Street’s “restaurant row” or several food carts locating on a particular city block such as SE Hawthorne and SE 12th. The proximity of these similar businesses benefits all of them.





The background research product for this topic area is the *Evaluation of Economic Specialization in the City of Portland* prepared by consultants ECONorthwest (June 2009, available on Portland Plan website at www.PDXPlan.com). This study identified sector specializations of the city and the Central City through quantitative analysis based on 2007 “value added” data (similar to gross domestic product), measuring their concentration here relative to the nation. Specializations in Portland were then compared to 10 similarly sized cities in the United States. Lastly, a trend and shift-share analysis compared how industry segments grew in Portland relative to the nation from 2001 to 2007, focusing particularly on Portland’s current target industries.

Especially in Portland, the Central City and the large seaport/airport industrial districts are unique in Oregon and appear to support additional **“big city” specializations** that differ from the rest of the region. The study described below is unique in that it sets out to identify city and Central City specializations, based on city and Central City data relative to the nation and to similarly sized cities in the United States.

With trends toward globalization, business leaders in local traded sector firms have commonly cited the need to reinvent themselves to remain competitive. The extent that they expand in Portland or elsewhere has come to depend more on competitive factors. Local responses to these globalization phenomena have emphasized traded sectors and competitive local strengths that attract and keep them, such as distinctiveness, innovation, talent, and productivity.

How should Portland position itself to remain competitive and prosperous? In the short term, business development programs have targeted the growth of particular traded sector clusters and emerging industries. In the long term, other sources of local competitive advantage also become variables, such as the growth of the local talent base, new infrastructure systems, new and expanding business districts and local competitive strengths around sustainability and other expanding economic activities.

Recommendations

- **Set an economic growth target that maintains Portland’s role as an economic center in the region.** The policy would be equivalent to the city’s housing growth goal adopted in 1994 to capture 20 percent of 3-county housing growth. Consider a job target of 27 percent of the 7-county MSA job growth (the midrange forecast), estimated to result in 150,000 net new jobs from 2010 to 2035. Consider also planning to meet the high-range job forecast (36-percent capture rate) as a potential opportunity. Explore other measures of growth beyond job creation to more accurately account for differences in sectors.
- **Fill shortfalls in the available capacity of employment land to meet the City’s growth target.** To meet the mid-range forecast, estimated shortfalls include 650 acres of available land in industrial areas, 360 acres in campus institutional areas, and 100 acres in town centers and Gateway Regional Center. Shortfalls can be met by increased use of constrained vacant land and redevelopment at higher densities. Policy choices include zoning, targeted infrastructure investments, and incentives such as urban renewal and brownfield programs.
- **Supplement target industry and business development programs with additional long-term competitiveness initiatives.** Consider adding target industries among the city’s largest traded sector specializations, planning long-term investments in local supplies of workforce, land, and infrastructure (business inputs) that meet traded sector needs, and setting up traded sector district initiatives in the Central City, Working Harbor, and Columbia Corridor.
- **Expand policy and program support to pursue economic opportunities in sustainability, equity, and neighborhood prosperity.** Integrate economic development goals and market opportunities into the multi-objective programs that support these community values.





City of Portland Bureau of
Planning and Sustainability
Sam Adams, Mayor | Susan Anderson, Director

Energy is used all the time. It is fundamental to our economy and quality of life. Our immense energy needs are all around us - transportation fuels to move people and goods, electricity to power our buildings and manufacturing, natural gas to heat the air and water in our homes.

The Energy Background Report provides information to help us explore potential policy choices in planning for Portland 2035.

The report:

- **summarizes what is currently known** about Portland's energy system;
- **reviews current conditions and trends;**
- **discusses the emerging issues** of volatile oil prices and supplies and climate change; and
- **reviews selected viable technology solutions to many energy challenges.**

This report relies on other background reports and the City of Portland's proposed Climate Action Plan to explore the broader energy implications of land use, urban form and transportation system planning decisions.

Current Conditions

Energy prices continue to rise: For Portland, from 2000 to 2007, electricity costs went up 75 percent, while prices for natural gas and transportation fuels went up 91 and 102 percent, respectively.

We spend a lot of money on energy: Currently, Portlanders spend upwards of \$1.6 billion a year on energy. 53 percent of that is for transportation fuels.

Most of what we spend on energy leaves the local economy: Nearly all of the energy used in Portland comes from outside the state, with imported coal and natural gas supplying much of the city's electricity. Therefore, money spent on non-local energy sources contributes little to our local economy.

We use most of our energy in buildings, the rest by moving ourselves and things around: In Portland, 56 percent of energy consumed is used by buildings and industry. The remainder, transportation of goods and people, accounts for about 44 percent.

Trends

Powerful evidence from a variety of sources suggest that global production of oil and natural gas will reach its peak between 2010 and 2020, making these energy sources less available and less affordable than in recent decades. Rising and volatile oil prices increasingly affect:

- **transportation** of people and freight;
- **population densities** (as people seek to reduce their transportation costs);
- **the cost and availability of food** (because the American food system is so dependent on fossil fuels for transportation and fertilizer); and
- **our efforts to be an equitable city.**

As a result of likely rising and volatile oil prices, our local economy as a whole may undergo significant disruption and volatility, especially in industries that depend on national and global markets. And the costs of rising energy prices are generally not distributed equitably; higher energy prices have the potential to exacerbate **social inequities**, and tend to increase the number of low-income, vulnerable and marginalized residents. While facing disproportionate impacts, these residents have fewer resources to adapt, increasing pressure on social services.

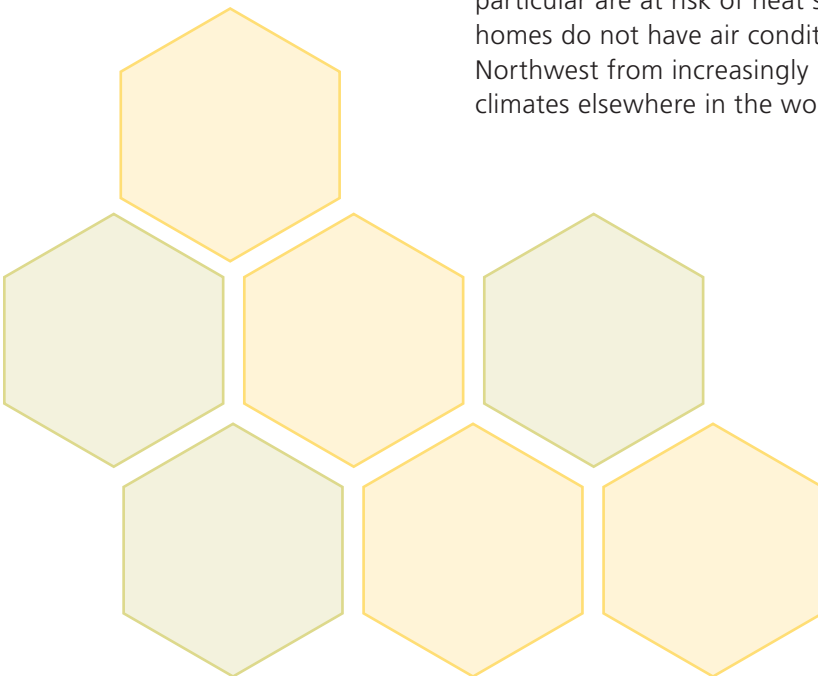
Meanwhile, **greenhouse gas emissions** from human activities continue to collect in the atmosphere, destabilizing the climate. The world's scientific community, having reached consensus on the basic science of climate change, indicates that in order to prevent potentially catastrophic change, humanity must dramatically reduce total greenhouse gas emissions, on the order of **85 percent by 2050**.





Since 1900, the **average temperature** in the Pacific Northwest has increased by 1.5 degrees Fahrenheit. During the next century, warming is expected to increase at least three times as quickly. Impacts will include warmer, drier summers; increased heat island effects in urban areas; and wetter winters. River flows will be higher in the spring, when water already is abundant, and lower in the summer flows, when surface water is badly needed for drinking, irrigation, hydropower and salmon. More frequent droughts, fires, pest infestations and disease will threaten Oregon's forests. Beaches will be affected by rising sea levels, stronger storms and increased coastal flooding and erosion.

Rising temperatures may be accompanied by increased incidents of human diseases (such as cholera) and weather-related mortalities. Seniors in particular are at risk of heat stroke, especially in this region, where most homes do not have air conditioning. People may choose to migrate to the Northwest from increasingly inhospitable climates elsewhere in the world.



Opportunities

Climate change and peak oil represent a threat to Portland's quality of life, but also an opportunity to create more local jobs, improve personal health and enrich the quality of life for the community. In particular, redirecting energy dollars to pay for efficiency improvements and non-fossil fuel energy would expand markets for locally produced goods and services and keep money within the community. Buildings and transportation are two obvious places to start because they consume so much energy.

Cutting energy use in buildings will involve improving the energy efficiency of new and existing buildings and diversifying the energy supply to those buildings, thereby creating a more resilient energy system.

Options include:

- expanding large utility-scale renewable energy sources, such as wind farms and large solar facilities;
- creating district- and neighborhood-scale energy systems, such as onsite renewables, district energy and other distributed generation sources; and
- investing in energy efficiency, green building, smart grids, onsite renewable resources (solar, wind, geothermal, biogas and biomass) and energy generation technologies such as micro-turbines and fuel cells.

Cutting energy use for transportation will involve:

- reducing the distance that people and goods must travel using vehicles;
- dramatically improving the fuel efficiency of those vehicles; and
- maximizing the use of alternative and renewable transportation fuels.

Options for cutting energy use for transportation:

- Walking and biking
- Streetcars and light rail
- Alternative vehicles (electric, hybrid, plug-in hybrid and natural gas)
- Electric vehicle charging infrastructure
- Fuel efficiency
- Renewable fuels



Recommendations

- **Explore opportunities** to address policy, code, legislative and financial barriers to onsite renewables and energy efficiency.
- **Align key components of the Portland Plan with the City's proposed Climate Action Plan**, which proposes an 80-percent reduction in greenhouse gas emissions by 2050.
- **Incorporate greenhouse gas emission considerations** into key decision-making, policy and planning tools.
- **Further define the relationship of energy** to economic development, affordable living, transportation, infrastructure, environment, urban form and other topics.
- **Pursue opportunities** to coordinate and regionalize innovative approaches to energy-related challenges and issues.



Food Systems



Portlanders are growing increasingly aware of their food system—that is, all the paths that our food can travel from soil to soil (compost or landfill). This path includes everything from production and processing to distribution, consumption, and disposal, as well as the inputs and outputs of each of the steps, including natural and human resources.

Communities, governments and planners have long addressed several of the essentials of life – air quality, water quality and housing – while food has remained off the radar of long-term plans. However, growing awareness about the impact of our food choices on climate change, local and regional economies, fossil fuel resources, community health and land use have piqued planners’ interest in recent years. More intersections are now visible between food and what planners already do.

We have the opportunity to be more direct about the positive impact our choices and plans can have on our local food system, and to consider further impacts as we plan for the next several decades. *The Food Systems Existing Conditions Report* is intended to contribute to public conversation around food as a planning issue to allow fuller consideration of policy choices and investment priorities.

The background report includes:

- A summary of what is currently known about Portland’s food systems.
- Conclusions from national studies about the impact and intersections between food, health and community design.
- Recommendations for potential policy options the City could explore to support the food systems.

Without food systems as a consideration within planning, future decisions made through the Portland Plan may cause unintended consequences that work counter to our community’s physical health. The food system has an impact on many of the important issues that the Portland Plan is considering: climate change, affordability, equity, human health, neighborhood health, urban form and more, and decisions made in these areas will impact the quality of our lives.



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Key Findings & Recommendations

Portlanders are passionate about food and urban agriculture.

- **Demand for healthy food services is outstripping current supply.** Portlanders believe all people should have access to multiple sources of fresh, local food, including both food purchased and grown.
- **Equity in access to local food** is a major theme in the visionPDX data. Respondents consistently express the need to increase access to local food among low-income populations so that all everyone can benefit from the region’s agricultural abundance.
- **Portlanders envision** a future in which eco-roofs, converted parking lots, vacant lots and other **under-utilized spaces provide local, healthful and affordable food** for the city’s residents.
- **The commitment and interest in food is evident in a waiting list of over 1,300 people for a community garden plot;** recent growth in farmers markets by two or three a year; waiting lists for CSA farms equaling almost 100% of current capacity; growth in the backyard gardening and backyard chicken movement; and the local and national attention lavished on our regional food bounty, restaurants and value-added products.

Recommendation:

- The City of Portland should encourage expanded programming to provide access to healthful foods and local growing opportunities and incorporate food access and urban agriculture into community design.

Portland is experiencing rising rates of obesity and Type 2 diabetes, and some areas of the city have few healthy food access options.

- **While rates of obesity and Type 2 diabetes** in the city are generally on par or better than surrounding counties and the nation as a whole, they are **well above national targets**. Moreover, these factors can impact the city’s communities disproportionately.
- People with easy access to healthful foods, and limited access to unhealthful foods, tend to eat more fruits and vegetables and have improved nutrition and overall health. However, **some areas of Portland are underserved** by full-service grocery stores, community gardens and farmers markets.
- Demand for food assistance services continues to rise, and Oregon has **high rates of food insecurity**.
- Besides proximity, other factors like **affordability, quality, selection and cultural appropriateness** also play into the food access issue.



The Food System – the path our food travels. Example: getting a hamburger into a bun and in your hands involves the cow, what it was fed, how it was raised, how its waste is disposed, where it was processed, how it was shipped, and the effect its life had on the land and air (including soil, water, and greenhouse gas emissions).



Recommendations:

- The City of Portland should encourage expanded access to healthy foods by planning for new food outlets, supporting existing outlets to provide more healthful, affordable options and creating supportive regulatory environments for healthful food and agriculture.
- The City of Portland can influence food systems through the consideration of food issues during the planning process and through support of policies, programs, and investment priorities conducive to expanding food access and encouraging healthy behavior choices.
- The Bureau of Planning and Sustainability can focus Portland Plan efforts to direct urban development in a manner supportive of providing opportunities to access healthful food and grow food locally. A planning goal describing our commitment to food access and urban agriculture would support community values around this issue and bring food into the City’s comprehensive planning framework.

Food systems are a major component of several issues under exploration in the Portland Plan.

- **20-minute neighborhoods:** Grocery access has already been identified as a key feature of the 20-minute neighborhood. In early outreach, the public has suggested community gardens as being important. Programming urban plazas, or community gathering places, with events like farmers markets, can also contribute to walkable, vibrant communities.
- **Change:** In many U.S. cities in decline, urban agriculture (UA) opportunities are more plentiful as much vacant land is available. We have an opportunity with the Portland Plan to define UA for a growing, largely land-locked city. There are many creative ideas for providing more of our food without expanding the urban growth boundary or losing growth potential within the boundary. The discussion around accommodating growth while expanding UA could enhance the growth conversation while drawing in diverse participants.
- **Affordability:** As housing costs rise, less money is available for other basic needs like food. While transportation is certainly key and accounts for a larger proportion of the household budget, food costs are significant and are often the expenditure that gets reduced when other costs rise. Central to the affordability discussion is the ability to meet all basic needs, including healthful food.
- **Community resiliency:** There is growing interest in preparing communities to face unexpected turmoil or deep changes due to climate change, peak oil, and a changing economy. As we seek to address these challenges and prepare for an uncertain future, food is an integral issue in the discussion.





Where we put our homes, businesses, places of play, transportation systems and natural areas directly affects how much physical activity we get, how much healthy food we eat, whether we get sick from poor air and water quality and whether we feel safe and connected to our communities. If the built environment influences health, then the decisions planners make for the future of a community also have health impacts on that community.

Planners are rediscovering the intersection between health and good community design and the impact that planners and decision makers can have on public health.

The *Health and Safety Background Report* characterizes a wide range of health issues as part of the City of Portland's comprehensive planning efforts. The report summarizes what is currently known about Portland's health and safety, describes conclusions from national studies about the relationship between health and community design and presents potential policy options the City could explore to support health.

The Portland Plan presents an opportunity to more clearly outline the positive impacts municipal planning can have on individual and community health and how we may consider further health impacts as we plan for the next several decades. This report is intended to contribute to public conversation around health as a planning issue and to allow fuller consideration of policy choices and investment priorities.

Key Findings and Recommendations

Rising rates of obesity, diabetes, chronic disease, cancer and asthma represent some of our greatest health challenges. Although rates in Portland are generally on par or better than rates in surrounding counties and the nation as a whole, they are well above national targets – and they are continuing to rise.

These health outcomes can affect the city's communities disproportionately. Studies have confirmed that individuals and communities with lower incomes, educational attainment and status tend to have poorer health and shorter life spans than those with higher incomes and wealth. Portland has areas of concentrated poverty and lower educational attainment, and evidence indicates that some health outcomes (e.g., asthma) and behaviors (e.g., amount of physical activity) do vary in different areas and communities throughout the city.



Some existing City goals and policies contribute to promoting and protecting the health of Portlanders.

The City of Portland’s current Comprehensive Plan includes a broad range of policies that work to promote health. The City’s coordinated land use and transportation, housing, economic development, environmental and public safety policies create a strong foundation for protecting and promoting health in the community. In the pursuit of these goals, many steps Portland has taken have also supported community health. For example, the city’s extensive network of bike lanes and pedestrian paths, commitment to walkable, mixed-use neighborhoods and strong transit system all are in line with the recommendations coming out of recent research on community health promotion. However, Portland has a long way to go to ensure that the benefits of a healthy community extend to all of its residents, and to ensure that negative health burdens are minimized for our most vulnerable populations.

The City of Portland can influence community health by considering it during the planning process and by supporting policies, programs and investment priorities that will help improve health determinants and encourage healthy behavior choices. Specifically, the Bureau of Planning and Sustainability can focus efforts on directing urban development in a manner that supports community health and economic, educational and social equity.

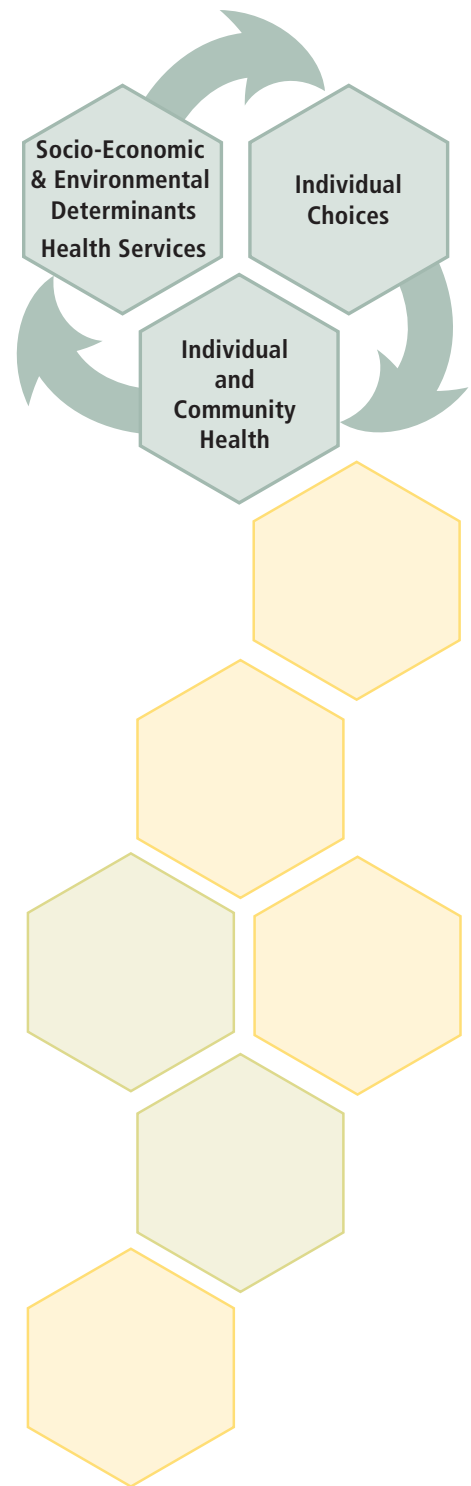
A planning goal describing the City’s commitment to health would further integrate health in the City’s comprehensive planning framework. The City could also refocus the language of existing policies to highlight their intended impacts on health to reestablish their foundational purpose: to protect and improve the lives and health of all Portlanders.

To better integrate consideration of public health into planning decisions, the City should establish partnerships and policies that support collaboration between local health officials, the community and planners in creating planning policy and priorities.

Without health as a planning lens, future decisions made through the Portland Plan could cause unintended consequences that would undermine our community’s physical and mental health. In addition, careful planning could ameliorate some local health disparities. The City of Portland should explicitly consider health when making planning and investment decisions so that the resulting physical environment makes healthy choices easy.

Access to Healthy Foods

People with easy access to healthful foods, and limited access to unhealthy foods, tend to eat more fruits and vegetables and have improved nutrition and overall health. In general, Portland is rich in food outlets, with strong networks of grocery stores, farmers’ markets and community-supported agriculture (CSAs) providing multiple places to procure healthful, local and organic food. However, some areas of Portland are underserved by full-service grocery stores and farmers markets; many of these areas have relatively high concentrations of poverty and demand for food assistance services continues to rise. The City of Portland should encourage expanded access to healthy foods by planning for new food outlets, creating support-



ive regulatory environments for healthful food and agriculture and incorporating food access and urban agriculture into community design.

Access to Walking and Biking Networks

Many Portland residents do not get adequate daily exercise. In fact, less than half of people at a healthy weight exercise the recommended amount. To ensure opportunities for active living and physical activity, the City must continue to (1) pursue coordinated land use and transportation systems that put people within walking and biking distance of the destinations and services they need, (2) continue to improve pedestrian and bicycle networks and (3) address safety issues. While Portland's bike network has improved extensively over the past 20 years, there are still areas of the city where bike infrastructure is poor and cycling rates are low. The pedestrian environment has notable strengths, especially in inner neighborhoods and downtown, but it is limited in East and Southwest Portland by a disconnected sidewalk network.

Access to Parks, Recreation and Natural Areas

Recreational opportunities in Portland are numerous and diverse. However, some parts of the city have fewer options for active recreation than others, and gaps exist throughout the city for different recreational opportunities. Only half of all City residents live within a half mile of a developed park. Significant areas of the city have limited walkable access to natural areas, and some areas lack play areas, aquatic facilities and other recreation facilities. The City of Portland and its partners must ensure equitable distribution of and access to recreational opportunities such as parks, natural areas, recreation centers and programs, trails and gardens.

Outdoor Air Quality

In general, Portland's air quality has improved over the past five years. However, Portland still faces problems with toxic air pollutants, particularly in areas close to freeways. The city's benzene levels are rising and are eight times higher than national ambient air quality standards. These high levels of benzene and other pollutants associated with motor vehicles translate into high relative cancer risks, particularly in North and Northeast Portland, downtown and areas along highways. Negative health impacts could be further concentrated by the city's land use policies that cluster high-density development near transportation corridors. The areas that have the poorest air quality also have a high proportion of low-income and ethnic/racial minorities, a fact that raises potential equity issues. The City of Portland should continue to work to improve outdoor air quality through coordinated land use and transportation systems, development of alternative transportation networks, and separation of industrial uses.

Indoor Air Quality

On average, people spend about 90 percent of their time indoors, putting them at risk of exposure to pollutants found in indoor air. Examples include radon, environmental tobacco smoke, biological contaminants, combustion-related pollutants and pesticides. These pollutants have known health impacts such as higher risks for respiratory irritation, asthma and cancer. The City of Portland can work to address certain indoor pollutants



through building codes and standards that regulate building materials and construction; through programs that encourage testing and remediation for pollutants such as radon, lead and asbestos; and through awareness and education programs about the importance of personal choices.

Surface Water Quality

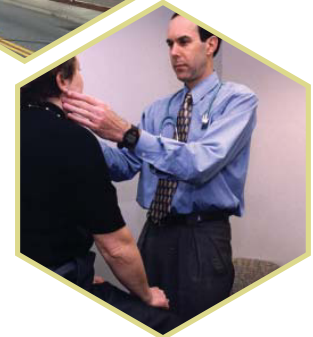
Water quality in the Willamette River and the Columbia Slough has shown significant improvements (from “poor” to “fair”) in the past five years, in part because of reductions in combined sewer overflows (CSOs). However, people who swim, boat or fish in some local waters face real health risks from water quality problems associated with the remaining combined sewer overflows, non-point source pollution, historical pollution and the impacts of upstream activities. Continued improvements to address combined sewer overflows and clean up the Portland Harbor Superfund Site will significantly improve the health of our major rivers. To further improve the quality of the City’s rivers and streams, additional efforts will be needed to reduce, control and treat non-point source pollution and emerging pollutants.

Drinking Water

Portland’s drinking water currently meets or exceeds the existing stringent water quality standards set by the federal Safe Drinking Water Act – mainly because Portland has a protected drinking water source. However, at least two issues related to drinking water remain. First, the City may be required to make substantial capital improvements to its water system in order to comply with new federal rules intended to reduce the risks of illness from *Cryptosporidium*. Second, fluoride is not naturally found in Portland’s drinking water. The Portland Water Bureau does not add fluoride to the city’s water, although this practice is recommended by the U.S. Public Health Service to prevent tooth decay.

Access to Health Care

Not all Portlanders have equitable access to health care. However, because the City of Portland does not directly provide health care to its citizens, the City’s ability to affect health care access is limited. Additionally, many of the factors affecting access to health care are beyond the scope of this assessment and are tied to a number of other socioeconomic, equity and cultural issues. Regardless, the issue of equitable access to health care deeply affects residents’ quality of life and cannot be ignored. The City can work to address larger socioeconomic issues that affect health care access and collaborate with private and public providers—particularly Multnomah County—to ensure that health care facilities are appropriately and equitably sited and served by transportation infrastructure. Further conversations with health care providers and stakeholders should shape the City’s work in this area.



Fire and Medical Response

During fiscal year 2007-2008, Portland Fire and Rescue responded to a record number of incidents—more than 65,700. Two-thirds of these were medical emergencies, and 3 percent were fire incidents. This represents the lowest number of fire incidents in 50 years. Over the last 10 years, the number of fire incidents has declined 22 percent, while the number of medical incidents has increased 40 percent.

The City of Portland continues to face challenges in meeting its fire and emergency response time goals. In 2007, the most recent year available, the response time for both fire and medical emergency calls was more than a minute longer than the Bureau's target time.

Crime

In general, residents' safety and their perception of safety have improved over the past decade. Since 1998, Portland's crime rate has declined 51 percent for person crimes and 28 percent for property crimes. In 2008, most residents felt safe walking alone in their neighborhoods during the day, and more than half of residents felt safe walking alone in their neighborhoods at night. Residents in East Portland neighborhoods tend to have higher crime rates and perceptions of fear than other areas of the city.

Emergency Preparedness

Natural hazards such as severe weather, landslides, flooding, wildfires and earthquakes pose a real threat to the safety of Portland residents. Safeguarding people and the environment from natural disasters requires a coordinated and collaborative community partnership. Identifying, planning for and mitigating natural hazards to permanently reduce or alleviate losses of life and property will require a range of strategies including planning, policy changes, projects and improving public awareness. These activities are the responsibility of individuals, private businesses and industries, as well as local, state and federal governments.

Not all Portlanders have sufficient access to preventive or emergency care. This may limit their ability to receive adequate health care when needed. Portland has seen an increase in the number of emergency medical incidents over the past ten years. Response times for fire and medical emergencies exceed targets in many parts of the city.



Historic Resources



Historic resources—buildings, districts, bridges, public art, landscapes, etc.—are structures and places that connect the past to the present. They enrich our built environment and public spaces, help define the character of our neighborhoods, and contribute to our sense of place. Historic preservation, in its broadest sense, is a collective endeavor that seeks to understand, protect and enhance these resources for ourselves and future generations.

This overview presents highlights of the Portland Plan Historic Resources Background Report, which forms a basis for understanding the role of historic buildings and places in shaping the city, and critical issues to consider as the Portland Plan unfolds.

Background research on Portland’s historic resources presents major issues relating to the current state of our historic buildings, neighborhoods, spaces and structures. The resulting *Historic Resources Background Report* consists of three major sections:

- **Key Findings and Recommendations**
- **Data and Maps**
- **Understanding Historic Resources in Portland**

With the Portland Region expecting population, housing and employment growth, we will face challenges to preserving historic resources and protecting and enhancing our historic and established neighborhoods. The City and its community partners will need to prioritize preservation efforts and be strategic about which projects to pursue. A key priority should be integrating preservation values into the Portland Plan and Comprehensive Plan update processes, while also balancing preservation goals with other policy goals. Collaboration among all stakeholders and community partners will be key to the success of these efforts.



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Key Observations

The historic preservation background research encompasses a wealth of detail about Portland’s historic buildings, neighborhoods, spaces and structures. The three research reports provide complementary information. Content of report 2, Data and Maps, is self-explanatory. Report 3, Understanding Historic Resources in Portland, details the role of various agencies, commissions and programs of the City of Portland government. It also outlines state and federal historic resources rules and benefits. Report 1, Key Findings and Recommendations, contains more general and introductory information, and is the main report from which the following Key Observations are summarized.

Historic resources play a vital role in defining Portland’s sense of place and the character of its neighborhoods. Portlanders place a great value on historic resources, not only designated landmarks and districts, but the established fabric of the city’s neighborhoods—its older buildings, structures and streetscapes that may not (yet) be formally designated as “historic,” but are central to the city’s distinctiveness and quality of life. More than 60 percent of the city’s buildings are at least 50 years old, and 35 percent are at least 75 years old, creating a vast pool of potentially significant historic resources. In addition to more than 670 individual historic landmarks, Portland has 20 historic and conservation districts, covering 1,500 acres and containing more than 3,500 contributing properties. The City’s Historic Resource Inventory, completed in 1984, includes 5,000 properties. Portland residents’ appreciation of the historic built environment is manifested in many ways, from strong citizen engagement in the historic design review process to grass roots projects to save threatened buildings and create new historic districts.

Preserving historic resources is complex and must be balanced with other goals of the city. One of our City’s challenges is to find ways to change and grow, while also preserving our historic resources and protecting the character of neighborhoods. Redevelopment pressure on designated and potentially significant historic resources is already evident in some neighborhoods and the scale and design of infill development is often controversial. In places expected to experience higher density and development in the future, the existing and historic built environment and landscape may be at additional risk. A balance between preservation goals and other policy objectives must be achieved, and tools must be developed to sensitively manage change.





A new, “modern” history is emerging: Much of Portland’s post-World War II modern architecture is now (or soon will be) old enough to apply for historic designation. These various mid-century buildings collectively represent the changing needs and lifestyles of the city at the time, and shifts in how the building industry addressed those needs, ranging from “suburban” housing developments to new special-purpose building types. Yet these mid-century resources are disappearing before they can be evaluated or considered for preservation. Portland has an inadequate inventory of these resources. Additional tools are needed to evaluate, protect and preserve them.

East Portland is underserved by historic preservation research, policies and protections. It has a substantially different history, identity and built and natural environment than the inner Portland neighborhoods which have long been the focus of preservation efforts. At the same time, East Portland is a focus of numerous local and regional growth policies and efforts encouraging redevelopment. Yet without an adequate inventory of potential historic resources and other evaluative tools, it is difficult to create policies, programs and projects that will help preserve desired aspects of the area’s historic fabric over time.

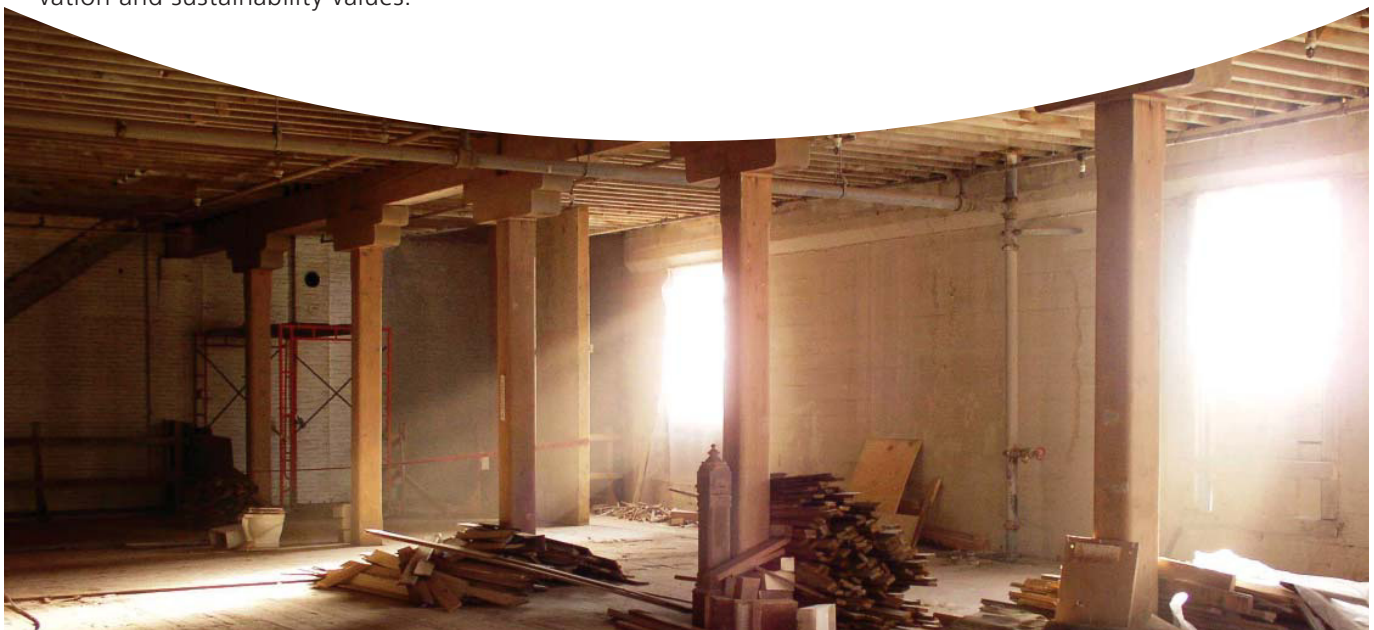
Portland has an inadequate inventory of historic and archaeological resources and other tools. Portland’s Historic Resources Inventory (HRI) is now a quarter century old and has many shortcomings. A large number of now potentially significant resources were not identified because they were not old enough at the time (1984) to be considered historic. many areas of the city and some types of structures were not well documented. Areas recently annexed to the City (namely East Portland) were not inventoried. Nor did the inventory address archaeological and culturally significant sites. Thus while an inventory of potentially significant buildings, structures, sites and landscapes is a fundamental building block for creating effective historic preservation policies, programs and projects, Portland lacks such a foundation.

Historic preservation is sustainable development. Preserving our city's historic resources can foster development that is socially, economically and environmentally sustainable. Good building stewardship, re-use and rehabilitation are inherently sustainable practices. Older and historic buildings have intrinsic value in terms of their embodied energy, were often constructed from quality materials and represent durable assets.

Portland has taken a leadership role in the sustainability movement and is recognized for a number of public and private sustainability initiatives. The merger of the Bureau of Planning and the Office of Sustainable Development creates new opportunities to explore and improve the connections between preservation planning and sustainable development.

Some issues and opportunities that have been identified regarding the connections between preservation planning and sustainable development include:

- **The role of historic preservation in sustainable economic development.** Preservation and rehabilitation have demonstrable economic benefits to the community, such as spurring revitalization in surrounding areas, increasing the local tax base and creating heritage tourism opportunities.
- **The cultural and social value of historic buildings.** Historic buildings play an important role in enhancing community character and sense of place, preserving affordable housing and stabilizing property values, among other considerations that relate to the common good.
- **The suitability of historic structures for alternative energy production and other conservation technologies.** These modifications can help meet environmental goals and extend the useful life of a building, but if not sensitively executed may negatively impact the integrity and character of historic places. Creative approaches and collaboration can concretely demonstrate the connections between preservation and sustainability values.



Recommendations

Improved preservation policies, tools and incentives are needed. Portland's tool kit of preservation policies, programs, regulations and incentives that support the preservation and enhancement of historic resources need to be reviewed and, where appropriate, revised and improved. Some identified issues include:

- effectiveness of preservation zoning incentives;
- lack of financial incentives;
- inconsistent and complex applicability and content of historic design guidelines and standards;
- barriers to designating local landmarks; and
- coordination of City historic resource functions.

Integrate historic resources into the development of Portland's Strategic Plan. Historic resources and their role in defining neighborhood typologies and pattern areas will be a fundamental layer used in determining "areas of stability and change" and other urban form and physical planning components of the Portland Plan strategic framework and subsequent implementation actions including the updated Comprehensive Plan. As plan concepts, goals and policies are developed, the City's existing historic preservation policy framework and tool kit should be evaluated. In the later stages of the process, preservation policies and implementation measures (e.g., zoning provisions and design guidelines) should be reviewed and revised in order to ensure that they address some of the existing challenges and opportunities outlined here.

Pursue collaborative and strategic preservation research, education and policy development projects. The list of Portland's preservation needs and challenges is extensive; however, the scope of the Portland Plan and available resources are limited. The City and its community partners will need to prioritize their preservation efforts and be strategic about the projects they pursue. There are a number of opportunities to meet multiple objectives and other policy goals at the same time.



Ideas for suggested actions

Below are some possible avenues for focused approaches to addressing historic preservation needs.

- **Identify opportunities for targeted inventories of historic resources.** Comprehensively updating the HRI on a citywide level would require a considerable commitment of resources. A more strategic or phased approach to updating the HRI may need to be developed, such as targeting specific geographies or types or eras of resources. Partnerships with preservation and neighborhood groups will be required. City-owned historic resources should also be a priority for new inventory work. Existing inventories should be made more readily accessible to researchers and the public. New mapping and database tools can also assist in broadening understanding of historic resources citywide.
- **Pursue preservation projects in East Portland.** East Portland has few protected historic resources, lacks an adequate inventory and has had little historic preservation planning. New preservation initiatives in the area are called for, such as inventory and research, historic designation projects, and the development of preservation policies and strategies that respond to the distinctive attributes of East Portland.
- **Pursue projects that explore the significance of Modern architecture.** Even as a new wave of potentially significant architecture from the post-war era becomes eligible for historic designation, many examples are disappearing before they can be evaluated or considered for preservation. There is an inadequate inventory of these types of resources, and few tools to evaluate, protect and preserve them. The basic groundwork for a considered approach to protecting this very different universe of historic resources should be established.
- **Pursue strategies that capitalize on the nexus between historic preservation and sustainable development.** The City should work with local citizens and business, as well as federal, state, and local organizations, on initiatives that promote both preservation and sustainability. These range from tax credit programs and incentives that encourage historically appropriate rehabilitation and energy upgrades, to improved green-building rating systems. The integration of the City's long-range planning and sustainability programs in the new Bureau of Planning and Sustainability creates opportunities for new and improved projects that more fully incorporate historic preservation values and expertise with sustainability.

Housing



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Housing is simple - do we all have a place to sleep at night? But it is also complex - not least of all because the answer to that question for some of us is “no,” we have no home. Ultimately, providing housing is one of the most basic and yet most complicated tasks a city must do. Affordability, quality, maintenance, safety - all come into play. So does proximity to other basic needs - jobs, transportation, schools, services - to say nothing of proximity to amenities like parks and entertainment that make for a high quality of life that Portlanders like to boast about.

Not surprisingly for such a complex topic, the background information on housing gathered by City staff and consultants encompasses a vast array of research to provide a foundation for community discussion about future programs and policies. The housing topic research consists of four separate research projects:

- **Housing Supply Background Report** – an inventory of existing housing units
- **Housing Affordability Background Report** – comparison of housing costs and income levels of Portlanders
- **Housing and Transportation Cost Study** – transportation costs as a key component of housing affordability
- **Household Supply and Demand Projections Background Report** – considers the effects that projected population growth will have on the City’s housing needs over the 30-year timeframe to 2035. Specifically, the report examines whether housing supply will be able to meet demand, and in which areas of the City certain types of housing could be needed most.

This overview of the housing topic pulls together highlights of each of the housing background research reports.

Current Conditions

Population increases –

- The population of the Portland metropolitan area has **grown steadily** over the past several decades, with a large spike in the most recent recorded decade (1990-2000), when the area’s population reached the 1.9 million mark.
- During 1990-2000, the population of **Portland proper** grew to some **500,000**, with residents living in about 243,000 households.
- Portland remains poised for **significant continued growth** in the coming decades.

More housing choices –

- Over the last several decades, housing choices in Portland have been **evolving**. Into the existing mix of mostly single-family homes and clusters of multifamily housing units, most of the new housing that’s been constructed is **more urban, dense and in neighborhoods with a mix of uses**.
- The more urban, dense mix of new housing is especially true for units built in **town centers, near light rail stations and along major corridors**.

Higher costs –

- Costs of both new and existing housing have **risen faster than incomes**, leaving fewer housing options for households of limited means.
- Households of limited means have been **priced out** of neighborhoods that have good access to transit, jobs, shopping and services and often can only find affordable housing to **rent or buy farther out**, in less convenient locations, where their commuting costs are higher.

Housing types –

- **Sixty percent** of the housing units in Portland are **single-family detached homes**, and most of the rest are multifamily housing.
- Mix of housing types varies across the city, with more **multifamily housing** in the city’s core and adjacent **close-in neighborhoods**.
- Most housing units have **two or three bedrooms**. The exception is in Portland’s Central City core area, which has many single-room occupancy units, studios and one bedrooms.
- **The Central City core area** has a higher percentage of **newer units** (35 percent built since 1989) than other parts of Portland.

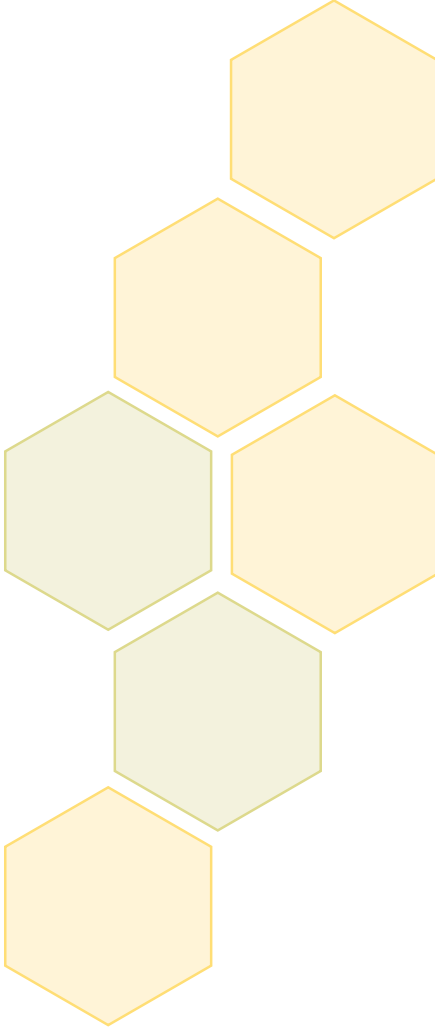
Ownership rates –

- Overall homeownership rate 57 percent - a steady increase since 1990.
- Highest homeownership rate 64 percent in Northeast Portland.
- Lower homeownership rates in the city’s core and adjacent close-in neighborhoods.

Housing supply –

- Has been **growing** – an estimated 12,621 new housing units have been added to the existing stock since the 2000 census count.
- Is **adequate** for the current demand.
- As the Portland area population increases, significant additional housing will be needed.
- Existing housing stock **will need to be maintained**. Nearly 35 percent of Portland’s housing units were built before 1940. If these older homes are not kept up and retrofitted for energy efficiency, the inventory of existing stock may decline. The preservation of older multifamily housing, in particular, is critical because this housing type often is more affordable and contributes more towards neighborhood character than new housing.

Why do we count households instead of people? The short answer is that people live in households, whether the household is one person or many, and whether the “household group” lives in a large freestanding unit or small unit in a high-density “multi-family” building. And when people search for housing, they “shop” as a household.





Housing Affordability –

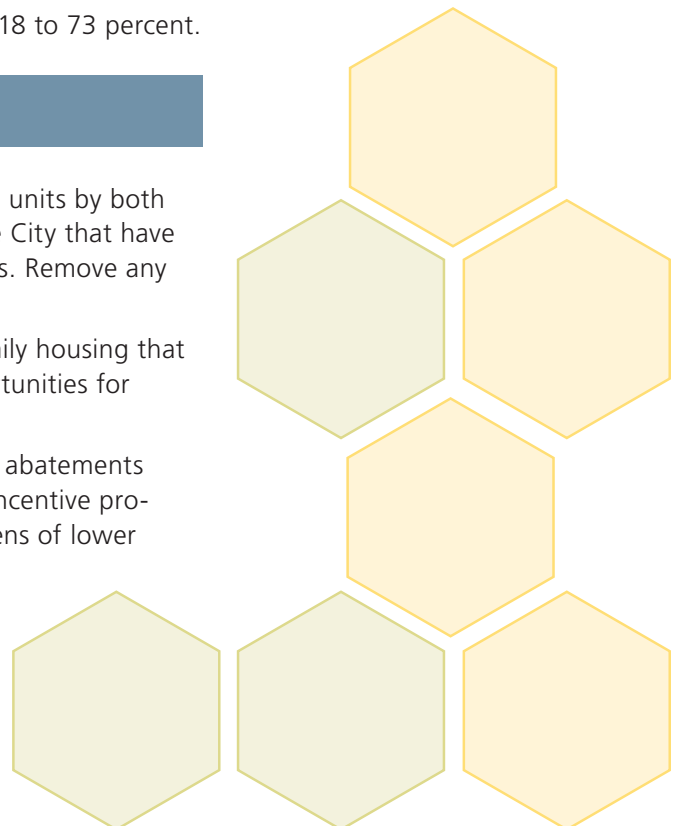
- Increasingly, housing **affordability is seen as a function** not just of income and direct housing costs but also **of location** – that is, a home’s proximity to jobs, transit, shopping and services greatly affects its overall affordability, especially as **transportation costs** have been not only high but increasing.
- The combined **housing and transportation** costs leave many **lower income households “cost burdened,”** meaning that they **spend more than average 45-50 percent of their household income on housing and transportation costs.**
- In Portland, many of the **neighborhoods with the best access** to jobs, transit and services (centrally located neighborhoods such as downtown, the Lloyd and River Districts, Northwest and the inner eastside) also have become the **most expensive,** leading lower income households to move further out, where rents and housing prices are lower but transportation costs are higher. Rents by both number of bedrooms and by square foot are as much as twice as high near the center of the city as farther out
- Housing prices are **most affordable** in areas to the north and east, **farthest from the city’s center,** which is the region’s largest job center. The transportation costs and commuting times for households seeking affordable housing in these areas are likely to be high.
- Although Portland has a substantial supply of **subsidized rental housing** that is dispersed throughout the city, supply is not equal to demand.
- Use of rental housing (Section 8) **vouchers** is increasing in the far north and east areas of the City and decreasing in the inner eastside neighborhoods. These close-in neighborhoods have locational advantages that would benefit lower income households, such as frequent transit service, convenient neighborhood commercial areas and proximity to the central city—the region’s largest job center.
- As of the third quarter of 2009, there were 6,123 properties in the Portland metro area with foreclosure filings, according to Realty Trac, a national firm that tracks foreclosures. Approximately one in every 145 housing units has had a filing.

Trends

- **Demand for homes will increase** as the **population** of the Portland metropolitan area is expected to continue to **grow**.
- More than twice the number of **multifamily units** than single family units are being built in the City of Portland since 2003 and this **trend is likely to continue** given smaller household sizes and the scarcity of vacant land designated for single family development.
- The most notable trend affecting the Portland housing market in the last decade is the **decline in affordability**. From 2000 to 2007, the median Portland housing price rose almost 75 percent—from \$166,000 to \$288,900—and monthly housing costs rose roughly 40 percent.
- **Utilities costs**, which add to housing costs, are also expected to continue to **rise**.
- **Incomes have not kept pace** with these cost increases, leaving many households cost burdened.
- Between 2000 and 2007, the **supply of affordable** owner-occupied and renter-occupied housing units **decreased**.
- The number of **rental units** with monthly housing costs of **less \$700 declined substantially**. Units in the \$400 to \$600 range would be affordable to households with incomes of between \$16,000 and \$24,000 a year. A minimum wage worker working full time makes about \$17,500 a year.
- During the same period, the number of owner-occupied **homes valued at more than \$200,000 increased** dramatically, from 18 to 73 percent.

Recommendations

- Encourage new development of affordably-priced rental units by both for and nonprofit developers, particularly in areas of the City that have good access to frequent service transit, jobs and services. Remove any regulatory and other barriers to this development.
- Support the construction of new attached and multifamily housing that can provide more affordable and energy-efficient opportunities for homeownership than single-family detached housing.
- Consider tools such as location-efficient mortgages, tax abatements for transit-oriented development, and employer-based incentive programs to address housing and transportation cost burdens of lower income households.

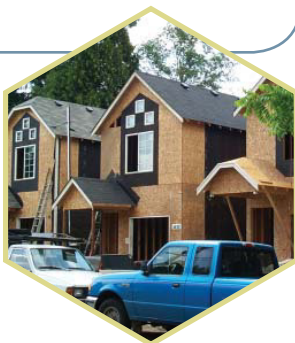


Projections for 2035



Stated in the broadest of terms, the Metro-scope computer model tells us that:

- The number of households in the Metro region and the City of Portland will grow
- There will be adequate supply of housing for the additional residents
- The highest level of housing demand will be for multi-family residences



The Metro-scope Forecast

The Metro regional government is responsible for forecasting the amount of growth the metropolitan area will experience. The Metro-scope computer model calculates a wealth of detailed projections of what the region's population and demographics will be in 2035.

The Forecast is a Baseline

The Metro-scope model assumes that existing policies and trends continue; in this way, the forecast is useful as a baseline by which to evaluate potential changes in policy. The forecast calculates three growth level scenarios – high, medium and low.

Projections show that:

- Number of **households** in Portland will **increase by at least 42 percent** between 2005 and 2035.
- Approximately **117,600 to 133,000 new housing units** will be needed in the city. This is equivalent to between **3,360 and 3,800 new units each year**, and an annual growth rate of 1.2 to 1.6 percent.
- The annualized growth rate for the Portland metropolitan area as a whole is expected to be just over 1.2 percent.

As a frame of reference, the city added 29,300 units between 1997 and 2007, an average of just under 3,000 units each year, accounting for an average share of 36 percent of the units built in the metro region in that ten-year period.

Portland's **share of the growth in households regionally** is projected to decline to approximately 22 percent in 2035 from a baseline 2005 share of 29 percent; this holds true for all three growth level scenarios.

Housing Distribution

Where:

- Portland's **Central Business District** is the area that will see the **highest growth** in demand for housing – nearly **277 percent**.
- The **lowest levels of growth** in number of households are projected for **Northeast and Southeast Portland**, at 17 and 15 percent, respectively.
- **Southeast Portland** will be home to the **largest number of households** – 23 percent of all the housing units in the city.

Type:

- The most dramatic growth will be in the number of **condominiums and other owner-occupied multifamily housing units**; these will be in demand throughout the city.
- Single-family rental housing will become less available, as few such homes are expected to be added to the existing housing stock.

Household Characteristics

Demographers have studied the characteristics of Portland’s expected residents in 2035, grouped them using **eight different profiles**, and projected how many of which groups will be living where in Portland. This information has bearing on the types of housing that will be needed in different parts of town.

Overall projections are that the **distribution of household types** in 2035 will be **similar to the current distribution**.

- Higher income households will be concentrated in **West** (with about half of the city’s highest income households) and **Southeast** Portland.
- **Low-income singles** will be more evenly distributed throughout the city than other groups, although North Portland will account for about one-third of the city’s lowest income households.
- **North, East and West Portland** will have more **variety** in household type than the Central Business District, Northeast and Southeast Portland.

Notable changes expected by 2035 include:

- An **increase in the share of low-income singles living in North Portland**, where this group currently makes up one-third of all households. Many of these are elderly renters.
- In **Southeast** Portland, there will be more **smaller households** (one or two people) than now.
- **East Portland’s share of higher income households will decline**, while its share of lower income households will increase.
- Portland’s **Central** Business District will have a higher portion of the city’s **established singles** than it currently does.





Housing Capacity

- Modeling suggests that **all the different areas of Portland** (North, Northeast, etc.) **have the capacity** to meet their projected housing needs.
- Approximately **189,000** housing units (mostly multifamily) **can be built** in the city.
- Construction on **underutilized lots** alone could add more than **120,000 units**.
- In **Southeast and North Portland**, building on **underutilized land would provide enough housing** to meet demand under both low-growth and medium-growth scenarios.
- In **Northeast and West Portland**, **housing beyond what could be built on underutilized land will be needed**, even under a low-growth scenario.
- Both East Portland and the Central Business District can easily satisfy their expected housing demand under all growth scenarios.

How to Use This Information

As mentioned earlier, we need a clear idea of expected growth so that we can plan well ahead for transportation, schools, and other facilities and services for the city and region. Just as we ask, “Where will the new households go?” we will need to decide where the new facilities should be located. The geographic distribution of the different types of households, with their various ages, incomes, and other characteristics, has many implications. Will the housing units be small (studios for young single people) or larger (three- and four-bedroom homes for families with young children)?

A good example is the projected rise in lowest income households (Group 1 - “Low-income Singles”) forecast for the North Portland subarea. Metro’s profile of characteristics for this group is not just that they are low income and single, but also that they are primarily older people. To see the numbers of this type of household increase in North Portland from 29% to 34% means an increase in the numbers of housing units that will need to be, for instance, able to accommodate wheelchairs. If we built only new “live-work” units accessible by stairs in North Portland, that would not be a good match to what the expected population there will need.

Natural Resources



City of Portland Bureau of
Planning and Sustainability
 Sam Adams, Mayor | Susan Anderson, Director

Portland’s wealth of waterways, woodlands, prairies, forests and fertile soils are natural resources that have supported people (not to mention fish and other animals) for thousands of years. We know, however, that time and change constantly present new challenges. Portland has established many regulatory tools to keep our natural resources healthy and safe.

Even today in Portland, when we have diverted so many streams to underground pipes and covered so much earth with pavement and buildings, we still depend on healthy natural resources to provide important basic functions. Cleaning our air and water, managing stormwater, preventing erosion, and maintaining flood storage capacity are all enhanced by having a thriving riparian environment - that is, vegetated land along our rivers and streams.

Aside from large city-managed natural areas such as Forest Park, most of the remaining natural resources in Portland consist of rivers, streams, wetlands and associated vegetated corridors, and areas containing or providing vital functions to at-risk plant and animal species. Most other areas are largely developed.

A first step in protecting riparian natural resources has been to know what resources we have, and how healthy they are now. The City’s natural resource inventory (NRI) documents the location, extent and condition of Portland’s riparian corridors and wildlife habitat.

The City’s recent update to the NRI serves as the Portland Plan Natural Resources Background Report giving us the latest on the resources we have today in Portland. The report is particularly useful as a companion to the background reports on two especially related topics, Watershed Health and Urban Forestry.

The new natural resource inventory includes:

- **GIS data** for rivers, streams and drainageways, flood areas, wetlands, vegetation, topography, and special habitat areas;
- **science-based models** to assess the functions and values of the natural resources features; and
- **maps.**

The project methodology builds on the approach the Metro regional government used to develop a prior regional inventory of riparian corridors and wildlife habitat as part of state requirements. The relative quality of the natural resources is evaluated for specific ecological functions relating to watershed hydrology, water quality, and fish and wildlife habitat.

The Natural Resource Inventory identifies natural resource features and scores them based on the watershed functions they perform. The individual natural resource features are ranked relative to each other for overall relative riparian corridor and wildlife habitat quality. Combined relative rankings are also prepared, where riparian and wildlife habitat resources areas overlap. Special Habitat Areas receive a high relative combined rank.

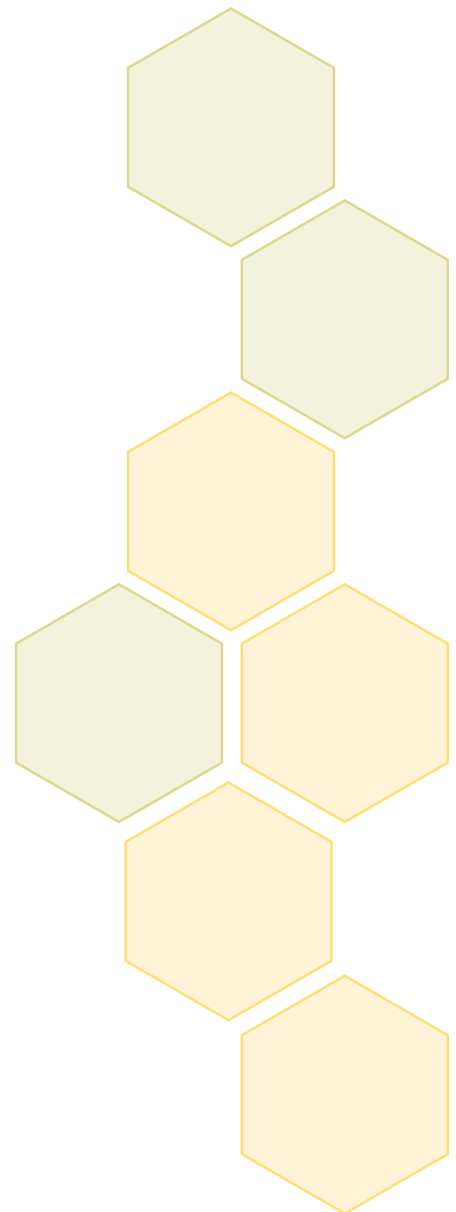
What is a riparian corridor?

“Riparian” refers to land adjacent to a river or stream, and the unique community of plants and wildlife living in that water-oriented environment. Thus riparian corridors are comprised of rivers and streams, riparian vegetation, and off-channel areas including wetlands, side channels, and floodplains. Riparian corridors also include transition areas between stream banks and upland areas. A riparian corridor usually contains a complex mix of trees or woody vegetation, shrubs and herbaceous plants.

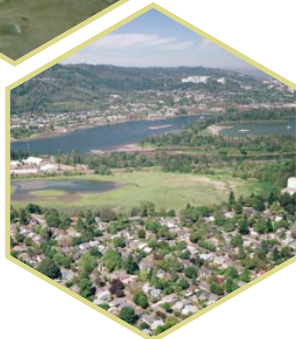
What does a riparian corridor do?

Healthy, intact riparian corridors provide many critical watershed functions that help our environment stay in balance. These functions include those summarized below.

- **Open water bodies, wetlands, and surrounding trees and woody vegetation** are associated with localized air cooling and increased humidity. (i.e., watershed function: microclimate and shade.)
- **Trees, vegetation, roots and leaf litter** intercept precipitation; hold soils, banks and steep slopes in place; slow surface water runoff; take up nutrients; and filter sediments and pollutants found in surface water. (i.e., watershed function: bank function and control of sediments, nutrients and pollutants.)
- **Waterways and floodplains** provide for conveyance and storage of streamflows and floodwaters; trees and vegetation intercept precipitation and promote infiltration which tempers streamflow fluctuations or “flashiness” that often occurs in urban watersheds. (i.e., watershed function: stream flow moderation and flood storage.)
- **Streams, riparian wetlands, floodplains and large trees and woody vegetation** contribute to the natural changes in location and configuration of stream channels over time. (i.e., watershed function: large wood and channel dynamics.)
- **Water bodies, wetlands and nearby vegetation** provide food for aquatic species (e.g., plants, leaves, twigs, insects) and are part of an ongoing chemical, physical and biological nutrient cycling system. (i.e., watershed function: organic inputs, food web and nutrient cycling.)
- **Vegetated corridors along waterways, and between waterways and uplands**, allow wildlife to migrate and disperse among different habitat areas, and provide access to water. (i.e., watershed function: wildlife movement/corridors.)



What does the Natural Resource Inventory tell us?



Significant Natural Resources Make Up One-Third of the City. The Natural Resource Inventory paints an interesting picture of Portland. Woven into the urban fabric of the city is a wealth of natural resources that provide critical watershed functions. In all, the Natural Resource Inventory identifies almost 25,500 acres of riparian corridor and upland resources. The inventory identifies an additional 5,540 acres representing the portions of the Willamette and Columbia rivers within the city. Citywide, about two-thirds of the inventoried natural resources receive a high combined relative rank, and about one-third of the resources receive a medium or low rank.

Portland's contains approximately 242 river and stream miles, about 2,450 wetland acres, and roughly 19,515 acres of forest and woodland areas one acre or larger, according to inventory results. Vegetated riparian corridors provide streamflow conveyance and flood storage, bank stabilization and erosion control, filtering and capture of pollutants, microclimate, shade, large wood and organic inputs to Portland's waterways and wetlands. Even non-vegetated riparian corridors provide hydrologic functions that are important to watershed health, such as providing storage for floodwaters.

As a City on the confluence of two major rivers, the Columbia and Willamette, Portland's watersheds are home to a myriad of native plant and wildlife species, including species that state and federal agencies have designated as sensitive or threatened. Portland connects to habitat systems extending east-west along the Columbia River from the Sandy River to downstream portions of the Columbia River estuary, and north-south from Ridgefield Wildlife Refuge in Washington to southern parts of the Willamette Basin. In the city, Portland's riparian corridors provide critical wildlife habitat, access to water, and movement corridors. Upland habitat areas provide food, cover, breeding and nesting areas for a multitude of avian, terrestrial and amphibian species.

Many habitat areas in Portland are vital to plant and animal species that have been designated by state and federal agencies to be at risk, a number of which are state-listed as "sensitive" species and some of which have been listed under the federal Endangered Species Act. Portland's wetlands, mudflats, buttes, and riparian corridors provide important stopover habitat for migratory birds that travel annually along the Pacific Flyway between Canada and portions of Central and South America.

More key findings are....

Natural Resources are unevenly distributed and affected by urbanization. Though in some respects Portland is “resource rich,” those resources aren’t necessarily distributed equitably.

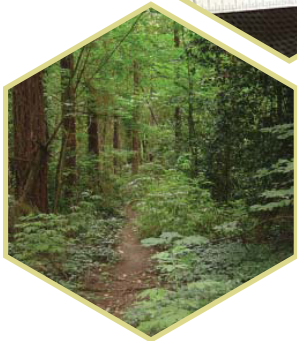
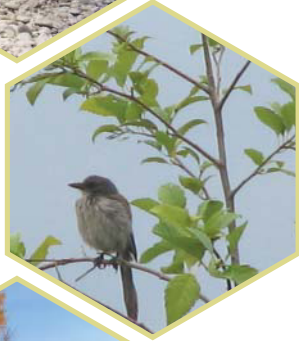
Most of the inventoried natural resources are concentrated in several large areas listed below.

- Forest Park
- Tryon Creek State Park
- Smith and Bybee Wetlands
- Headwater areas of Tryon, Fanno, and Balch Creek watersheds
- Along the sloughs and wetlands of the Columbia Corridor
- Along streams in the Johnson Creek watershed
- Upland east side buttes

Functioning wetlands, riparian corridors, and remnant upland native oak habitat areas are interspersed through the Willamette River corridor.

Few grassland habitats remain in the city. However, Powell Butte, the St. Johns Landfill, and several large grassy areas in the Columbia Corridor provide functions that mimic native grasslands and are currently used by native grassland-associated species. Ross Island and West Hayden Island also provide unique island habitats in the Willamette and Columbia rivers, respectively.





Many parts of Portland are mainly devoid of the larger forested or vegetated resource areas, wetlands, and stream corridors featured in the Natural Resource Inventory. Large industrial and commercial areas along the Willamette Corridor, and in the Columbia Corridor, downtown Portland, and throughout much of the central-east portions of the city area densely developed. Parks and street trees provide important watershed functions the downtown and many developed neighborhoods, however, anchor habitats and surface streams have been largely eliminated.

Most of the resources identified in the inventory are degraded, at least somewhat, by the effects of urbanization, including removal of vegetation and reduced and fragmented of habitat patches and corridors, industrial contamination, stream channel down-cutting due to increased stormwater runoff rates, and infestation of invasive plants and animal species. Only about half of the riparian area within 100 feet of Portland’s rivers and streams are contain forest type tree canopy. Still, the resources that remain continue to provide critical watershed functions and benefits.

The variability in the distribution of inventoried natural resources is shown on the next page by watershed. Note; Watershed sizes should be kept in mind when comparing these resource distributions.)

Are Portland’s natural resources at risk?

The updated Natural Resource Inventory information can be used to assess the extent to which important natural resources are protected from future encroachment. For example, about 10 percent or more than 20 miles of open waterways and more than 100 acres of wetland in Portland are located outside Portland’s environmental or other resource overlay zones (Pleasant Valley and certain greenway overlays). Overall, about one-third of the total inventoried natural resources outside of the major river channels have no regulatory protections. Most of the high-ranked resources and about half of the medium-ranked resources are within existing resource overlay zones. Less than 20 percent of the low-ranked resource areas are within existing resource overlay zones.

Inventory data can be combined with development data to assess trends and identify where potential conflicts and management priorities exist.

How will the inventory be used?

Area-specific planning and program updates.

The new inventory will update and supplement existing natural resource inventories and inform updates of natural resource protection programs that the City established between 1987 and 2002. The program updates will occur through area-specific projects such as the River Plan for the Willamette Corridor, the Airport Futures project and plans for East and West Hayden Island. During the course of such projects the citywide inventory is further refined for the specific area. The inventory is then used to inform policy and program decision-making efforts, including which areas should be developed and which areas should be protected through updates of the City’s existing natural resource overlay zone maps and regulations.

The inventory can also highlight where watershed conditions could potentially be improved through redevelopment and restoration.

Regulatory Compliance

These program updates will help the City meet its watershed health goals and regulatory obligations including the Clean Water Act and Endangered Species Act. The new inventory information will also inform City strategies to comply with Metro Title 13 Nature in Neighborhoods requirements to protect, conserve, and restore designated regional Habitat Conservation Areas. The City is proposing a phased strategy to achieve compliance with Title 13, relying on a mix of area-specific and citywide regulatory updates, and a host of non-regulatory tools including willing-seller land acquisition, restoration projects, sustainable development approaches, and community education.

Citywide policy and planning

The new citywide inventory information has been used to inform efforts such as the Portland Watershed Management Plan (2006) and Portland's Local Acquisition Strategy (2007), and to help identify high priority areas for watershed restoration. The Natural Resource Inventory is being factored into the City's Buildable Lands Inventory which is part of Portland's state-required periodic review workplan and Comprehensive Plan update. The inventory will also inform Portland Plan public discussions about future growth goals, scenarios, and investments.

Specifically, the inventory can support planning efforts to:

- Determine where development should be prioritized or limited to avoid resource impacts
- Design development that enhances watershed functions and avoids creating hazards to wildlife
- Improve access to nature by planning transportation routes linking communities with parks and natural areas
- Prioritize investments in land, resource enhancement projects, invasive species control, and green infrastructure
- Address implications of climate change including wildfire, flooding, and landslides
- Enhancing habitat connectivity in the city and region

The natural resource inventory update project

was undertaken as a step in continuing implementation of the River Renaissance Vision (adopted in 2001) and the River Renaissance Strategy (adopted in 2004).

The report provides project context, presents the scientific basis for the project, and describes the project approach and methodology. It is titled Natural Resource Inventory Update – Riparian Corridors and Wildlife Habitat, Project Summary Report, discussion draft dated May 2009, and posted at <http://www.portlandonline.com/planning/index.cfm?c=40539>.



City of Portland Bureau of
Planning and Sustainability
 Sam Adams, Mayor | Susan Anderson, Director

Public schools play a critical role in Portland, in a myriad of ways. Not the least of these is their unique physical presence in neighborhoods across the city. The public school buildings and grounds are civic assets central to community vitality, neighborhood identity and the well-being of all Portlanders.

In Portland, six individual school districts provide public education to city residents. These districts are independent of the City of Portland government and each other, but the coordination of all of them together creates a broad range of possible benefits. Thus the Portland school districts are participating as partners in the community-wide, long-term strategic plan effort that is the Portland Plan.

The Public Schools Background Report serves as a basis for understanding the roles public schools play as physical places in the environment and central elements in complete neighborhoods. The information in this background report focuses specifically on K-12 public schools, with an emphasis on schools as public facilities, their multiple roles in the community beyond their primary educational mission, and the relationships between school districts and the City of Portland. Educational policy generally lies more strictly within the purview of the school districts themselves and is outside the scope of this report.

The background report on public schools has three major parts:

- **Summary of major trends;**
- **Key findings and recommendations; and**
- **Appendix containing supporting data, maps and other information.**

Current trends

Graduation rates

High school graduation rates are low in Portland, as they are across the state. The five school districts serving the majority of Portland students have **graduation rates in the past three years hovering between 65.6% (PPS in 2006-2007) and 84.2%** (Parkrose that same year). (Riverdale serves a small number of students and has had a graduation rate of 100% the past three years.) While the five largest districts have seen their graduation rates vary by up to 5% within the most recent three year period, all but one (Parkrose) boast a higher graduation rate overall in 2008-2009 than they did in 2006-2007.

Minority students graduate at a lower rate. Although the trend in graduation rates at Portland public schools is generally positive, the graduation rate for African American, Native American and Hispanic students is still not equal to that of Asian American or white students.

Population

Population has been growing, but not in all school districts. Between 1990 and 2000, the population of the City of Portland grew 21%. Population growth within the Portland Public School District (PPS) was almost 7%. More than half of the City of Portland’s growth in the 1990s was due to the expansion of its boundaries, as the city added over 47,000 residents in formerly unincorporated areas. **A large proportion of the city’s expansion occurred on the eastern edge of the city**, bringing parts of “Mid-County” school districts, including the Parkrose, Centennial and Reynolds districts, into Portland’s incorporated area. Portland’s boundaries have been relatively unchanged since 2000, and its population has grown at a rate of about one percent annually.

By far the largest district serving Portland is the PPS district, with enrollment over 46,000 in 86 schools. The next largest are Reynolds (11,000) and David Douglas (10,000); see table for details.

Portland School Districts, Schools & Enrollment (Spring 2008)

District	Elem.	Mid.	K-7/K-8	HS	Other	Total	Enrollment
Centennial	7	1	0	1	3	12	6,558
David Douglas	10	3	0	1	1	15	10,111
Parkrose	4	1	0	1	0	6	3,530
Portland	33	12	27	12	2	86	46,375
Reynolds	14	3	0	2	0	19	11,078
Riverdale	0	0	1	1	0	2	543
Total	68	20	28	18	6	140	78,195

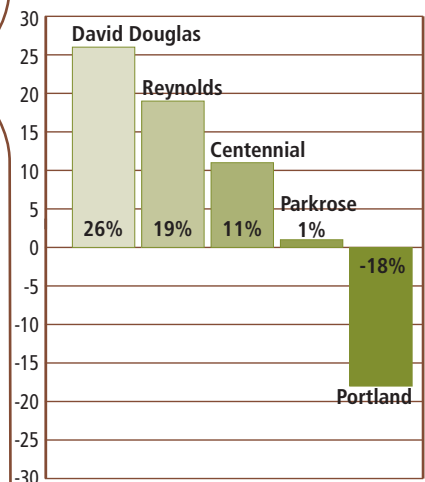
Source: Multnomah Education Service District, Multnomah County School District Boundary Maps, Spring 2008. Note: Figures refer to entire school districts, not just the portions within Portland.

More children live in North, Northeast and East Portland, fewer in Central City. Neighborhoods with high percentages of children aged up to 17 are scattered throughout the city but are mainly concentrated in North, Northeast, and East Portland. Neighborhoods with the lowest concentrations of children in 2000 are generally located in the Central area. A general increase in families with children is evident in areas east of 82nd Avenue, with corresponding growth in school district enrollment in those areas.

Enrollment dynamics differ across Portland school districts. Between 1997 and 2006, PPS district enrollment declined by 18%, while enrollment in Centennial, Reynolds and David Douglas grew by 11%, 19%, and 26% respectively. Parkrose enrollment remained relatively stable.

The scale of **declining enrollment in PPS** in comparison to the enrollment in the other districts is notable – its loss of 11,000 students over a decade is **larger than the total enrollment of any of the other districts**. This decline translated into a loss of over \$60 million annually in state funding. There are signs that the long pattern of declining enrollment for PPS may be ending as the last two school years have seen enrollment stabilize and even rise.

School District Enrollment Percent Change from 1997 - 2006



Hunger, inadequate health care, and unstable housing are among the many challenges facing poor students, all of which affect school performance.

“As property values have risen in inner neighborhoods of Portland, many families with children have been priced out of parts of the city served by PPS and are moving farther east into areas served by the city’s other school districts.”

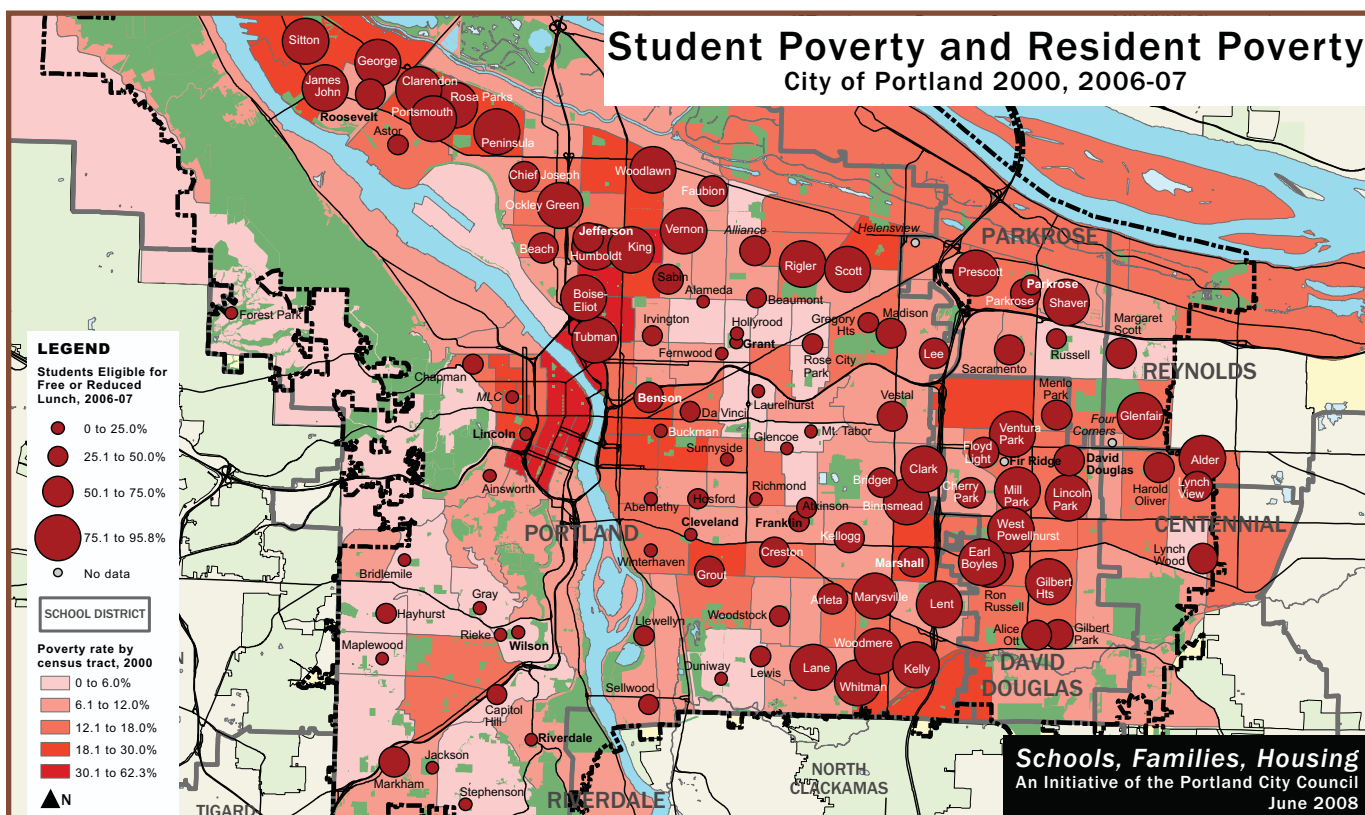
Portland Schools Foundation/New Growth in Stumptown: Young Portlanders Face Twenty-First Century Challenges, Spring 2007

In the **east districts**, growing enrollment over the past decade has prompted the **need for new and expanded facilities**. Parkrose’s new high school opened in 1997, but continued enrollment growth has necessitated some space intended for community service uses to be converted to educational space. Facilities in Centennial and David Douglas school districts have been filled, and voters did not approve bond measures for facility expansions in 2006.

Poverty

The numbers of children living in poverty is rising – and the distribution of poverty is uneven. While the percentage of children living in poverty in Portland is lower than the national average, those numbers are increasing more rapidly than in other major cities. In 1999-2000, 16.6% of Portland children lived in poverty. By 2004-2005, **almost 25%** - one child out of every four - was living in **poverty**.

More students need free or reduced-price lunches. Qualification for the lunch program has increased from less than half of the population in 1999-2000 to the majority of students in four of the five districts in 2008-2009 (with PPS the exception). In 2006-2007, the schools with the highest student participation rates were in North Portland, with participation rates in the 85-95% range, followed by selected schools in Northeast Portland and East Portland, with rates of approximately 84-87%. The lowest participation rates were in selected Northwest-area schools, with rates under 5%, followed by Southwest and Southeast schools, with rates from 5-14%.



Racial, ethnic and language diversity

There is a broad trend of increased diversity among the tri-county school districts. Students of color make up 32% to 58% of each district's enrollment, as white student population is dropping in proportion to African-American, Hispanic, Asian-Pacific Islander and Native American. For instance, in the PPS district, whites account for 55% of the student population in 2008-2009, compared with 64% in 1999-2000. During the same period in PPS, the minority group increasing the most was Hispanic, to 13% from 8%. The David Douglas district experienced even more dramatic change, with white population dropping to 52% from 78% during the nine-year period, compared with Hispanic student population up 13% (to 20% from 7%) and African-American population up 7% (to 10% from 3%).

More and more languages are spoken in Portland public schools.

Overall, all of the school districts are serving more "English language learner" (ELL) students – those for whom English is not a first language. In 2008, PPS reported that its **students speak 111 languages**. Portland districts with the highest proportion of ELL students are generally concentrated in neighborhoods and districts east of 82nd Avenue.

Schools as multi-use community facilities

Portland schools are increasingly providing children, families, surrounding neighborhoods and a variety of other groups and citizens with physical spaces, programs and services that go beyond the traditional educational curriculum. For instance, the **PPS** district reports that its 89 campuses and 254 permanent buildings **hosted 610 different non-school users** in 2008-2009, including neighborhood associations, health providers, recreational programs and numerous others.

Schools Uniting Neighborhoods (SUN), a partnership between the City of Portland, Multnomah County, and local school districts, **creates schools that are anchors for their neighborhoods** by providing public services, resources, and programming for students and their families. Currently there are 54 SUN Community Schools in the PPS, Centennial, David Douglas, Reynolds, Parkrose and Gresham-Barlow districts.

Two recently constructed Portland schools are noteworthy for being designed specifically to facilitate multi-use and community-centered operations. The Parkrose High School and Community Center, completed in 1997, includes shared and community uses, such as a Multnomah County Health Clinic, Multnomah County Library branch, Portland Parks and Recreation programs and multi-purpose spaces. Rosa Parks School in Portsmouth is PPS's newest elementary school, one of only two new schools built by the district in the past three decades.

The 'schools as multi-use center' idea is often somewhat in conflict with the current regulatory structure of the Zoning Code. As schools increasingly integrate other community uses, more tension develops between these activities and zoning procedures. Many ideas such as a new zones for schools and parks, good neighbor agreements, and interagency agreements have already been identified and are worthy of consideration.





School funding and fiscal challenges

Portland's public schools have experienced significant financial challenges over the years. The fiscal instability is primarily attributable to the change in the state funding model that relies on state income taxes. Additional monetary losses have resulted from declining enrollments compounded with the recession in the early 2000s and the current recession.

State funding comes from two major sources, income taxes and lottery receipts. The current **formula for distributing school funding** was devised in 1991 with the goal of fairly distributing state dollars to school districts. The new formula calculated a **per-student funding target**; districts spending more than the target were frozen at their existing funding levels, and lower-spending districts were gradually brought up to the target level. **Some districts, including Portland, saw their revenue decline.** The previous method had resulted in disparate funding per student across the state, as some districts had more funding due to a higher property tax rate, higher value tax base or both.

To add to the funding challenge, two constitutional **property tax** measures essentially limited school funding as well. Measure 5 in 1990 and Measure 50 in 1997 respectively **capped property taxes** and placed the responsibility on the state for making up the difference in school funding. And with the state's school funding formula distributing money to districts based on the number of enrolled students, the drop in enrollment in the PPS district in particular has created a related funding challenge for Portland students.

Findings

Schools are critical to Portland's vitality.

Schools are centers of community, and are key elements in walkable, convenient 20-minute neighborhoods. The public school system is one of the most important institutional building-blocks of our society. Schools serve many functions beyond their principal role as educational institutions for children, and play important roles in making Portland a livable, creative, and healthy place to live and work. Benefits are reflected in a growing nationwide movement to foster "community schools" - that is, schools as "both a place and a set of partnerships between the school and other community resources." Community schools advance:

- **Student learning:** Community school students show significant gains in academic achievement and in essential areas of nonacademic development.
- **Family engagement:** Families of community school students show increased stability and school involvement.
- **School effectiveness and community support:** Community schools enjoy stronger parent-teacher relationships, a more positive school environment and greater community support.
- **Community vitality:** Community schools promote better use of school buildings, and their neighborhoods enjoy increased security, heightened community pride, and better rapport among students and residents.

The City of Portland and all six school districts with facilities inside Portland's city limits share a number of mutual interests. The Portland Plan process presents an opportunity to build on these shared interests and goals through a collaborative and strategic planning process. One means for doing this will be through the exploration of the 20-minute neighborhood concept, which will help inform decisions about growth, development and





livability in Portland in the 21st century. A 20-minute neighborhood is a place with convenient, safe, and pedestrian-oriented access from adjacent housing to the places people need to go to and the services they use nearly every day: transit, shopping, quality food, parks, social activities—and schools, especially at the elementary and K-8 level.

Twenty-minute neighborhoods have three basic characteristics: a walkable environment, destinations that support a range of daily needs (e.g. jobs, goods and services, parks), and residential densities that include a variety of housing types to ensure a diversity of households can live in the neighborhood.

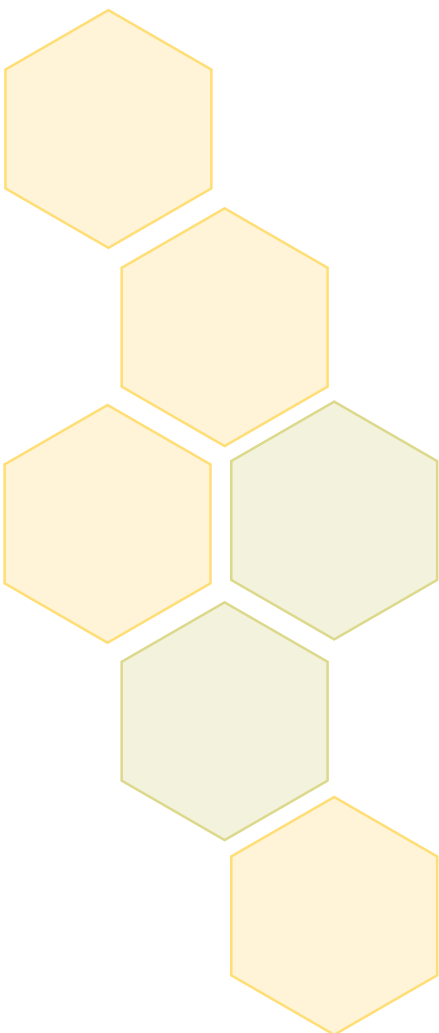
Schools are key infrastructure/durable public assets.

Related to their role as centers of community, school campuses and buildings are durable assets, owned and maintained by the public. They not only provide space for their essential educational role, but also for community groups, public services, multi-generational education, recreational opportunities and many other activities and services.

Existing land use policies in the City's Comprehensive Plan suggest that closed school sites be retained as a 'civic use.' However, state law (ORS 197) stipulates that school closure is not a land use decision, limiting public involvement in decision-making and potentially divorcing school disposition processes from broader Comprehensive Plan goals and other public policy frameworks. Also, enrollment fluctuations over time are unavoidable, land use and urban form patterns will continue to evolve, and school systems must be adaptable to populations that are always changing.

The funding system for schools does not correspond with their role as long-term public assets.

Re-investment is needed in infrastructure throughout the city, not just in roads and sewers but also in school infrastructure, whether in deteriorating turn-of-the-century schools in inner neighborhoods, or overcrowded schools in outer Southeast and Northeast. The amount of work that needs to be done likely exceeds what can be done by the public sector and school districts alone.

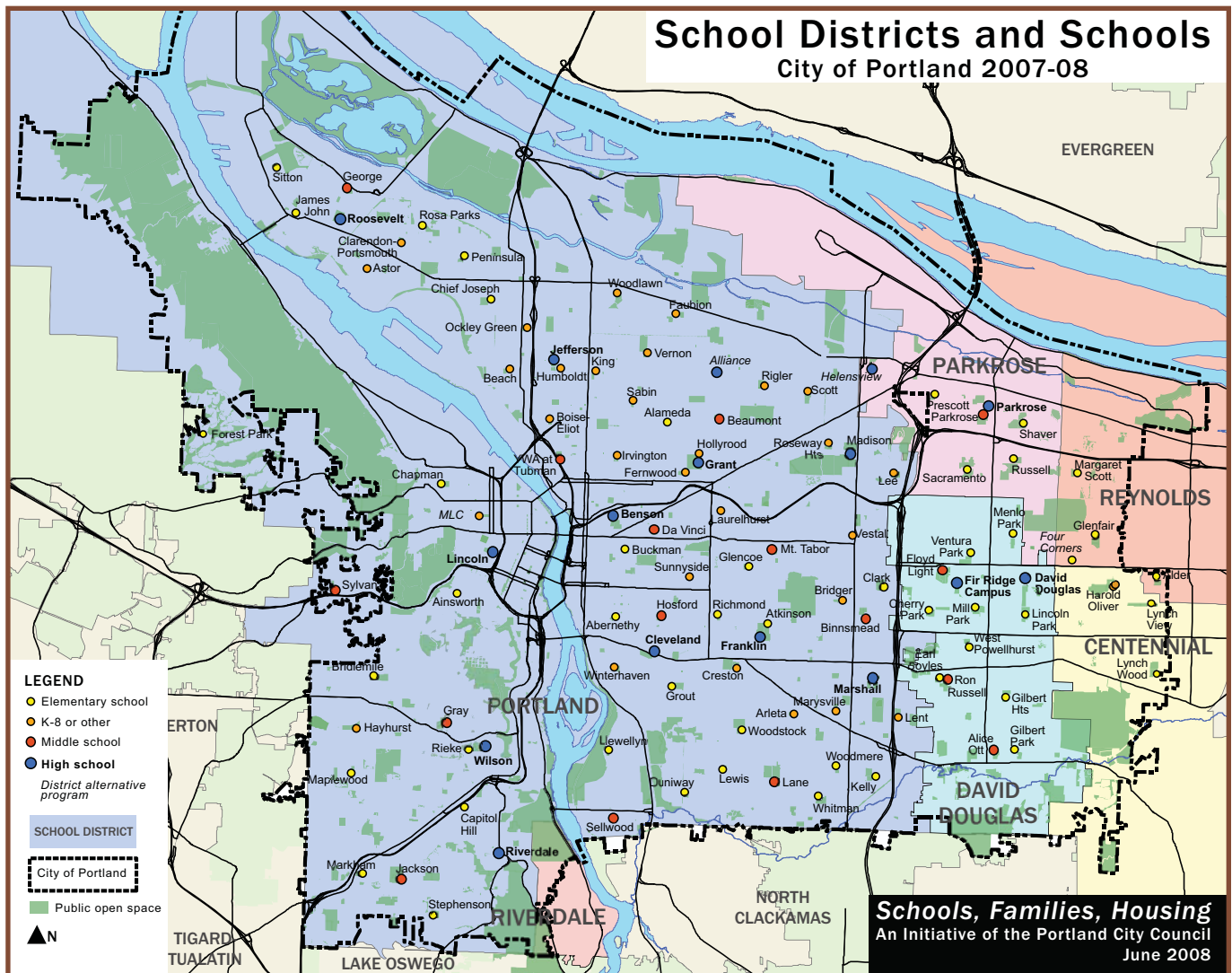


Schools and neighborhoods benefit from collaboration between city government and school districts.

School districts and the City of Portland share many common goals, for instance the desire of PPS to work with the City to reverse enrollment declines through strategies to make Portland more child-friendly. However, school districts and city government have jurisdictional and institutional barriers that can make collaboration to meet shared objectives difficult.

The Portland Plan provides an opportunity to address several specific areas where not only can collaboration be improved but improvement would also help provide a viable future for the school system overall. These areas include:

- Facilities planning;
- Community uses of school sites;
- Coordinated infrastructure planning; and
- Partnerships and new uses at some school sites.



Recommendations



Strengthen the role of schools as centers of community and in creating 20-minute neighborhoods.

The community school model, wherein schools are “both a place and a set of partnerships between the school and other community resources,” benefits students, families and neighborhoods, building economic, physical and emotional stability among children and families and thus strengthening neighborhoods and communities. With more extensive multi-purpose use of schools:

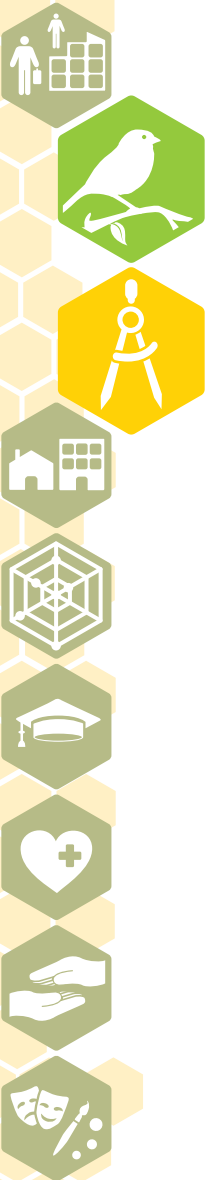
- The community gains access to costly existing buildings and spaces that they might not otherwise have access to;
- Families gain better access to services and agencies;
- Neighborhoods become more connected to youth;
- Opportunities for multi-generational learning and experience multiply; and
- Student achievement improves.

Inventive, enduring relationships among educators, families, volunteers, and community organizations and partners are key to the future strength of our school system.

Create strong partnerships and clarify the roles and relationships between the City and the school districts.

New agreements between the City and school districts should be developed, defining spheres of responsibility, interests, working relationships, facilities planning, school use, and property disposition, to ensure that we make smart investments for the future. The City should work with school districts to create:

- **Community facilities plans** that incorporate transportation networks, changing demographics, other public infrastructure, and the need for schools to serve as multi-use community facilities.
- **Housing policy, transportation improvements, and land use regulations** that reflect the vital role that schools play in the community.



Background research on the topic of urban forestry is intended to help guide the task of integrating trees and urban forestry goals and aspirations into the Portland Plan Strategic Plan.

The Portland Plan Urban Forestry Background Report provides information on:

- The **benefits** of trees
- **Existing conditions** of Portland’s urban forest
- **Existing City plans and policies** relating to the urban forest
- **Key challenges**, policy issues and questions recommended for consideration in the Strategic Plan

Historically, trees have been viewed in a positive light primarily as a landscape element valued as an aesthetic or environmental asset. Trees have also been viewed negatively as posing costs and sometimes constraints to development. In either case, trees have not been looked at systematically as the important aspect of public and private infrastructure that they really are.

In view of Portland’s goals to be a thriving and sustainable city, it makes sense that the definition of infrastructure expand to include the “green infrastructure” that can help reach sustainability goals.

Current Conditions

Portland’s urban forest consists of trees along city streets and around houses, businesses and institutions, and trees and vegetation in parks and natural areas. Currently, trees cover about 26 percent of Portland’s land area—roughly half on private property and half on public property. North Portland and the city’s higher density residential, commercial and industrial areas have the sparsest tree canopy.

Much more is known about trees on public property than on privately owned land in the city. Portland’s parks and parking strips have at least 170 different types of trees. More than half of them are deciduous (primarily maple), and about half are smaller than 6 inches in diameter. Large trees (30 inches in diameter and larger) represent less than 10 percent of Portland’s park and street trees. Not surprisingly, large-growing native species such as Douglas fir and western hemlock are more common in Portland’s parks and natural areas than along its city streets.



The City of Portland is just beginning to put an economic value on its urban forest. A 2007 report estimates that it would cost nearly \$500 million to replace Portland’s street trees and \$1.8 billion to replace trees in parks and natural areas. The replacement value of the entire urban canopy (including private property) is estimated at \$5 billion. These figures do not include the value of the ecosystem services the trees provide, such as cooling the air and retaining stormwater. In Portland, street and park trees are thought to provide \$27 million worth of environmental and aesthetic benefits each year.

Currently, trees in City natural areas such as Forest Park and neighboring properties are at risk of damage from catastrophic wildfire, as a result of long-term fire suppression and the consequent buildup of fuels.

Trends

Although overall tree canopy cover in Portland has increased slightly over the last 30 years, the City is not meeting its goals for tree canopy cover:

Land Use	Current Canopy	Target Canopy
Residential	30%	35-40%
Commercial/industrial	7%	15%
Parks and open spaces	28%	30%
Rights-of-way	17%	35%
Citywide	26%	33%

It appears that in parts of Portland, large trees and groves are being removed as a result of development and being replaced with smaller species that fit on small lots and narrow parking strips. Of particular community concern is the removal of remnant stands of native Oregon white oak and madrone trees on the Willamette bluffs, and Douglas fir trees in outer southeast Portland to accommodate infill residential development. Current landscaping regulations that apply to new development are achieving only a fraction of the target canopy levels established for residential, commercial and industrial development. Additionally, for some areas of the city where there are many aging, large trees of the same species, disease can spread quickly because the trees are homogenous and in close proximity to each other. Removal of these trees has a substantial impact on neighborhood character.

Because trees play an important role in maintaining watershed functions, the City has planted more than 2 million trees. The City also limits tree removal in environmentally sensitive areas and requires permits to remove trees on City property and most private property. Tree planting in Portland continues through the efforts of the City, Friends of Trees and other organizations.





Benefits and costs of trees

Urban trees provide a host of benefits, yet they also pose costs and in some cases present constraints to development.

Benefits

Environmentally, urban trees help:

- manage stormwater;
- improve air quality;
- reduce pollution and greenhouse gases;
- recharge groundwater;
- decrease flooding and erosion;
- stabilize slopes;
- serve as wildlife habitat; and
- shade streams.

Socially, urban trees:

- improve physical and mental health;
- reduce heat island effects;
- create visual and noise buffers;
- enhance neighborhood appearance; and
- reduce neighborhood crime.

Economically, urban trees:

- reduce building heating and cooling costs by providing shade and wind breaks;
- increase property values; and
- reduce flood damage.

Costs:

- Tree preservation and protection (e.g., fencing) during development
- General care and maintenance (e.g., pruning)
- Hazard tree/limb pruning and removal
- Storm response
- Leaf pickup
- Sidewalk repair
- Disease control (e.g., Dutch Elm Disease)

Challenges:

Overall, studies comparing costs and benefits find that each dollar invested in the care and maintenance of Portland’s street and park trees generates environmental and aesthetic benefits worth almost \$4. Still, there are particular challenges related to the urban forest, including:

- Cumulative impacts of individual site planning decisions.
- Equity issues, such as tree-deficient areas, income, public health, and food security.
- The relative impacts that different housing types have on trees and space for trees. (For example, development standards in multifamily zones do not create sufficient open area to reach the tree canopy goals.)



Recommendations

- **Create a comprehensive inventory of trees.** The City needs to collect more information about its existing trees, to inform strategic decisions, guide prioritization of planting and maintenance, and serve as a baseline for measuring changes in the urban canopy. The inventory would also be useful as a way in which to help monitor tree removal or replacement on single-family properties.
- **Incorporate urban forestry goals into the Strategic Plan and Comprehensive Plan.** Make sure that urban forestry goals are reflected in the City's broader long-term plans, which until now have not explicitly addressed the urban forest. Goals from Portland's 2004 Urban Forestry Management Plan (such as ensuring that the benefits of the urban forest are equitably distributed among Portland residents) are in keeping with Portland's overall goals of being a thriving, sustainable city that is healthy, prosperous and rich with opportunity for all.
- **Shift the paradigm from "trees as constraint" to "trees as infrastructure and a key community asset."** Trees provide important environmental, economic and social benefits that accrue to all urban development types and uses, across property lines. The City should invest in and manage its trees as assets that are integral to its infrastructure and amenity systems.
- **Integrate trees at the site, neighborhood, and citywide planning scales.** This would involve incorporating trees early in the site design process and urban form discussions, designing "tree systems" (anchors, connectors, dispersed canopy, targeted planting areas) to provide key functions in different parts of the city (e.g., stormwater, cooling, slope stabilization, stream shading, habitat, particulate capture, carbon capture walkable streets, etc), resolving equity issues related to tree-deficient areas, evaluating development standards to make sure they ensure enough room is reserved for trees and addressing the cumulative impacts of individual site planning decisions on the urban forest.
- **Address potential synergies and tradeoffs between tree preservation and other goals.** Examples include housing affordability and availability, environmental justice, industrial land supply, employment targets, and solar access.



Urban Form

The Urban Form background report is one of a series of background reports for the Portland Plan. The report describes Portland’s existing urban form – the physical, on the ground reality of “what is here now.” It also identifies challenges and opportunities related to the continuing evolution of Portland’s urban form, and suggests possible approaches to how we might guide that evolution.

The report focuses on aspects of the city not readily expressed in numbers, but which are often at the heart of Portlanders’ concerns about and hopes for the future of their city – that is, the qualities that make Portland’s places and neighborhoods cherished and distinctive.

The Urban Form report is organized around four topics, each addressed in individual chapters:

Places – *The landmarks and prominent features that shape the form, structure and identity of Portland at the citywide scale.* These include both natural and built elements - hills and bridges, rivers and roads, open spaces and commercial districts. Examples include **natural features** such as the Willamette River, Powell Butte and the West Hills; **built icons** such as Portland’s bridges and the Downtown skyline; **commercial districts** such as Gateway and Hawthorne Boulevard; and **signature open spaces** such as Pioneer Courthouse Square and Forest Park.

This chapter describes the types of Places that are memorable parts of Portland and that, taken together, help give our City its unique character.

Patterns – *The urban fabric of Portland’s neighborhoods and districts.* Variations in street and block configurations, natural features, building types and architecture across Portland contribute to the distinct character of the city’s neighborhoods and districts. Whether a neighborhood’s streets are straight and lined by porches, or curve through forested hills, for example, their physical characteristics are fundamental to their sense of place.

This chapter identifies five basic patterns: the **Inner** Neighborhoods, with their main street commercial districts and compact street grid; the **Western** Neighborhoods, whose urban form is shaped by hilly terrain, streams and other natural features; and the **Eastern** Neighborhoods, whose diverse mix of urban and rural forms is set against a backdrop of Douglas firs and buttes.

Beyond these three neighborhood types are two other Portland patterns: the **Central City**, Portland’s most intensely urbanized area; and the **Industrial** districts, with their own distinct urban form characteristics.



Public Realm – *the parts of our city that are owned by all of us together.* The streets, parks, plazas and other open spaces are where public life in the city is experienced. These are part of the public right-of-way, which in Portland accounts for a substantial percentage of our city: public streets and parks occupy nearly 30% of the city’s land area. The public streets themselves account for over half of that, at 16,000 acres of land, distributed widely across the city. Essentially, streets are a unique citywide community resource, with importance extending far beyond just the obvious role as a fundamental means for auto travel. They have the potential to provide space not only for autos, but also for community interaction and recreation, and for street trees and stormwater facilities that perform crucial environmental functions.

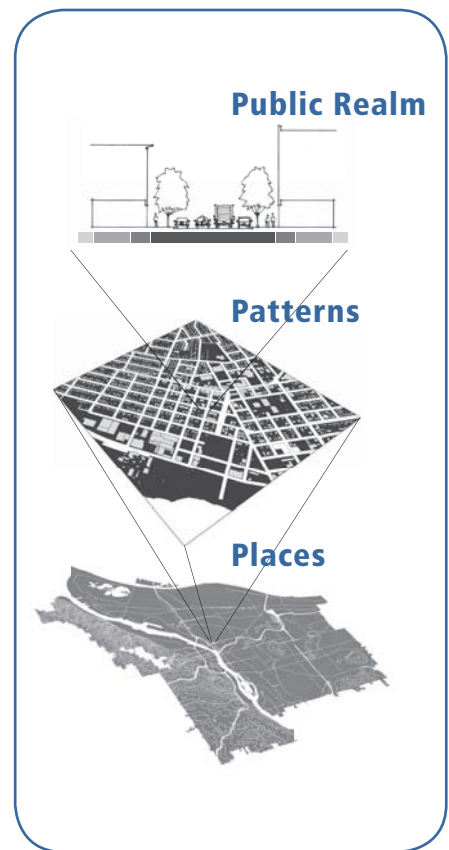
There are many challenges to meeting community objectives for improvements and expansions to the public realm of streets and parks. In some areas, especially in eastern and western parts of the city, the network of streets breaks down, with fewer connecting streets and more cul-de-sacs, and with many of those streets lacking sidewalks to accommodate pedestrians. The lack of sidewalks and connectivity make it hard for the city to foster walking as an attractive transportation option in these areas.

Public resources are limited, however, for addressing these or other shortcomings like expanding the park system or developing new public gathering places where growth is occurring. New approaches may be needed for the expansion and improvement of the public realm. One possibility is to consider how to make more multifunctional use of existing public spaces, including streets, to help meet a range of community needs.

This chapter provides basic information about the various kinds of public spaces, including different types of streets, and introduces ideas for the future of the public realm and how streets, especially, might fulfill a broader range of community purposes over time.

Private Realm – *the development that takes place mostly on private property, but is visible from and affects the public realm.* Buildings on private property shape and bring activity to our public streets and are part of the continuing evolution of neighborhoods.

This chapter summarizes some of the frequent results of private development, and the changes they are bringing to Portland’s residential areas, main streets and urban forest.

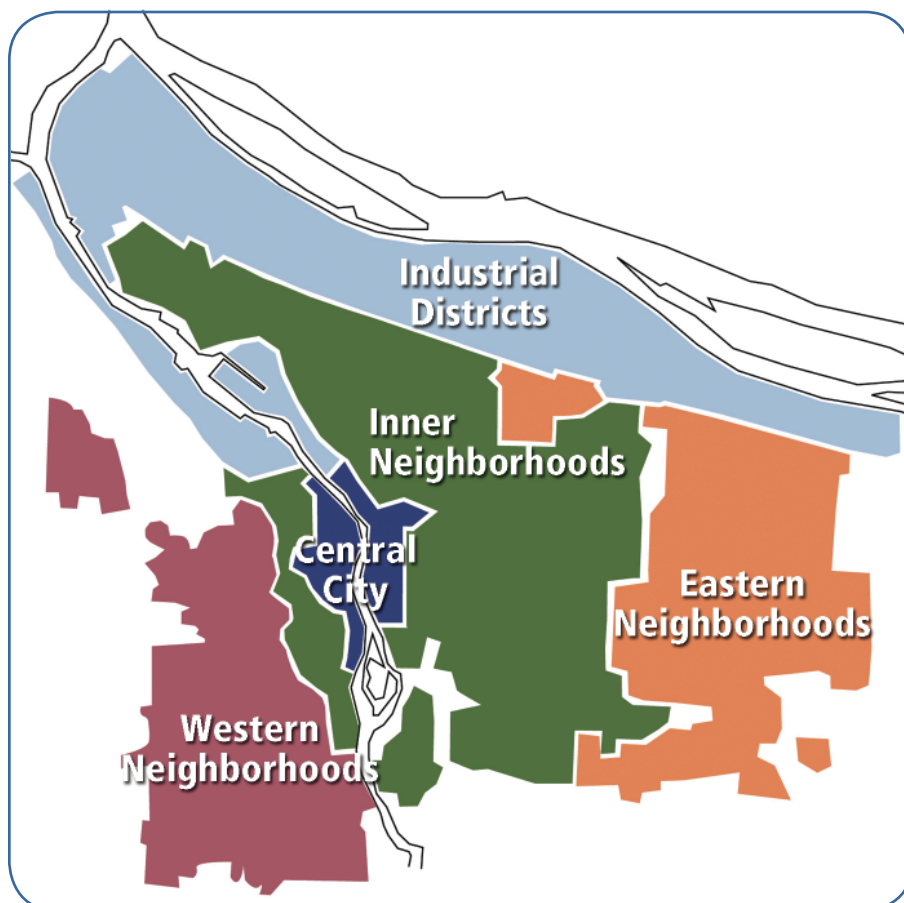


Trends

Development and redevelopment have been taking place across the city, continuing to shape the character of Portland's neighborhoods, streets, commercial areas, and other key places. Policies and regulations foster more intense concentrations of development in the Central City, along major streets, and in mixed-use centers such as Gateway and the Hollywood District. Some of this construction is bringing positive changes such as renewed commercial vitality on main streets and increased walkability to local shops and services. But some changes are raising community concerns about the future of cherished places, as development replaces open spaces, transforms street environments and neighborhood character.

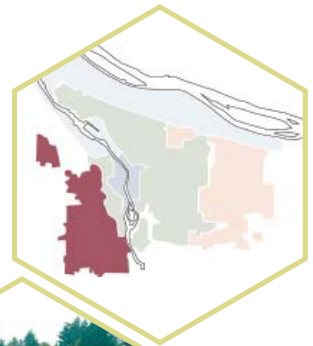
Neighborhood Patterns

Portland's urban fabric is woven in several patterns, each a different combination of streets and blocks, natural features, building types and other physical characteristics. Since these occur at the neighborhood scale, the Urban Form background report describes a set of patterns which are essentially five neighborhood types. These are helpful in understanding the nuances, similarities and differences in various neighborhoods and districts.



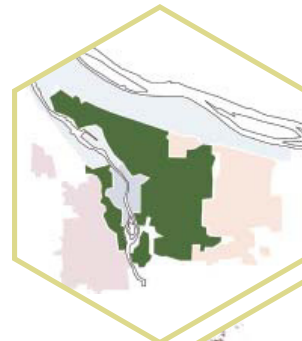
Western Neighborhoods

- Development patterns shaped by the area's hilly terrain and other natural features.
- Small number of major streets or highways, which wind through the area following topography.
- Only a few commercial areas, mostly located on multi-lane highways.
- Residential streets often curvilinear, following hill contours, with poor connectivity in many areas.
- Most residential streets lack sidewalks, and a relatively large number of streets are not paved.
- Trees and lush vegetation often more prominent than buildings in residential areas.
- Large amount of natural park land.
- Parks, streams and preserved natural areas provide a network of green that courses through the pattern area.



Inner Neighborhoods

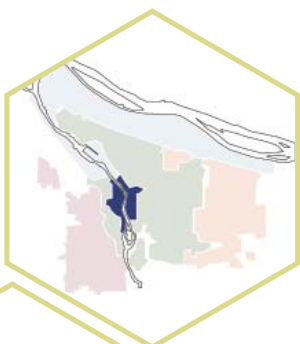
- Urban form shaped during Streetcar Era.
- Consistent pattern of rectilinear blocks.
- Highly interconnected street system with mostly fully-improved streets.
- Extensive system of main street commercial districts.
- Fine-grain pattern of development on small lots, with buildings oriented to the street.
- Dispersed system of neighborhood parks, typically intensely landscaped, located on major streets and rectilinear in form to fit into the area's urban grid.





Eastern Neighborhoods

- Diverse range of urban patterns, reflecting incremental development.
- Poor street connectivity in many areas, with vehicles dependent on a small number of major streets for through connections.
- Commercial areas in the form of automobile-oriented strip commercial, located on multi-lane streets.
- Most residential streets, and some major streets, lack sidewalks.
- Large, deep lots common in many areas, and have been the location of much recent infill development.
- Trees and other vegetation, rather than consistency in built patterns, serve as character-giving aspects of many residential areas.
- Neighborhood parks are usually located in the middle of superblock areas surrounded by single-family houses.
- Buttes and Douglas Firs a distinctive characteristic of area skyline.



Central City

- Portland's most intensely urbanized area, with its largest concentration of tall buildings.
- Building types reflect role as the region's center for finance, commerce, government, and culture.
- 200' by 200' block structure and highly interconnected street system.
- Predominance of full-block building coverage contrasts with the fine-grain pattern of detached structures in surrounding residential neighborhoods.
- Extensive system of urban parks.
- Downtown's location between the Willamette River and West Hills provides a strong sense of orientation, boundaries and transition.

Industrial Districts

- Concentrated in low-lying riverfront areas.
- Variety of industrial districts with distinct urban forms.
- Inner areas share Central City's pattern of small blocks.
- Large-block industrial districts shaped by industrial needs and functions.
- Block structure and building forms in some areas shaped by railroads and rail spurs.
- Columbia slough and greenery courses through the Columbia Corridor districts.

Recommendations

In its concluding chapter, the Urban Form background report identifies potential new approaches to addressing key issues in each of the four topic areas. These "Ideas for Future Consideration" offer a beginning to the "next steps" for the Portland Plan.

Places: A Guiding, Citywide Urban Form Concept Diagram.

While the City has taken a very specific and methodical approach to its zoning pattern (effectively established with the 1980 Comprehensive Plan), an accompanying, more general and more aspirational urban form concept plan has not been developed. Concept diagrams are important as they illustrate a plan's major components and highlight intended outcomes. Because the Comprehensive Plan includes no concept diagram, the "big picture" of the Comprehensive Plan and its major organizing themes and ideas regarding the future form of the city were never made clear.

In addition, the Comprehensive Plan lacks extensive three-dimensional imagery that would illustrate for the community the intended or potential physical forms of its zoning designations.

Idea for new approach: create a guiding, citywide urban form concept plan diagram to clearly convey where and how the city intends to grow, identifying the key places, features and connections that should be continued or fostered over time. The diagram could illustrate intentions for different levels of new development, based on priorities for the city's designated major corridors, transit centers, open spaces and other important city facilities.

Patterns: Three Neighborhood Pattern Areas, because "One size does not fit all."

Although there are at least three fundamental types of Portland neighborhoods (Inner, Eastern and Western) with distinct urban form characteristics and differing aspirations, existing development regulations tend to follow a "one-size-fits-all" approach. This mismatch occurs at the regional level, as the Metro 2040 Design Concept identifies all of Portland's neighborhood residential areas as "Inner Neighborhoods," providing no sense of their fundamentally different existing or desired characteristics. And at the



city's neighborhood planning level, while Portland has over 40 adopted neighborhood or area plans, each with its own urban design policies and visions, creating development standards specific to each of these has not been practical.

Idea for new approach: Create policies and implementation tools that acknowledge the distinct characteristics and urban form aspirations of the three Portland neighborhood geographies. Providing such a policy framework could also open up opportunities for the City to target improvements, such as street improvements, in ways that are designed to respect the distinct built and natural characteristics of the pattern areas.

Public Realm: Public Streets as Part of the Public Realm.

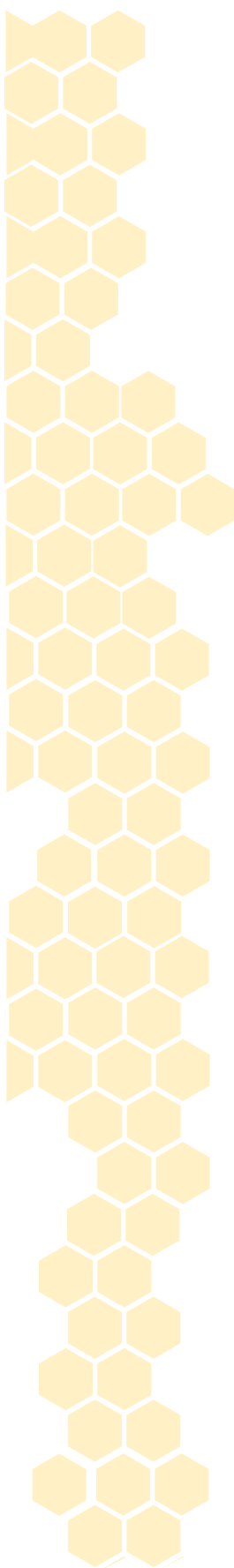
The public realm of streets and parks represents a large amount, nearly 30%, of Portland's land area. Choices regarding the future use, design and expansion of these public spaces therefore provides the community with key opportunities for directly shaping Portland's urban form. While streets are the largest component of the public realm and have historically served multiple community functions, they have been treated and managed by the City primarily for transportation. Portland lacks clear policy guidance on the role of streets as part of the broader public realm. Portlanders have been interested in creating more public gathering places and green places that bring more natural elements into the city, but public resources for creating new parks to serve these functions are limited. Streets could provide opportunities to help meet such needs.

Idea for new approach: determine how streets might complement the broader system of public spaces, not only as conduits for transportation, but also as places for community interaction, environmental benefit, open space and other purposes.

Private Realm: More Intentional and Targeted Development Outcomes.

Zoning regulations allow a broad range of development forms and configurations within most zones, creating uncertainty about the form and characteristics that development will take. This can compromise the ability to implement community aspirations for the future built environment of neighborhoods and streets.

Idea for new approach: take a more intentional and targeted approach to guiding private development to achieve particular urban form outcomes, such as street environments, development patterns, open space or urban forest characteristics that are desired by the community. A more intentional approach to Portland's future form could help ensure that new development contributes to creating the kinds of places Portlanders want.



Watershed Health



Portland’s five watersheds are the Willamette River, Columbia Slough, Johnson Creek, and Fanno and Tryon Creeks. The waterways themselves are well-known, but their watersheds are less understood. And yet watersheds are as basic to our daily life as the gravity that shapes them. A watershed is an area within which rain and snow fall, collect and drain into a river, creek or stream. For example, the Johnson Creek Watershed is the land area that collects precipitation that drains into Johnson Creek. The health of our watersheds’ natural systems not only affects the wildlife that live in or migrate through Portland, but also our health, safety and quality of life. The trees, plants, and streamside areas absorb rainwater, cool and clean the air, reduce flooding and landslides, filter out pollutants and recharge the groundwater.

The background report on Watershed Health describes the current state of Portland’s watersheds by looking at these basic elements:

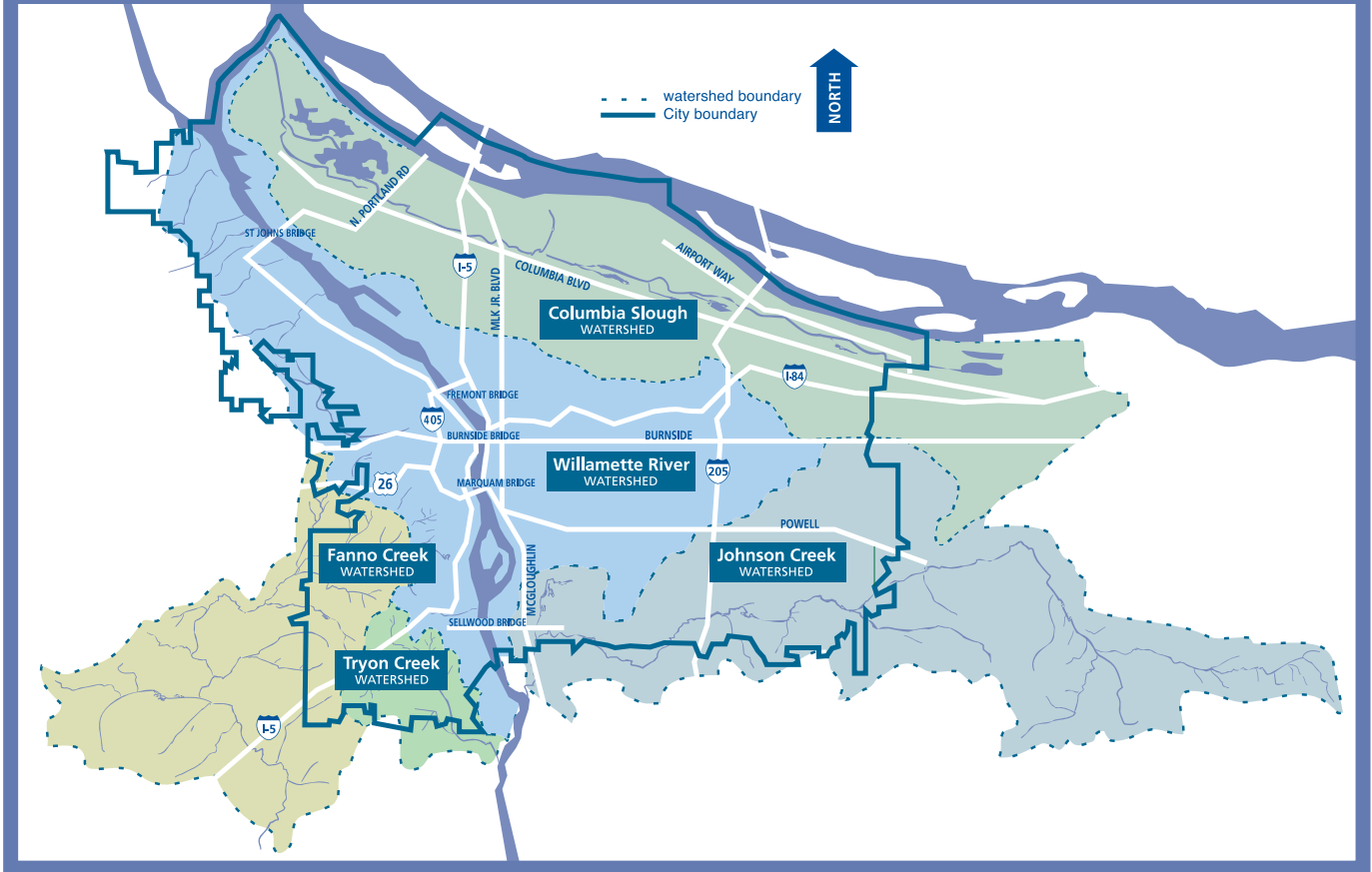
- hydrology – the frequency, magnitude, duration and timing of water flow;
- water quality;
- habitat; and
- biological communities.

As Portland accommodates thousands of new residents, the challenges of protecting the city’s natural environment and watershed health will intensify unless we adopt new approaches to allocating growth, constructing buildings, designing streets and stormwater systems, and restoring natural areas.

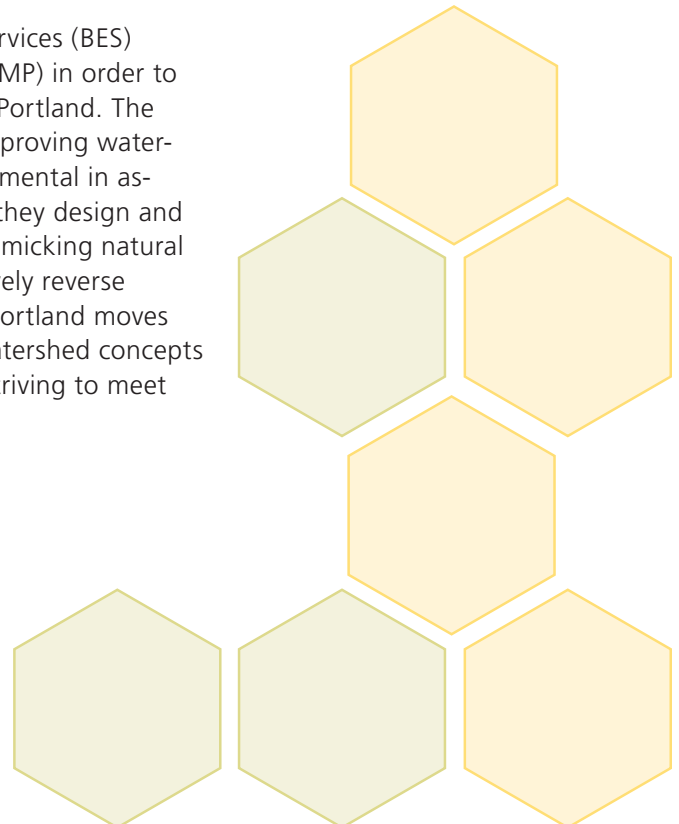
Portland has come a long way since the days when sewage and industrial waste were regularly dumped into the Willamette River and Columbia Slough and wetlands were routinely filled to accommodate growth. Once considered “wastelands”, wetlands, floodplains and waterways are recognized today as critical for wildlife habitat, clean water and flood management. While urban trees were once appreciated primarily for their beauty, they are recognized today for the critical “eco-system services” they provide by stabilizing steep slopes, absorbing rainwater, and cleaning and cooling the air.

Even though the safety and health benefits of healthy natural systems are documented and recognized, natural ecological processes are weakened by extensive impervious areas, the spread of invasive species, loss of vegetation, hardened riverbanks, and myriad other problems. Historic development patterns and practices – straightening or piping streams to make room for growth, dumping waste into rivers and streams, and filling wetlands – have left their legacy on Portland’s environment. Without thoughtful interventions, native fish and wildlife populations risk continued decline and Portlanders could suffer because of a degraded environment.

Portland Watersheds



In 2005, the City of Portland’s Bureau of Environmental Services (BES) completed the Portland Watershed Management Plan (PWMP) in order to focus efforts to protect and restore the natural systems in Portland. The PWMP lays out an integrated, system-wide approach to improving watershed health. Since its adoption, the PWMP has been instrumental in assisting City bureaus’ consideration of watershed health as they design and implement projects. The plan recognizes the benefits of mimicking natural systems, wherever possible, to most efficiently and effectively reverse environmental decline and improve watershed health. As Portland moves forward with planning for future growth, incorporating watershed concepts will be critical to maximizing limited resources while also striving to meet multiple interests.



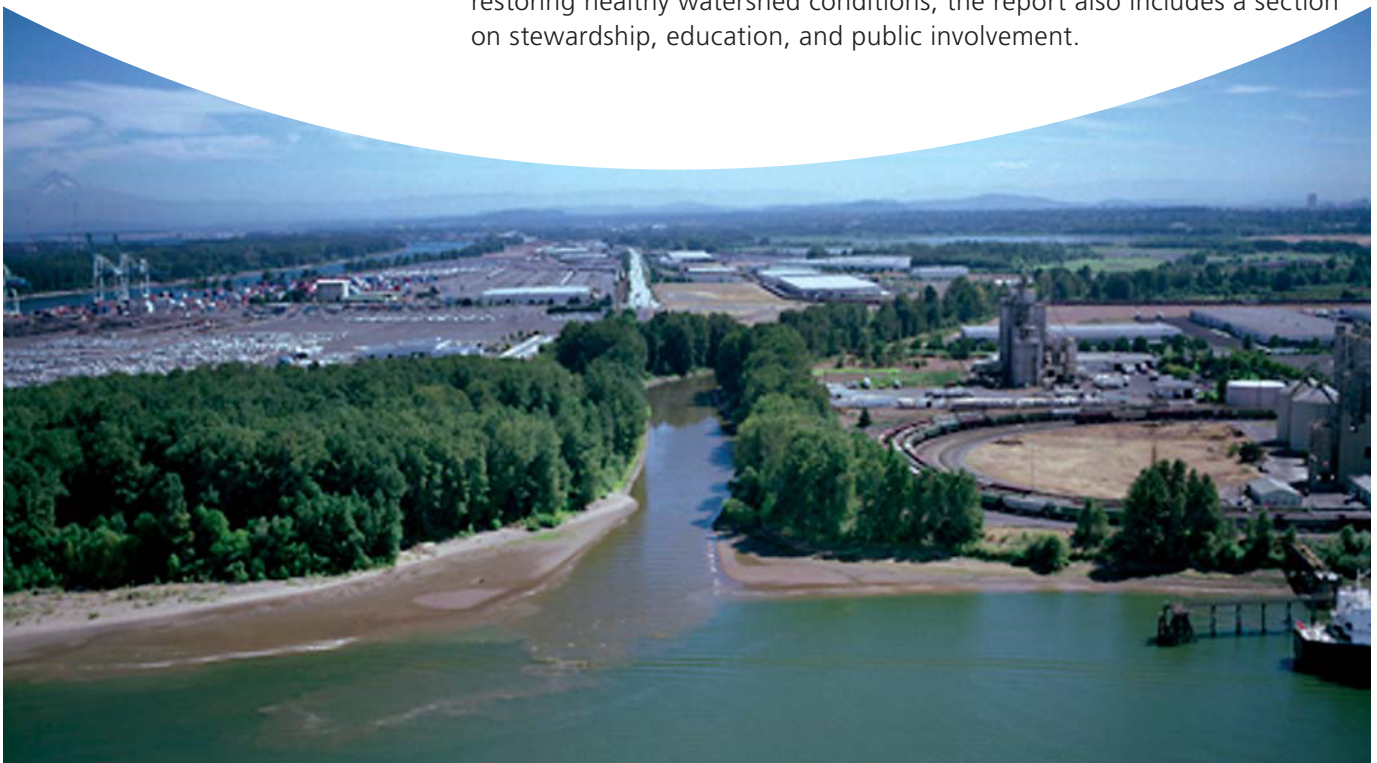
Normative stream flow has the magnitude, frequency, duration, and timing essential to support salmonids (salmon and trout) and other native species.

The Portland Watershed Management Plan is organized around four goals that correspond to the four fundamental elements required for overall watershed health:

- **Hydrology** – “Move toward **normative stream flow** (see note at left) conditions to protect and improve watershed and stream health, channel functions, and public health and safety.”
- **Water quality** – “Protect and improve surface water and groundwater quality to protect public health and support native fish and wildlife populations and biological communities.”
- **Habitat** – “Protect, enhance, and restore aquatic and terrestrial habitat conditions and support key ecological functions and improved productivity, diversity, capacity, and distribution of native fish and wildlife populations and biological communities.”
- **Biological communities** – “Protect, enhance, manage, and restore native aquatic and terrestrial species and biological communities to improve and maintain biodiversity in Portland’s watersheds.”

Decades ago, Portland became nationally renowned for linking land use and transportation planning to create more vital communities. The Portland Plan offers the opportunity to create sustainable and more satisfying communities by using the PWMP goals as a framework to inform choices about growth allocation, infrastructure investments and urban design. Through critical analysis and creative thinking, City investments can enhance Portland neighborhoods in cost-effective ways and ensure that future residents can be accommodated while the natural environment is enhanced.

The Watershed Health Background Report is organized around the four watershed health goals. Given the importance of community action for restoring healthy watershed conditions, the report also includes a section on stewardship, education, and public involvement.



Key Findings

Hydrology

Stream flow conditions in Portland do not meet conditions necessary to support salmon, trout and other native fish species through all their life cycles. Increased impervious areas (such as roofs and roads) and piped streams have affected the normal hydrological cycle, causing the following problems:

- Low summertime flows in urban streams;
- Flashy conditions, with streams rapidly rising and falling during rain storms;
- Reduced surface water infiltration to replenish groundwater aquifers;
- Persistent and increased flooding and streambank erosion; and
- Sewage backing up into basements in several parts of the city.

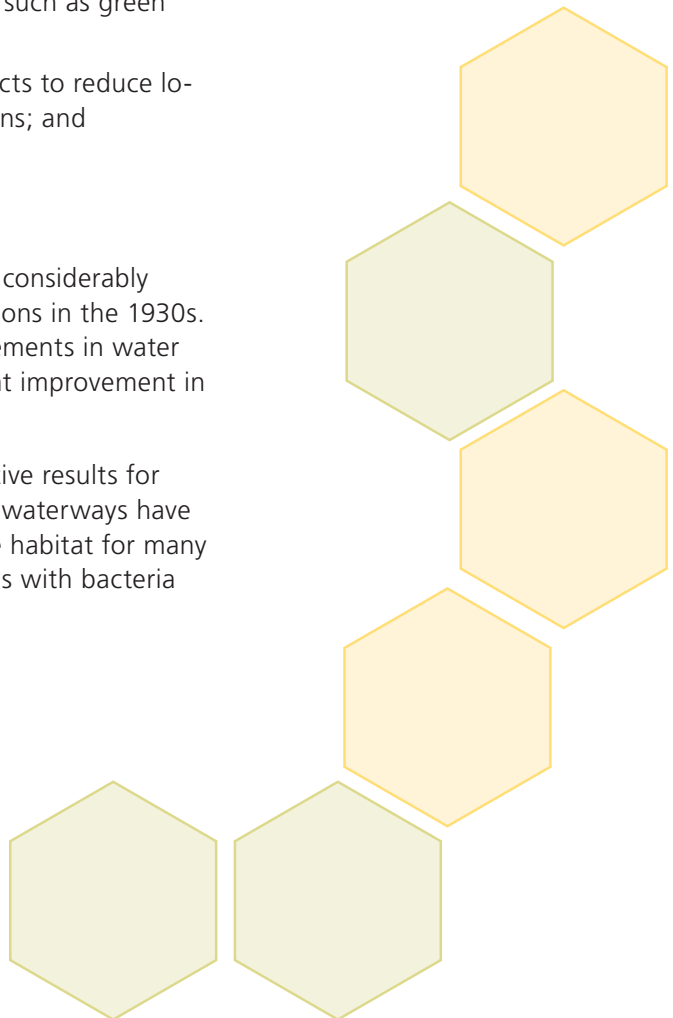
Although hydrologic problems persist, multiple actions are being taken to move toward normalizing hydrology. These actions include:

- \$1.4 billion investment in the Big Pipe Project;
- Adoption of green stormwater management strategies, such as green streets, rain gardens, and ecoroofs;
- Construction of floodplain and stream restoration projects to reduce local flood damage and improve local hydrologic conditions; and
- Comprehensive programs to reduce sewer backups.

Water Quality

Overall water quality in the Willamette River has improved considerably since citizens successfully lobbied for water quality regulations in the 1930s. Trend data for the last five to 15 years show slight improvements in water quality in Johnson, Fanno, and Tryon creeks, and significant improvement in the Columbia Slough and Willamette River.

Investments in stormwater infrastructure have netted positive results for water quality, yet problems persist. All of Portland's major waterways have problems with temperature - they are too warm to provide habitat for many important species, and most waterways also have problems with bacteria and pollutants.



Array of wildlife species –

These numbers are based on Metro's 2006 inventory for the region. The City of Portland's Bureau of Environmental Services (BES), as part of the Terrestrial Ecology Enhancement Strategy (TEES), has developed a list of special-status species that focuses on Portland.

Biological Communities

The Portland metropolitan area has a diverse *array of wildlife species* (see note at left) that live in, or migrate through, the city. For example:

Birds – 209 native species are found in the metro area, including 18 which are listed as state or federal species of concern.

Fish - Salmonid species (salmon and trout) are found in the Willamette River and parts of Johnson Creek, Tryon Creek, Fanno Creek, Balch Creek (trout only), the Columbia Slough and their tributaries. Six salmonid species are listed as threatened under the Endangered Species Act (ESA).

Reptiles – 13 native species are found in the metro area, including the Northwestern pond turtle and Western painted turtle, which are both listed by the state as species of concern.

Populations of invasive animals – such as the red-eared slider, common snapping turtle, nutria, bullfrog, and zebra mussel – continue to increase, competing for food and habitat and, in some cases, preying on native species.

Physical Habitat

Portland's physical habitats face continued risk as a result of climate change, habitat degradation, loss, and fragmentation, human disturbance, and pollution. Most in-stream habitat is severely degraded and is rated as marginal to poor. Riparian areas (the vegetated zones along streams) continue to be heavily affected by streamside development and loss of vegetation. Upland habitats are extremely fragmented and lack wildlife corridors that would connect them to other uplands, riparian areas, or wetlands. Invasive plants continue to threaten habitat and other watershed functions.

The City of Portland is engaged in a number of activities to protect and restore habitat areas:

- The draft Natural Resource Inventory (NRI) provides the most accurate and complete information about the location of important natural resources, including key terrestrial habitats. Special attention is called to habitat areas that are rare in the city, such as grasslands and oak woodlands.
- Portland Parks and Recreation and the Bureau of Environmental Services, in partnership with Metro, are purchasing natural areas to protect them and restore natural functions.
- In the past few years, the City has developed strategies for managing invasive plants, with the goal of removing invasive plants from 200 to 800 acres annually.
- Efforts are underway to expand the urban forest. The City, working in partnership with Friends of Trees, has a goal of planting 33,000 yard trees and 50,000 street trees in Portland over the next five years.



Stewardship, Education, and Public Involvement

Supporting watershed health requires the efforts of public agencies, non-profits, community groups, and individuals to promote education, involvement, and stewardship. The following is a sampling of City-sponsored efforts in 2008:

- More than 26,000 students learned about watershed health.
- About 3,600 property owners attended stormwater management workshops.
- About 500 people attended a free ecoroof training series.
- About \$68,000 in grant funds were awarded to neighbors, schools, and organizations to implement their own projects.
- Volunteers logged over 450,000 hours at parks removing invasive plants, planting native vegetation, building trails, and picking up litter
- \$425,000 in green building grants was awarded.

Watershed councils also play an important role working across political boundaries with neighbors, local jurisdictions, business people, and non-profit organizations to conduct restoration projects and foster stewardship. Nonprofits such as Friends of Trees and SOLV also conduct stewardship projects, and informal “friends” groups, such as the Stephens Creek Stewards, work to improve conditions in many of Portland’s watersheds.

Challenges and Recommendations

Portlanders envision communities that are greener and healthier than they are today, according to data from the visionPDX project. Policies to protect and restore natural resources and promote innovative green buildings, green streets, and ecoroofs can enhance watershed conditions while allowing more homes and jobs.

Integrating Watershed Health and Land Use Planning

The PWMP presents important new policies and strategies for improving watershed health, yet these are not well integrated into land use planning. Existing land use tools don't sufficiently protect existing high-quality natural resources (15 percent of the Natural Resource Inventory's high-ranked resources are outside of overlay zones). In parts of the city, zoning regulations were applied without fully considering natural conditions such as soils, groundwater levels, and natural hazards. In other parts of the city, redevelopment could help improve watershed conditions by spurring greener stormwater management and site improvements.

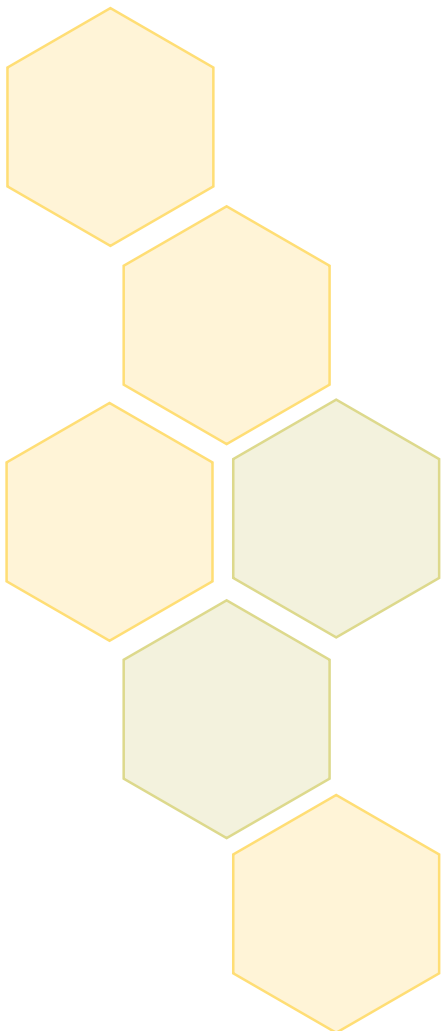
In order to increase stormwater infiltration, prevent pollution, reduce natural hazards, and provide high-quality habitat for native wildlife communities, the Portland Plan should:

- Use science-based analysis of natural systems and the stormwater management system to help decide where and how future development should occur.
- Retain and increase the areas where stormwater can be detained or infiltrate.
- Consider setting a policy for no-net-loss of pervious/permeable areas.
- Include strategies to increase tree canopy.

Natural Resources as Infrastructure

Healthy natural systems are vital for human health and safety. Trees clean and cool the air and stabilize the slopes around homes and businesses; functioning floodplains store water during storms and gradually release water downstream afterwards, protecting private property and public infrastructure; wetlands filter pollutants and recharge aquifers; natural areas provide habitat for native fish and wildlife; green spaces improve adjoining property values and provide places for community members to recreate.

Unfortunately past development practices reduced the extent and quality of natural resources within the city. Further degradation would increase risks to public health and safety and would be costly (ECONorthwest 2009). Although predevelopment conditions cannot be recreated, trees, green streets, and ecoroofs serve as green infrastructure that provides important public benefits.



The Portland Plan provides an opportunity to explore ways to more effectively plan for, manage, and finance green infrastructure. The Portland Plan should acknowledge the important public benefits provided by trees, swales, green streets, and natural areas and examine additional ways to finance, provide, and manage green infrastructure facilities to expand their use and to ensure their long-term viability.

Cumulative Impacts

When an environmental system fails, the culprit is often the accumulation of various actions taken over time – a stream polluted by runoff from lawns and streets, a landslide caused by roofs draining onto steep slopes, and flooding caused by paving from development that drains to low-lying areas. Currently, the City’s development review processes provide little opportunity to acknowledge the cumulative impacts of individual choices. Yet the outcomes affect property owners downstream, tax payers, ratepayers, and future generations.

Strategies are needed to better consider cumulative impacts in long-range planning and in development review processes so that individual actions don’t have a detrimental effect on watershed systems and public health and safety. The Portland Plan offers an opportunity to reexamine existing policies and zoning, look at how they are implemented through permitting processes, and determine how to reduce and prevent unintended consequences of multiple actions taken throughout a neighborhood or the city.

Access To Nature

Parks and natural areas, urban forest canopy, and backyard habitats not only provide watershed health benefits, but also contribute to human health. They provide opportunities for recreation and exercise, as well as mental health benefits. (For more information on these benefits, please see the *Human Health and Safety Background Report*.) Having access to nature also gives people a chance to see how natural systems work. As younger generations have a chance to experience nature, they will be more likely to be good stewards of Portland’s streams, forests, and other natural systems. However, though Portlanders value equity and health (as seen in visionPDX data), many lack ready access to natural areas.

The Portland Plan is a chance to think long term about how to provide more Portlanders with access to nature. As the Portland Plan looks at how to accommodate growth, consideration should be given to ensuring that all Portlanders benefit from a lush tree canopy, places to view wildlife, natural areas to explore, and opportunities to garden. Special thought should be given to children’s access to nature – to stimulate their thinking, support their emotional wellbeing, help them feel grounded in their physical community and instill a respect for the natural world so they will be good stewards in the future. Consideration should also be given to how to create new green spaces – such as pocket parks, roof gardens, trails, and parkways – that meld nature into the urban environment.



Greening the Central City

The Central Portland Plan, being developed as part of the Portland Plan process, provides an opportunity to further integrate nature and natural systems in Portland's urban core. In the past "urban" and "green" were considered mutually exclusive concepts. Yet downtown Portland boasts the verdant Park Blocks, ecoroofs, street trees, numerous LEED-certified buildings, and some of the most productive Peregrine falcon habitat in the state. The rain garden at the Oregon Convention Center shows how smart urban design can integrate water and natural beauty into an urban context.

More work is needed to explore ways to create compelling buildings, streets, and public spaces that maximize natural benefits at the heart of the city. The Portland Plan should examine ways to further green the central city to provide more attractive cityscapes and roofscapes, more energy-efficient buildings, lower infrastructure costs, and a greater diversity of bird and fish species in a unique downtown core.



FOR DISCUSSION

Portland Plan Action Area Directions

Prosperity and Business Success

- Build a stronger economy
- Broaden prosperity
- Develop better economic development tools

Education and Skill Development

- Raise the bar for quality education
- Erase achievement disparities
- Strengthen schools as community centers

Sustainability and the Natural Environment

- Weave nature into the city
- Green the built environment
- Mitigate and adapt to a changing climate

Human Health, Food and Public Safety

- Make healthy food the easy choice
- Increase participation in physical recreation and community activities
- Protect Portlanders from exposure to toxics and pollutants
- Promote safety and sense of security
- Make public decisions benefit public health

Transportation, Technology and Access

- Promote active and green transportation-biking, walking and transit
- Build, manage and maintain an efficient transportation system
- Improve individual access to technology and information

Equity, Civic Engagement and Quality of Life

- Ensure equitable access and outcomes
- Engage, listen and act to improve civic engagement
- Deliver good service value and stabilize communities to improve quality of life

Design, Planning and Public Spaces

- Create 20-minute complete neighborhoods
- Build on Portland's distinctive qualities
- Cultivate streets as places
- Create city greenways and river connections
- Enhance Portland's major centers

Neighborhoods and Housing

- Provide a variety of housing choices for different household types
- Support equitable access to opportunity through housing
- Ensure Portland's housing is safe, decent and sustainable
- Provide an adequate supply of affordable housing

Arts, Culture and Innovation

- Improve access to art
- Expand Portland as a center of excellence for arts and culture
- Enhance arts as an economic development engine

FOR DISCUSSION



FOR DISCUSSION

Why is this important?

To succeed, Portland businesses need to be regionally and globally competitive. Access to high quality, well-paying family-wage jobs for Portlanders across the educational spectrum will improve equity. Enhancing small business and community economic development will support economic diversity and resiliency.

Direction 1: Build a stronger local economy

- Objectives for discussion* {
- A. Compete for export growth
 - B. Capture more regional job growth
 - C. Increase entrepreneurship and innovation
 - D. Focus on target industries
 - E. Lead in sustainable business and development

Direction 2: Broaden prosperity

- Objectives for discussion* {
- A. Increase living wage jobs
 - B. Reduce employment disparities
 - C. Invest in community development and small business

Direction 3: Develop better economic development tools

- Objectives for discussion* {
- A. Expand business development and access to capital
 - B. Overcome land development barriers
 - C. Upgrade employment-related infrastructure and services
 - D. Increase access to training and higher education
 - E. Increase partnerships for economic development

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



Direction 1: Build a stronger local economy



TODAY

BY 2035

Objective A: Compete for export growth

In 2008, Portland area businesses brought \$19.5 billion of export income into the regional economy.

By 2035, Portland businesses that sell in markets outside the region are competitive. All Portland businesses have improved access to the global market. The region's export income has improved by an average annual rate of 5%.

Objective B: Capture more regional job growth

Today, Portland is a regional economic center with 40% of the region's jobs, but the city captured only 11% of regional job growth from 2000 to 2006.

By 2035, Portland captures 30% of the region's new jobs and continues to serve as the largest job center in Oregon.

Objective C: Increase entrepreneurship and innovation

Today, Portland has a high rate of business startups. Startups that grow for 5-7 years offer solid business expansion opportunities.

By 2035, Portland continues to be a national leader in business startups per capita and local business expansion. Portland's startups grow and succeed because they are supported by things such as business assistance, research and development and incubator districts.

Objective D: Focus on target industries

Today, Portland's target industries (like activewear and outdoor gear, advanced manufacturing, clean tech and software) are our competitive specializations that distinguish us in the global economy and provide 52,000 jobs in the city.

By 2035, Portland's target industry jobs grow at an average annual rate that exceeds the nation, through assistance described in the Portland Economic Development Strategy.

Objective E: Lead in Sustainable Business and Development

Today, Portland's early leadership in green development and practices is creating green jobs and honing our local edge in the expanding green economy.

By 2035, Portland is an innovative model of sustainable practices that help businesses grow and increase business productivity through resource efficiency.





Direction 2: Broaden prosperity



TODAY

BY 2035

Objective A: Increase living wage jobs

Today, Portland has higher unemployment and poverty rates and lower median incomes than comparable West Coast cities. In the past 30 years, only the top 20% of Oregon's households have seen their incomes rise.

By 2035, targeted job growth and skill development help raise the income of working-class and middle-class Portlanders to keep pace with housing costs.

Objective B: Reduce employment disparities

Today, median income in black households is 53% less than the citywide median, 52% less in Native American households, and 26% less in Hispanic households.

By 2035, disparities in labor force participation and the median income for Portlanders of all races, ethnicities and genders are greatly reduced.

Objective C: Invest in community development and small business

Neighborhood commercial vitality is widely valued by Portlanders, but community development and market performance varies greatly among the city's neighborhood commercial areas.

By 2035, All neighborhood commercial districts are economically healthy and provide basic goods and services to meet neighborhood needs.





Direction 3: Develop better economic development tools



TODAY

BY 2035

Objective A: Expand business development and access to capital:

Today, local business development programs receive less funding here than in other comparable cities.

By 2035, public assistance for business development is expanded and public agencies work with the private sector to improve access to capital.

Objective B: Overcome land development barriers

Today, Portland's land supply for job growth is tightening, and forecast land needs exceed available industrial and institutional land supply. Barriers to development include things like lot size, brownfields and proximity to natural resources and residential uses.

By 2035, barriers to land development and business growth are significantly reduced because tools that make land, including brownfields, ready for development exist and are used.

Objective C: Upgrade employment related infrastructure and services

Today, traffic and freight congestion increase business costs, particularly in the airport, harbor and central city districts.

By 2035, investments in freight, transit, and other public infrastructure needed for job growth are prioritized.

Objective D: Increase access to training and higher education

Today, many of Portland's job seekers don't have sufficient skills or training to qualify for job openings.

By 2035, career and technical training and higher education provide a robust pool of skilled job seekers to match all job openings in targeted sectors.

Objective E: Improve partnerships for economic development

Today, tightening public budgets limit economic development investments that would generate future prosperity and income growth.

By 2035, public/private/non-profit partnerships facilitate collaboration and help fund education, infrastructure and other economic development priorities within an environment that supports business growth.

FOR DISCUSSION





Why is this important?

In an economy that is fueled by knowledge, opportunities for higher education and other specialized training are essential. How well students are prepared at an early age and in high school predicts the likelihood of finding satisfying, stable jobs that pay well.

Direction 1: Raise the bar for quality education

*Objectives
for discussion*

- A.** Increase average graduation rate and improve core curriculum
- B.** Move more students into higher education
- C.** Increase participation in early childhood education
- D.** Expand public, public-private, community and school partnerships
- E.** Support a strong education system

Direction 2: Erase achievement disparities

*Objectives
for discussion*

- A.** Eliminate racial, income and other graduation rate disparities
- B.** Increase participation in higher education by all students
- C.** Reduce barriers to higher education
- D.** Improve student support systems

Direction 3: Strengthen schools as community centers

*Objectives
for discussion*

- A.** Upgrade schools to meet 21st century standards
- B.** Expand community use of school sites
- C.** Formalize public education partnerships

visionPDX statement: *Education and learning are the foundation for achieving our individual and community goals.*





Direction 1: Raise the bar for quality education



Objective A: Increase average graduation rate and improve core curriculum

Today, around 61% of Portland’s high school students graduate on time. Course offerings are inequitably distributed among schools.

By 2035, all high schools have a minimum 80% on-time graduation rate and provide a strong core curriculum and specialization options for all K-12 students.

Objective B: Move more students into higher education

Today, most high school graduates do not complete post-secondary education or training. In Portland, only 1 out of 3 high school graduates continue their education after high school.

By 2035, all high school graduates complete some kind of post-secondary education or training by age 25.

Objective C: Increase participation in early childhood education

Today, too few children participate in quality early childhood education.

By 2035, all children are “Kindergarten Ready” and ready to read.

Objective D: Expand public, public-private, community and school partnerships

Today, volunteer and mentoring resources, and business partnership opportunities are not equitably distributed between different schools, and many schools lack these altogether.

By 2035, public agencies, public schools, businesses and non-parent community members collaborate to offer volunteer and mentoring opportunities.

Objective E: Support a strong education system

Today, public education suffers from unstable and inadequate funding, shrinking resources for electives and teacher training, and a state tax system that fails to support quality education for all.

In 2035, education partners have a common legislative agenda that fosters stable, adequate funding, excellence in curriculum and teaching quality. The state tax system supports a quality education for all Portlanders.





Direction 2: Erase achievement disparities



Objective A: Eliminate racial, income, and other graduation rate disparities

<p>Graduation rates for many youth of color, youth in poverty and English Language Learning (ELL) youth are often low. For instance, for the class of 2007-2008, only 40% of Latino students enrolled at Portland Public Schools graduated from high school.</p>	<p>By 2035, the high school graduation rate for Portland’s youth of color, youth in poverty, and English Language Learning youth is the same as all students.</p>
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Objective B: Increase participation in higher education by all students

<p>Today, college attendance rates are disproportionately low for students of color, youth in poverty, and English Language Learning youth.</p>	<p>By 2035, youth of color, youth in poverty and ELL students participate in college prep classes and higher education (including vocational training) at the same rate as all students.</p>
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Objective C: Reduce barriers to higher education

<p>Today, household financial constraints reduce access to lifelong learning. Essential life skills education course (i.e., emergency preparedness and personal finance) are out of reach for many Portlanders.</p>	<p>By 2035, scholarships and financial aid reduce financial barriers to post-secondary education and training and other life skills classes.</p>
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Objective D: Improve student support systems

<p>Many youth lack the supports needed to succeed in school, such as strongly involved adults or mentors; stable housing and other financial and social supports. The systems in place to identify and support at-risk youth are insufficient.</p>	<p>By 2035, at-risk youth have comprehensive, coordinated support systems, including strongly involved adults. There are effective early-warning systems and programs to ensure on-time graduation for at-risk youth.</p>
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Direction 3: Strengthen schools as centers of community



TODAY

BY 2035

Objective A: Upgrade schools to meet 21st century standards

Today, aging buildings, years of deferred maintenance, and failing building systems are a concern for school districts. For example, at Portland Public Schools at least \$272 million is needed for short-term stabilization projects. This excludes costs associated with the full renovation of existing schools or constructing new schools to 21st century standards.

By 2035, all school buildings in Portland meet life safety standards, provide a safe, warm, learning environment and are built to 21st century standards.

Objective B: Expand community use of school sites

Today, many non-parents, older adults, and other community members don't use school sites. Likewise, many of the services that these people need are not found at their local community schools.

By 2035, neighborhood schools offer appropriate community services, after-school programs, parental engagement, and lifelong learning opportunities for all community members.

Objective C: Formalize public education partnerships

Today, education partners have limited formal coordination. This limits the attainment of mutual goals and causes confusion.

By 2035, public agencies involved in education have clear roles and responsibilities and have established and strong partnerships.

Objective D: Provide the services that students need at school

Today, students seeking needed social services must visit many offices in different parts of the city.

By 2035, schools and other public agencies co-locate services so that students can find the social and psychological support they need on campus.





Why is this important?

Portlanders care about the health of the environment, its effects on human health and the financial health of the City. Our environmental resources (forests, trees, rivers and streams) perform valuable services: they help clean our air, cool our homes and give us places to relax. If our environment is not healthy, we must spend time and money to clean up pollution, to meet national standards and to keep the city healthy for Portlanders and wildlife. The design our homes, our energy consumption choices and how we plan the layout of our city all play a part in determining the health of our environment and how sustainable we will be.

Direction 1: Weave nature into the city

- Objectives for discussion* {
- A. Improve watershed health
 - B. Protect and promote wildlife habitat
 - C. Increase access to nature
 - D. Expand community stewardship

Direction 2: Green the built environment

- Objectives for discussion* {
- A. Reduce paved areas
 - B. Green the streets
 - C. Design for a bird-friendly city
 - D. Increase tree canopy

Direction 3: Mitigate and adapt to a changing climate

- Objectives for discussion* {
- A. Reduce home energy use
 - B. Use renewable fuels
 - C. Adapt successfully to a changing climate
 - D. Prepare for changing energy costs
 - E. Reduce waste

visionPDX statement: *We are a model of a sustainable city, and as such we proactively address key issues including transportation, development, energy and water use.*





Direction 1: Weave nature into the city



TODAY

BY 2035

Objective A: Improve watershed health

Currently, the Willamette meets water quality standards for swimming, except during and after combined sewer overflows. Most major streams have problems with water temperature, bacteria, sediment or toxics.

By 2035, the water quality in the Willamette River and local streams is such that they are swimmable and have healthy and fishable populations of native fish.

Objective B: Protect and enhance wildlife habitat

The bald eagle, beaver, great blue heron and salmon are culturally important to our nation, state, city and Native Americans. Some wildlife species have healthy local populations, while others are threatened.

By 2035, Portland promotes recovery of a diversity of wildlife species through habitat protection and enhancement.

Objective C: Increase access to nature

Today, residents in some neighborhoods, like Forest Park and Sellwood-Moreland, have access to nature in their neighborhoods. However, there are at least 27 Portland neighborhoods without access to nature.

By 2035, access to nature is increased through school yard, park and natural habitat area improvement. By 2035, all Portlanders are within walking distance (1/2 mile) of nature.

Objective D: Expand community stewardship

Currently, about 18,000 people a year participate in environmental stewardship activities on their properties, in public parks and in watersheds and at least 33,000 children participate in public agency-supported environmental programs.

By 2035, the percentage of Portlanders participating in environmental stewardship has doubled. Double the percentage of children participate in public and private environmental education programs.





Direction 2: Green the built environment



TODAY

BY 2035

Objective A: Reduce paved areas

Currently, 33% of Portland’s land area is impervious, (covered with buildings or paving), which limits areas that absorb stormwater and recharge groundwater. This creates significant problems with pollution and flooding.

By 2035, replace 15% of impervious areas with open space, tree canopy, roof gardens, green streets and other improvements that absorb stormwater.

Objective B: Green the streets

Currently, public rights-of-way (streets, sidewalks and transit lines) make up 35% of the city’s land area.

By 2035, create a network of green corridors along some of Portland's major streets by increasing tree canopy and other green features.

Objective C: Design for a bird-friendly city

Currently, over 200 bird species live in or travel through Portland, yet the way we light our city and construct our buildings can create hazards for these birds.

By 2035, promote design of bridges, buildings, landscaping and lighting that is friendly to resident and migratory birds.

Objective D: Increase tree canopy

Currently, tree canopy covers about 26% of the city. Many tree deficient areas are also lower-income neighborhoods, some with air quality problems.

By 2035, Portlanders have planted more than 250,000 trees. Large canopy trees are protected, and tree canopy covers at least 1/3 of the city.





Direction 3: Adapt and mitigate for a changing climate

TODAY	BY 2035
Objective A: Reduce home energy use	
Over the past 20 years, household energy use has increased by 19%. Buildings account for more than 40% of carbon emissions in Multnomah County.	By 2035, household energy use is 20% lower than current levels.
Objective B: Use renewable fuels	
Today, only 15% of total local energy comes from renewable sources, such as wind and solar.	By 2035, at least 30% of local energy comes from renewable sources.
Objective C: Adapt successfully to a changing climate	
Portlanders should expect more variable weather in coming years. Scientists expect us to have wetter winters and drier summers in the future.	By 2035, Portland’s homes, buildings, roads, streams, rivers and wetlands are ready for more severe weather events, stream flow change and flooding. Natural areas, parks and landscaping are able to withstand droughts.
Objective D: Prepare for changing energy costs	
Today, low-income households spend approximately 15% of their incomes on utility bills, compared to the 5% that the average household spends.	By 2035, Portland has prepared for changing energy costs and has systems in place to ensure that vulnerable communities will have affordable access to resources, like energy and water.
Objective E: Reduce waste	
Approximately 75% of what is in the garbage could be either recycled or composted, which would reduce carbon emissions and save money.	By 2035, the amount of solid waste generated is reduced by 25% and 90% of all waste generated is recovered.





Why is this important?

Many Portlanders are not healthy and our rates of chronic disease are rising. Human health is a community issue, not just a personal one, because healthier people have greater opportunities to learn, play, think and innovate. Health is also a community issue because the place we live in can affect our health.

Direction 1: Make healthy food the easy choice

- Objectives for discussion* {
- A.** Increase access to healthy and affordable food
 - B.** Decrease dependence on food assistance
 - C.** Increase home-grown and locally-grown food
 - D.** Expand access to food education

Direction 2: Increase participation in physical recreation and community activities

- Objectives for discussion* {
- A.** Increase walkable access to parks and nature
 - B.** Make sure all parts of the city have access to recreational activities
 - C.** Increase opportunities for active and healthy lifestyles
 - D.** Expand physical activity opportunities for young people

Direction 3: Protect Portlanders from exposure to pollutants

- Objectives for discussion* {
- A.** Improve air quality
 - B.** Provide high quality and reliable water and sewer services
 - C.** Reduce exposure to household toxics
 - D.** Improve river health
 - E.** Reduce exposure to noise pollution

Direction 4: Promote safety and sense of security

- Objectives for discussion* {
- A.** Improve the sense of safety in all neighborhoods
 - B.** Improve public and private emergency preparedness
 - C.** Provide high quality and reliable safety services

Direction 5: Make public decisions benefit public health

- Objectives for discussion* {
- A.** Create and track public health goals and measures
 - B.** Consider public health impacts in investment decisions
 - C.** Improve health equity

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





Direction 1: Make healthy food the easy choice



Objective A: Increase access to healthy and affordable food

Today, 60% of Portlanders live within a ½-mile walking distance of a full service grocery or market.

By 2035, 90% of Portlanders live within a ½-mile walking distance of a grocery or market that sells affordable and healthy food.

Objective B: Decrease dependence on food assistance

Today, record numbers of Portlanders require emergency food assistance, such as food boxes, food stamps and emergency meals to meet their nutritional needs.

By 2035, the percentage of Portlanders who depend on food assistance has decreased by 50%.

Objective C: Increase home-grown and locally-grown food

Today, regulations and lack of access to land are obstacles to growing and/or selling locally grown food in the city.

By 2035, all Portlanders have opportunities to grow their own food or to purchase locally grown foods.

Objective D: Expand access to food education

Today, Portlanders do not have equal access to education about food and nutrition.

By 2035, Portlanders of all ages and cultures have access to relevant information and education about food production, preparation, purchasing and nutrition.





FOR DISCUSSION

Direction 2: Increase participation in physical recreation and community activities



Objective A: Increase walkable access to parks and nature

Today, about 80% of Portlanders live within a ½-mile walking distance of a developed park or natural area.

By 2035, all Portlanders are within a ½ mile walking distance of a park or natural area.

Objective B: Make sure all parts of the city have access to recreational activities

Today, parts of southeast and northeast Portland, such as neighborhoods east of 122nd Avenue and Cully, do not have a nearby full service community center with aquatics, arts, classroom and active recreation facilities.

By 2035, all Portlanders live within 3 miles of a full service community center, school or other community facility where they can engage in affordable recreational programming.

Objective C: Increase opportunities for active and healthy lifestyles

Today, 55% of Multnomah County adults and 10% of teens are overweight or obese.

By 2035, at least 60% of adults and 95% of children and teenagers are at a healthy weight and lead active and healthy lifestyles.

Objective D: Expand physical activity opportunities for young people

Today, most Portland elementary school students receive less than half the amount of physical education recommended by the state (2½ hours per week).

By 2035, all Portland school children receive the recommended 2½ hours of physical education during the school week.





Direction 3: Protect Portlanders from exposure to pollutants



Objective A: Improve air quality	
<p>Today, Portland's air meets all federal air quality health standards; however, the amount of toxics in the air, like arsenic benzene and diesel soot, exceed Oregon's recommended standards.</p>	<p>By 2035, Portland's air quality has improved and meets all Oregon's recommended limits for air toxics and federal air pollutant standards.</p>
Objective B: Provide high quality and reliable water and sewer services	
<p>Today, some areas of Portland do not have water and sewer service that meets City standards. For example, over 12,000 properties in Portland (or 10% of properties) are at risk of basement sewer backups during heavy storms.</p>	<p>By 2035, all Portlanders have reliable and affordable water and sewer service at a level that meets or exceeds both customer and regulatory standards.</p>
Objective C: Reduce exposure to household toxics	
<p>Today, some Portlanders are exposed to unsafe levels of lead, radon, mold, tobacco smoke and other common household toxics.</p>	<p>By 2035, Portlanders are aware of and have reduced their exposure to common household toxics.</p>
Objective D: Improve river health	
<p>Today, the Willamette River and most Portland streams have problems with water temperature, bacteria and chemicals.</p>	<p>By 2035, local rivers and streams are safe for swimming and fishing.</p>
Objective E: Reduce exposure to noise pollution	
<p>Today, some Portlanders chronic noise from sources like highways, aircrafts, railways and industry affects some Portlanders health and quality of life.</p>	<p>By 2035, Portlanders exposure to chronic noise pollution is reduced.</p>





Direction 4: Promote safety and sense of security



TODAY

BY 2035

Objective A: Improve the sense of safety in all neighborhoods

Currently, 61% of Portlanders citywide report feeling safe alone at night in their neighborhoods. Several eastside areas reported a sense of safety as low as 35-48%.

By 2035, 75% of Portlanders in every neighborhood feel safe alone at night.

Objective B: Improve public and private Emergency preparedness

Today, 56% of residents citywide indicated they are prepared to sustain themselves for 72 hours after a disaster.

In 2035, 70% of Portlanders are involved in emergency preparedness or mitigation related programs, such as neighborhood emergency teams or Red Cross training.

Objective C: Provide high quality and reliable safety services

Today, Portland’s emergency response time is longer than desired. The average response time is 6 minutes and 49 seconds. Desired response time is 5 minutes and 20 seconds.

By 2035, emergency response calls meet response standards.

FOR DISCUSSION





Direction 5: Make public decisions benefit public health



TODAY

BY 2035

Objective A: Create and track public health goals and measures

Today, most local jurisdictions do not have formal goals or methods to measure health impact of public decisions.

Portland has established health equity and outcome goals, objectives and measures in policy and projects that help reduce disparities in health equity.

Objective B: Consider health impacts in public investment decisions

Today, public investment decisions are made without explicit consideration for health equity impacts.

Investment decisions are based, in part, on impacts to health, accessibility, and affordability for underserved and vulnerable populations.

Objective C: Improve health equity

Today, communities of color and lower income Portlanders experience much poorer health outcomes than Portlanders as a whole.

Health disparities are eliminated for all Portlanders.

FOR DISCUSSION





Why is this important?

We need transportation—sidewalks, bikes, buses, trains and cars—to get to work, to school and do every day things. We also need efficient transportation and access to keep the economy moving. Technology, especially the internet, is another way to improve transportation and access, providing easy access to news and information, educational and business opportunities. The internet can also make it easier to work from home. Other technologies can help us improve the efficiency of our transportation systems. We can also reduce the amount of transportation we need, and congestion, by making sure more destinations are accessible from where we live, and by making sure most people live near convenient transit.

Direction 1: Promote active and green transportation – biking, walking and transit

- Objectives for discussion* {
- A. Create complete 20-minute neighborhoods
 - B. Reduce miles traveled by car
 - C. Increase commuting by active and green modes
 - D. Continue to link land use and transportation decisions

Direction 2: Build, manage and maintain an efficient transportation system

- Objectives for discussion* {
- A. Prioritize active and green transportation
 - B. Fill in the gaps in our transportation system
 - C. Keep freight moving
 - D. Invest in maintenance
 - E. Enhance efficiency

FOR DISCUSSION

Direction 3: Improve individual access to technology and information

- Objectives for discussion* {
- A. Increase affordability of high-speed internet access
 - B. Increase use of the internet for public services
 - C. Promote telecommuting
 - D. Use intelligent systems

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





Direction 1: Promote active transportation – biking, walking and transit

TODAY	BY 2035
Objective A: Create complete 20-minute neighborhoods	
Today, about 26% of Portlanders live close enough to parks, businesses, frequent transit service, schools and other amenities to safely and easily walk or bike to meet their daily needs.	Create complete 20-minute neighborhoods where 90 percent of Portlanders can easily walk or bike to meet all basic daily, non-work needs.
Objective B: Reduce miles traveled by car	
In 2006, U.S. residents traveled an average of 23.4 miles per day via car. In 2005, Portland residents traveled an average of 16 miles per day by car. But, Portlanders are still a long way from meeting carbon emission reduction goals.	By 2035, Portland residents have reduced the number of miles they travel by car per day to 11 miles per day.
Objective C: Increase commuting by active and green modes	
Today, 27% of commuters walk, bike, take transit to work. Less than 1% of Portlanders telecommute.	By 2035, increase the number of commuters who walk, bike, take transit to work, or telecommute, to 70%.
Objective D: Continue to link land use and transportation decisions	
Today, local and regional land use plans emphasize focused compact growth in the central city, town centers, and near frequent service transit. In 2006, approximately 44% of new dwellings built in that year were located in Metro-designated mixed use areas	By 2035, approximately 75% of the new dwellings built in that year are located in Metro-designated mixed use areas.

FOR DISCUSSION



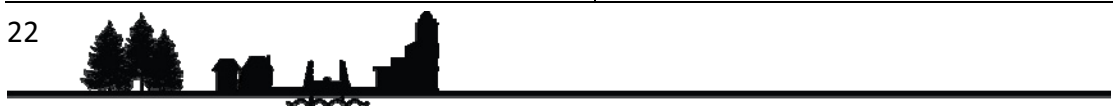


FOR DISCUSSION

Direction 2: Build, manage and maintain an efficient transportation system



TODAY	BY 2035
Objective A: Prioritize green and active transportation	
Today, most streets are designed and managed to meet mobility standards that focus on the movement of motor vehicles and don't consider other modes, like transit, walking and biking.	By 2035, streets are designed and managed to accommodate other modes of travel, and investments that improve walking, biking, and universal accessibility are the first priority.
Objective B: Fill in the gaps in our transportation system	
Today, Portland's transit and transportation systems don't serve all Portlanders well. In Cully, 36% of streets are substandard (compared with 19% citywide) and 9% are unimproved dirt and gravel roads (compared with 3% citywide). North and south bus service is also limited in East Portland.	By 2035, Portland's transit and transportation systems meet the needs of all Portlanders. Investments are prioritized in areas where the transit and transportation systems do not meet the basic needs of residents.
Objective C: Keep freight moving	
Currently, traffic congestion makes it difficult to move freight through the city, especially to the riverfront, airport and Central City.	By 2035, freight movement is prioritized over single occupancy vehicle travel, and investments are made to improve truck, rail, and harbor facilities.
Objective D: Invest in maintenance	
Today, in order to keep up with maintenance of the transportation system (not including the Willamette River bridges or street paving) the City would need to spend an additional \$70 million per year. Properly maintaining the City's parks, water and sewer facilities would require an additional \$113 million per year.	By 2035, the maintenance backlog for city and partner agencies is reduced by 50%. All public agencies consider the needs of existing infrastructure before investing in new infrastructure.
Objective E: Enhance efficiency	
Today, many of Portland's intersections and highway interchanges are at or near capacity.	By 2035, Portland uses technological innovations to enhance the operational efficiency of the transportation system, decrease congestion and reduce air pollution.





Direction 3: Improve individual access to technology and information



TODAY	BY 2035
Objective A: Increase affordability of high speed internet access	
Today, options for high-speed internet access are not available in all Portland neighborhoods and high-speed internet access is too expensive for many residents.	By 2035, all Portlanders have access to affordable high-speed internet service, equipment and training.
Objective B: Increase use of the internet for government services	
Today, public agencies use the internet and social media to engage the community and provide information. However, government’s use of the internet is still in its early phases and public agencies have a lot to learn about engaging communities through technology.	By 2035, public agencies use broadband internet as a tool for enhancing civic engagement, government responsiveness, reducing carbon emissions, workforce development, healthcare, education and emergency preparedness.
Objective C: Promote telecommuting	
Today, less than 1% of Portlanders telecommute.	By 2035, at least 2.5% of Portlanders telecommute.
Objective D: Use intelligent systems	
Today, many people access traffic information on the internet, but more advanced information and traffic management systems are not in place.	By 2035, Portland has reduced trips and travel times using online and mobile resources and information technology systems (ITS) to provide real-time transportation information and manage the flow of traffic.





Why is this important?

As Portland’s population continues to grow and become more diverse, civic engagement will be essential to improving equity. As more people participate in community events, volunteer for local organizations and speak up in official forums, more voices will be heard and new ideas shared. Civic engagement supports the ability of our community to cultivate inclusive public decision-making processes. A strong civic life can help nurture socially cohesive and safe neighborhoods and improve all Portlanders’ quality of life.

Direction 1: Ensure equitable access and outcomes

- Objectives for discussion* {
- A. Democratize leadership
 - B. Reduce disparities
 - C. Improve accountability

Direction 2: Engage, listen and act to improve civic engagement

- Objectives for discussion* {
- A. Increase participation and affect change
 - B. Cultivate a strong community
 - C. Make decision-making accountable

Direction 3: Deliver good service value and stabilize communities to improve quality of life

- Objectives for discussion* {
- A. Increase community connectedness
 - B. Maintain community identity
 - C. Maintain investments and infrastructure
 - D. Plan and invest to maintain value and reduce risk

visionPDX statement: *Portland’s different populations should have equitable access to the city’s offerings.*





Direction 1: Ensure equitable access and outcomes



TODAY	BY 2035
Objective A: Democratize leadership	
Today, public agencies and many advisory committees do not directly reflect the diversity of Portlanders. For example, few residents with disabilities or graduates of the Diversity and Civic Leadership Academy serve on public advisory committees.	By 2035, Portland promotes inclusivity and builds community capacity by working to ensure that advisory bodies reflect the city’s diversity.
Objective B: Reduce disparities	
Today, Portlanders experience disparities in income, education, accessibility, infrastructure and equitable access to food, transportation, jobs and affordable quality housing.	By 2035, investments in community services and infrastructure benefit Portlanders equitably.
Objective C: Improve accountability	
Today, public agencies track and report on minority contracting, workforce diversity and some infrastructure deficiencies by geography, but they lack comprehensive service equity and policy assessments and do not have disparity reduction measurables.	By 2035, public agencies use tools such as equity scorecards and benchmarks, have taken corrective action and can demonstrate measurable reductions in disparities.





Direction 2: Engage, listen and act to improve civic engagement



TODAY

BY 2035

Objective A: Increase participation and effect change

Today, some Portlanders have better access to decision-makers and know how to affect change in their communities. However, many do not participate in civic affairs due to barriers, such as cultural distrust of government, hard-to-find and hard-to-reach meeting locations, lack of translation services and meeting times that conflict with work, to name a few.

By 2035, local public agencies have reduced barriers to participation. As a result, the opportunities for and capacity of all Portlanders to participate and create positive change in the city and in their communities has increased.

Objective B: Cultivate a strong community

Today, local civics education is not included in school programming nor is civics education or education about community organizing widely available to adults. As a result, not all Portland communities participate in civic affairs equally.

By 2035, Portland has developed a culture of lifelong civic engagement. All Portlanders know how to participate in civic affairs, contribute solutions to community issues and are respected civic advisors.

Objective C: Make decision-making accountable

Today, despite strong organizational and resource commitments to civic engagement in Portland's local governments, it is hard to tell how public input is incorporated into decision-making.

By 2035, local public decision-making is responsive and accountable to community input, resulting in better decisions and strong community support.

FOR DISCUSSION





FOR DISCUSSION

Direction 3: Deliver good service and stabilize communities



TODAY	BY 2035
Objective A: Increase community connectedness	
<p>Today, in some neighborhoods, as few as 35% of residents feel safe walking alone at night. Across the city, 59% of Portlanders feel safe walking alone at night.</p>	<p>By 2035, all Portlanders are connected to a community of support and feel confident calling neighbors, police and other public services. 75% of Portlanders feel safe walking alone at night in their neighborhood.</p>
Objective B: Maintain community identity	
<p>Today, gentrification is a concern in many Portland neighborhoods. For example, home prices are substantially higher in inner Northeast Portland than they were a decade ago. Today there are fewer people of color in some inner-neighborhoods, while neighborhoods farther from the Central City are becoming more diverse.</p>	<p>By 2035, all Portlanders benefit from neighborhood investments and economic development. All Portlanders have the opportunity to remain in their community with access to quality education at their neighborhood public school and to age in place.</p>
Objective C: Maintain investments and infrastructure	
<p>Today, the annual funding gap for the maintenance of parks, water and sewer and transportation facilities, not including the Willamette River bridges or local street paving, is over \$180 million and growing.</p>	<p>By 2035, the maintenance backlog for city and partner agencies is reduced by 50%. All public agencies consider the needs of existing infrastructure before investing in new infrastructure.</p>
Objective D: Plan and invest to maintain value and reduce risk	
<p>Today, sewer and water rates have risen 16% overall in the last five years. Recently, the missions of city bureaus have expanded and intertwined, which requires more collaboration.</p>	<p>By 2035, public agencies plan and invest in public facilities in ways that provide long-term value, reduce risk for people and the environment and are cost effective.</p>





Why is this important?

Portland is full of important and distinctive places. Places where people like to walk, meet, play and eat. Places that help people find their way around town and places that help shape city form, structure and identity. Portlanders value the individual character of these places. As Portland evolves, it is essential to understand which of Portland's places we need to protect and enhance and what new places we need to create. Understanding these elements will help us manage growth and integrate development in ways that improve equity and social, economic and environmental sustainability.

Direction 1: Create 20-minute complete neighborhoods

- Objectives for discussion* {
- A.** Promote walkable complete neighborhoods
 - B.** Foster vibrant neighborhood business districts
 - C.** Create public space as part of complete neighborhoods
 - D.** Increase access to parks



Direction 2: Build on Portland's distinctive qualities

- Objectives for discussion* {
- A.** Protect landmark features
 - B.** Respect neighborhood character
 - C.** Conserve history and energy

Direction 3: Cultivate streets as places

- Objectives for discussion* {
- A.** Design streets to meet a broader range of community needs
 - B.** Promote residential streets as settings for community life
 - C.** Improve the design of high-profile streets

Direction 4: Create city greenways and river connections

- Objectives for discussion* {
- A.** Create a network of city greenways
 - B.** Increase public connections to the rivers
 - C.** Foster an interconnected system of habitat corridors

Direction 5: Enhance Portland's major centers

- Objectives for discussion* {
- A.** Continue to support a vibrant Central City
 - B.** Foster economic growth and civic improvements in Gateway

visionPDX: *Our city is compact, green, dynamic and accessible to all Portlanders. We value our public, open and natural spaces as well as our safe, comfortable streets.*





Direction 1: Create 20-minute complete neighborhoods



Objective A: Promote walkable complete neighborhoods

Today, 26% of Portlanders live close enough to parks, businesses, frequent transit service, schools and other amenities to safely and easily walk or bike to meet their daily needs.

By 2035, 90% of Portlanders can safely and easily walk or bike to services and amenities. The street system and built environment makes walking and biking preferred ways of accessing local destinations and transit.

Objective B: Foster vibrant neighborhood business districts

Today, in some neighborhoods, main street commercial districts have become a focus of community activity and identity, but many other areas of the city lack active neighborhood business districts.

By 2035, main streets and other commercial areas are thriving hubs of community activity and services for neighborhoods across the city.

Objective C: Create public space as part of complete neighborhoods

Currently, outside of downtown, our regional or town centers do not have public squares or other significant spaces for public gatherings.

By 2035, all designated regional and town centers (Gateway, Lents, St. Johns, Hollywood, Hillsdale and West Portland) have a public square or other dedicated public gathering space.

Objective D: Increase access to parks

Today, about ¾ of Portlanders live within a ½ mile of a park, some of which are underdeveloped, while public space demands are changing as increasing numbers of people live in multifamily housing without the open space provided by backyards.

By 2035, all Portlanders are within a ½ mile walk of a developed neighborhood park. In centers and other higher-density areas, residents are within ¼ mile of a park, garden, plaza, or other green space that provides high quality recreation and open space experiences.





Direction 2: Build on Portland’s distinctive qualities



TODAY

BY 2035

Objective A: Protect landmark features

Today, Portland has many prominent features and landmarks, both natural and built, such as hills, bridges, rivers and roads, open spaces and urban crossroads and historic resources that are key to Portland’s sense of place.

By 2035, citywide growth and change is guided in ways that acknowledge, preserve and enhance Portland’s most prominent and cherished features and landmarks. New community landmarks and connections have been created in places of emerging civic importance.

Objective B: Respect neighborhood character

Today, Portland’s neighborhoods have distinct characteristics valued by Portlanders, but regulations tend to follow a “one size fits all” approach that results in development that is often not responsive to community character.

By 2035, the design of new development and public infrastructure respects and enhances the distinctive characteristics of Portland’s neighborhood and districts. These include the three primary neighborhood geographies (Western, Inner and Eastern), the Central City and the industrial districts.

Objective C: Conserve history and energy

Today, historic resources contribute to the identity of Portland. But, large areas of the city lack historic preservation strategies and have also not benefitted from energy retrofits or other efforts that link preservation and sustainability.

By 2035, preservation and reuse of historic buildings is integrated into Portland’s sustainable development strategies. The city has implemented strategies that promote the preservation of historic resources and energy retrofits throughout the city.

FOR DISCUSSION





Direction 3: Cultivate streets as places



TODAY

BY 2035

Objective A: Make streets more multifunctional

Today, streets are the most widespread type of public space, occupying 18% of Portland's land area – up to 40% of land in some neighborhoods, and are designed and managed primarily for automobiles.

By 2035, streets serve a broad range of community purposes and some are prioritized for pedestrians and bicycles. Besides helping people get from here to there, they serve as places for community interaction, environmental function, open space, recreation and other community purposes.

Objective B: Promote residential streets as settings for community life:

Currently, there are no measures of Portlanders' views of how well their streets are serving non-transportation community functions, although they often serve as places where neighbors interact and children play.

By 2035, the majority of Portlanders consider their residential streets as safe places to socialize with neighbors and for children to play.

Objective C: Improve the design of high-profile streets

Today, high-profile streets such as Sandy, Foster, and Barbur, primarily function as transportation thoroughfares, and their most prominent characteristics are often multiple lanes of traffic and large amounts of pavement.

By 2035, Portland's high-profile major streets have become prominent urban places where increasing numbers of people live and work and whose design and green features are sources of community pride and minimize environmental impacts.

FOR DISCUSSION





Direction 4: Create citywide greenways and river connections



Objective A: Create a network of city greenways	Objective B: Increase public connections to the rivers
<p>The region has nearly completed the 40-mile loop giving Portlanders access natural areas around the city, but this popular system of greenways has few connections into neighborhoods.</p>	<p>By 2035, greenways provide attractive pedestrian and bicycle connections to natural areas and link parks, neighborhoods, schools, commercial districts and other destinations. 90% of Portlanders are within a ½ mile of a greenway.</p>
<p>Multiple barriers and few access points limit the ability of Portlanders to access the Willamette and Columbia rivers.</p>	<p>By 2035, Portlanders have convenient access to the Willamette and Columbia rivers, reinforcing Portland’s orientation to its rivers, which continue to serve as a prosperous working harbor while being improved as key habitat areas.</p>
<p>Habitat areas are sometimes disconnected, and some existing habitat corridors are at risk of losing their continuity.</p>	<p>By 2035, an interconnected system of forest, river and stream habitat corridors are restored and enhanced. They weave nature into the city and serve as a key part of Portland’s urban form and identity.</p>

FOR DISCUSSION





Direction 5: Enhance Portland’s major centers



TODAY

BY 2035

Objective A: Continue to support a vibrant Central City

Today, about 34,000 people (6% of city's population living in 23,000 housing units) live in the Central City. The Central City is home to 135,000 jobs—that’s 34% of all jobs in the City of Portland and 14% of all jobs in the region.

By 2035, the Central City is a vibrant urban hub that supports the commercial and cultural life of the city and region, and that accommodates an increased share of the region’s housing and jobs growth. By 2035, the Central City will have added:

- 35,000 Housing units (for a total of 59,000 housing units)
- 74,000 Jobs (for a total of 209,000 jobs)

Objective B: Foster economic growth and civic improvements in Gateway

Today, the Gateway district is zoned for a scale of urban development second only to the Central City, but it is not a major center of jobs or of civic and cultural institutions that serve all of East Portland.

By 2035, Gateway is a thriving urban center that supports the commercial and cultural life of East Portland. It is a major job center and is home to a concentration of civic, cultural and educational institutions.





FOR DISCUSSION

Why is this important?

Meeting daily needs and finding common services near your home are essential to reducing household costs. Easy access to services is necessary for complete, affordable neighborhoods.

Direction 1: Provide a variety of housing choices for different household types

- Objectives for discussion* {
- A. Increase neighborhood housing variety
 - B. Promote neighborhoods and housing for Portlanders of all abilities
 - C. Increase the supply of affordable family housing
 - D. Attract more households with children
 - E. Accommodate growth

Direction 2: Support equitable access to opportunity through housing

- Objectives for discussion* {
- A. Locate more housing near transit
 - B. Increase minority homeownership
 - C. Promote private market affordable workforce housing

Direction 3: Ensure Portland’s housing is safe, decent and sustainable

- Objectives for discussion* {
- A. Eliminate substandard housing conditions
 - B. Weatherize our homes
 - C. Reduce household energy use

Direction 4: Provide an adequate supply of affordable housing

- Objectives for discussion* {
- A. Reduce housing costs for cost burdened households
 - B. End chronic homelessness
 - C. Continue to provide housing for lowest fixed-income households
 - D. Maintain the supply of housing available to low-income households

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

FOR DISCUSSION





Direction 1: Provide a variety of housing choices for different household types



TODAY	BY 2035
Objective A: Increase neighborhood housing variety	
Today, many neighborhoods do not include a variety of housing types. For example, in North Portland, 74% of dwellings are single-family homes and in the Central City, there are few family-size units.	By 2035, neighborhoods have greater variety of housing types so that Portlanders have more options to choose where to live.
Objective B: Promote neighborhoods and housing for Portlanders of all abilities	
Today, about 15% of Portlanders over 5 years old have some form of disability. Adults 65 and older are about 10% of the population, and their share of the population is expected to increase dramatically. However, much of our housing does not meet the needs of older adults or Portlanders with disabilities.	By 2035, more Portland housing units and sidewalks are accessible to people of all ages and abilities because universal design and barrier-free designs are used.
Objective C: Increase the supply of affordable family housing	
Today, some Portland neighborhoods do not offer a range of affordable family-friendly housing near transit.	By 2035, there are more affordable large housing units (3+bedrooms) in areas, like Gateway and the Central City, that are near transit.
Objective D: Attract more households with children	
Today, the proportion of Portland households with children (25%) is lower than the region's (33%).	By 2035, the proportion of Portland households with children is equal to the region.
Objective E: Accommodate growth	
The City of Portland added almost 30,000 new housing units between 1997 and 2007. These units account for about 36% of all new units built in metro region during that period.	By 2035, Portland has constructed enough new housing units to accommodate expected population growth (3,500 to 4,500 units per year).





Direction 2: Support equitable access to opportunity through housing



TODAY

BY 2035

Objective A: Locate more housing near transit

Today, many lower income households spend more than 70% of their income on housing and transportation costs.

By 2035, on average, Portland households (including low-income households) spend no more than 45% of household income on housing and transportation. This could be accomplished by locating more housing near transit.

Objective B: Increase minority homeownership

Today, 45% of minority households own their own homes. In comparison, 62% of white households own their own homes.

By 2035, minority households own homes at the same rate as white households.

Objective C: Promote private market affordable workforce housing

Today, some low and moderate-income households can't find or afford appropriate housing near work and good transit.

By 2035, Portland has increased the amount housing that meets the needs of working and middle-income households, those that make 50-80% of median family income.

FOR DISCUSSION





Direction 3: Ensure Portland’s housing is safe, decent and sustainable



TODAY	BY 2035
Objective A: Eliminate substandard housing conditions	
Today, some of Portland’s housing is in substandard condition with structural and seismic safety defects, poor air quality and/or the presence of lead and asbestos.	By 2035, bring 99% of the existing housing stock is up to a basic standard of health and safety and double the rate of seismic retrofitting.
Objective B: Improve weatherization	
Today, an estimated 137,000 units (55% of all housing units) in the City of Portland have not been weatherized.	By 2035, all housing units have been weatherized. This will require weatherizing about 5,000 housing units per year.
Objective C: Reduce household energy use	
Today, about 20% of our carbon emissions come from generating the energy used to power household appliances and heat and cool our homes.	By 2035, 100% of new residential units achieve net zero greenhouse gas emissions. Household energy comes from renewable sources.

FOR DISCUSSION





Direction 4: Provide an adequate supply of affordable housing



TODAY	BY 2035
Objective A: Reduce housing costs for cost-burdened households	
Today, 45% of Portland’s households are cost-burdened, which means they spend more than 30% of their income on housing.	By 2035, the percentage of Portland’s population that is cost-burdened is no more than the national average.
Objective B: End chronic homelessness	
Today, almost 1% of Portland’s population is homeless. The homeless include both individuals and families with children.	By 2035, Portland has a safety net in place that prevents chronic homelessness.
Objective C: Continue to provide housing for lowest fixed-income households	
Today, many households with the lowest incomes are those who can not work and are living on Social Security or disability payments. Some of these households live in buildings with expiring federal contracts to provide affordable housing.	By 2035, Portland continues to provide affordable housing for the lowest income households, such as those living on fixed incomes and those whose incomes are 0-20% of the area median income.
Objective D: Maintain the supply of housing available to low-income households	
Today, because of rent increases and condominium conversions, the supply of rental housing affordable to low income households is shrinking.	By 2035, there is an adequate supply of rental housing affordable to households that make less than half the area median income.





Why is this important?

Arts and cultural activities introduce people to new ideas, ways to communicate and modes of thinking. Exposure to these things can generate creative thoughts in working and daily life. Cultural life plays a key role in creating and sustaining the city's distinctiveness, which is one of Portland's core values. It is important that all Portlanders have access to arts and to arts education, and that the region invests in homegrown talent in addition to attracting talent from elsewhere in the country.

Direction 1: Improve access to art

- Objectives for discussion* {
- A. Expand arts education in K-12 schools
 - B. Increase access to the arts in neighborhoods

Direction 2: Expand Portland as a center of excellence for culture and the arts

- Objectives for discussion* {
- A. Continue art event attendance
 - B. Increase public funding for the arts
 - C. Diversify arts and culture in Portland

Direction 3: Enhance art as an economic development engine

- Objectives for discussion* {
- A. Grow arts-centric businesses
 - B. Invest in the arts and build cultural tourism
 - C. Create an artists and art space network

visionPDX statement: *Portlanders create, appreciate and have access to a variety of arts and culture, reflecting our community's heart and soul.*





FOR DISCUSSION

Direction 1: Improve access to art



Objective A: Expand arts education in K-12 Schools:

Today, there are few arts and culture specialists in city schools. For example, Portland Public Schools has only 34 arts specialists for over 46,000 students.

By 2035, all of Portland’s K-12 schools have strong and established arts learning programs.

Objective B: Increase access to the arts in neighborhoods

Today, many neighborhoods have limited options for arts and culture experiences.

By 2035, residents in all neighborhoods have nearby access to accessibility to arts venues, instruction and community arts events.

Direction 2: Expand Portland as a center of excellence for culture and the arts



Objective A: Continue art event attendance

Today, over 41% of Oregonians attend arts events, well over the national average of 29%.

By 2035, Portlanders continue to attend arts events at high numbers.

Objective B: Increase public funding for the arts

Today, Portland trails other West Coast cities in per-capita public arts funding, challenging the vitality of our arts and culture organizations.

By 2035, Portland is a national leader in per-capita public arts funding.

Objective C: Diversify arts and culture in Portland

Today, many immigrant and under-represented communities see a lack of cross-cultural communication and understanding within the mainstream arts and culture scene.

By 2035, arts and culture from all of Portland’s communities are welcomed and valued as part of the broader arts and culture scene.





Direction 3: Enhance art as an economic development engine



TODAY	BY 2035
Objective A: Grow arts-centric businesses	
Today, there are about 3,354 arts-centric businesses, like theaters, galleries and art schools, in the region. They employ over 18,000 people.	By 2035, Portland’s art-centric businesses have expanded and have considerable influence on the health and vitality of the city.
Objective B: Invest in the arts and build cultural tourism	
Today, a coordinated citywide effort to build arts investment and cultural tourism is limited by organizational and time constraints, lack of designated leadership, and outsourcing of media and public relations efforts by arts groups.	By 2035, the Portland brand, built through collaboration with schools and tourism agencies and economic development groups, elevates arts investment and cultural tourism.
Objective C: Create an artists network and art space network	
Today, many artists lack affordable, accessible exhibition, office, and live/work spaces. Programs or funding for connecting artists to their community and market are limited.	By 2035, artists have a well-established network for connecting with each other and consumers and for finding performance, exhibition, studio and live/work space.



CHAPTER 33.740
LEGISLATIVE PROCEDURE

(Amended by: Ord. No. 176469, effective 7/1/02.)

Sections:

- 33.740.010 Purpose
- 33.740.020 Commission Review
- 33.740.030 City Council Consideration

33.740.010 Purpose

Legislative actions provide for the establishment and modification of land use plans, policies, regulations, and guidelines. The legislative procedure includes a public hearing by a designated commission. The hearings provide opportunities for public comment and input on actions which may affect large areas of the City.

33.740.020 Commission Review (Amended by Ord. No. 170704, effective 1/1/97.)

- A. Hearing required.** A Commission must hold at least one public hearing before recommending action on a legislative matter.
- B. Public notice for the hearing.**
 - 1. Notice area. The notice must be mailed to the regional transit agency, Metro, the Oregon Department of Transportation, all recognized organizations within the subject area, all recognized organizations within 1000 feet of the subject area, affected bureaus, and interested persons who have requested such notice. Notice must also be published in a recognized newspaper.
 - 2. Notice time frame. The notice must be mailed at least 30 days prior to the hearing.
 - 3. More than one Commission or hearing involved. The notice requirements of Paragraph 1. above apply to the initial hearing on the legislative matter, whether it is held by the Planning and Sustainability Commission, Design Commission, or Historical Landmarks Commission. When more than one hearing is held, additional notice will be made as follows:
 - a. To a specific time and place . If notice of a subsequent hearing is made at a public hearing on the same legislative matter and the specific time and place of the subsequent hearing are stated, then no additional notice is required.
 - b. Undetermined time and place. If a subsequent hearing has not been scheduled at the time of a previous hearing, as provided in Subparagraph a. above, then notice of the subsequent hearing must be mailed to all persons who responded to the matter in writing, testified at the previous hearing, or have requested such notice. The notice must be mailed at least 14 days before the hearing.

- C. Report.** The Planning and Sustainability Director will prepare a report that includes an evaluation of applicable facts, Comprehensive Plan goals and policies, codes, plans, and any other policies or guidelines, responses, and comments received. The report will also include the Bureau of Planning and Sustainability recommendation. At least 10 days prior to the scheduled hearing, the report and recommendation must be filed with the review body and be made available to the public.
- D. Additional information.** A Commission has the authority to request, receive, and examine additional information.
- E. Commission recommendation and decision.**
 - 1. If a Commission decides that no action is appropriate, the matter is terminated. There is no appeal of the Commission's decision. If the City Council initiated the legislative action, the Commission must submit a report to the City Council on its recommendation not to act.
 - 2. If the last Commission reviewing a legislative action recommends approval, a report and recommendation will be forwarded to City Council.

33.740.030 City Council Consideration

- A. Hearing scheduled.** The City Auditor will schedule a public hearing and the Bureau of Planning and Sustainability will notify the Land Conservation and Development Commission (LCDC), in compliance with the post-acknowledgement procedures of the State.
- B. Notice.** At least 14 days prior to the hearing, the Planning and Sustainability Director will mail notice to all persons who have individually responded to the matter in writing, testified at the previous hearing, or have requested such notice.
- C. Council decision.** At the conclusion of its hearing, the Council may adopt, modify, or give no further consideration to the recommendation. If the decision is to adopt a Code or policy change which was originally authorized by ordinance, the Council must enact its decision by ordinance.

Portland Bureau of Transportation Overview of Transportation Projects

October 6, 2010

This document provides a summary of the types of transportation projects that come before the Planning and Sustainability Commission and provides some basic information regarding the Commission's role and considerations.

Comprehensive Plan/Transportation System Plan Updates

The Transportation System Plan (TSP) consists of Goal 6 and Goal 11.B of the City's Comprehensive Plan. The TSP includes policies, street classifications, master street plans, major transportation projects, and street classification maps.

TSP amendments and updates are reviewed and approved by the Planning and Sustainability Commission (PSC), and then forwarded to City Council for approval.

As stewards of the City's Comprehensive Plan, the PSC ensures that amendments and updates to the TSP are consistent with not only transportation policies, but also other relevant Comprehensive Plan policies, as well as Oregon's Statewide Planning Goals and Metro's Regional Functional Plan.

Transportation Planning Staff presents a staff report to the PSC outlining how the amendments and/or updates meet goals and policies. The PSC makes a recommendation to City Council either via a letter or PSC Report.

The last TSP update consisted of minor changes to the Gateway Master Street Plan (August 2009). Upcoming TSP updates include project oriented changes to address current or soon to be constructed projects to create conformance within the TSP (Winter 2011), and an update that incorporates policy changes related to the Bicycle Plan 2035, the Regional Transportation Plan (RTP) and strategies related to the Portland Plan (Fall 2012).

Other Planning Projects

A number of other planning projects come to PSC for long term context and to preview future changes to the Comprehensive Plan, TSP, the Zoning Code, or that have other land use or urban form implications. Examples include the Streetcar Plan and the Bicycle Plan for 2035. Transportation staff works closely with BPS staff on many projects brought to the PSC, especially those that include zoning and Comprehensive Plan changes. Examples include the North Interstate Zoning Plan and the North Pearl Plan.

Major Transportation Projects

Major Transportation Projects such as Milwaukee LRT, the Lake Oswego to Portland Transit (LOPT) project (streetcar), the new Willamette River Bridge, the Sellwood Bridge, Columbia River Crossing, etc., are brought to PSC as briefings by Transportation Project Management and Planning Staff. PSC is asked to review and comment on these major projects in anticipation of possible future land use implications such as station area planning, urban form implications and general adherence to comprehensive plan goals, as well as compliance with the region's long range planning goals. In addition, these projects are implementing the City's land use and transportation plans since they are projects identified in the TSP to meet our city and regional goals and needs. Briefings and discussion by the PSC also allows additional public input (in addition to the public process implemented by the project manager), and for the City Council to receive expert review and comment from the stewards of planning at the city.

Transit Projects with Federal Transit Administration (FTA) Funding

Major projects that include transit, such as the Milwaukie LRT and LOPT streetcar, typically include partial funding from the FTA New Start or Small Start funding programs. Federal funding for a project requires a thorough analysis of project impacts and financial feasibility through the National Environmental Policy Act (NEPA). The NEPA process has several sequential steps including Alternatives Analysis, Draft Environmental Impact Statement (DEIS), Preliminary Engineering, Final Environmental Impact Statement (FEIS), Final Engineering, and then implementation. This process takes anywhere from 3 to 5 years to complete.

City staff typically provides briefings to the PSC and works with the PSC to host public hearings, such as with the DEIS and FEIS phases of a project. A matrix is provided below that summarizes the Planning and Sustainability Commission interaction with NEPA process.

Street Vacations

Oregon Revised Statute 271 requires the City review of street vacations since they are considered land use actions. City Code Section 17.84.030 requires Planning Commission, now PSC review of street vacations. Street Vacations are a process in which the public right-of-way (ROW) reverts back to adjacent property owners. The majority of street vacations are initiated by property owners. In 2009/10, out of approximately 45 street vacation inquires, eight were reviewed by Planning Commission.

Policies and plans that are addressed as part of a Street Vacation review include: Neighborhood Plans; TSP Street Classifications; Policy 6.2, Connectivity; Policy 6.21, Right of Way Opportunities; Policy 8.14, Natural Resources (Objective I); Policy 11.11, Street Plans (Objectives D and E); Policy 12.4, Provide for Pedestrians (Objective G); Zoning Code

considerations, subdivision considerations (related to current and future needs); improvement considerations (infrastructure improvements) and other considerations (neighborhood concerns, partner concerns, utilities, etc.).

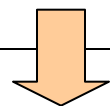
Bureau of Transportation Planning and ROW staff work together to review the application and appropriate policies. Transportation Planning staff prepares a draft staff report to share with the PSC Leadership prior to the PSC Meeting. A majority (approximately 80%) of the street vacations are on the consent agenda, rather than as a hearing agenda. PSC discusses and usually approves the Street Vacation. Staff then creates a PSC Report to City Council. Transportation ROW staff takes the final documents and information to City Council.

Street Renaming

City Code Section 17.93 regulates street renaming in the City. In addition to other requirements, the chapter directs the Planning Commission to hold a public hearing and make a recommendation to City Council.

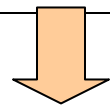
Summary: Planning and Sustainability Commission interaction with NEPA

The 12-24 month process PSC will be briefed on		PSC will hear from
<p>Alternatives Analysis (AA)</p> <ul style="list-style-type: none"> AA is a process to select the mode and alignment from all reasonable alternatives <u>PSC is briefed</u> to discuss contextual issues related to land use, transportation and neighborhood issues Staff provides a Comp Plan policy review The Locally Preferred Alternative (LPA) is a <u>PSC action item</u> that makes a recommendation to City Council City Council votes on LPA 	<p>Draft Environmental Impact Statement (DEIS)</p> <ul style="list-style-type: none"> The DEIS analyzes the impacts of the proposed project and informs the evaluation of alternatives The DEIS is published and has a public comment period coinciding with the LPA decision process <u>PSC will host a Public Hearing</u> on the DEIS 	<p>PBOT Transportation Planning and:</p> <ul style="list-style-type: none"> Metro Transportation Planning staff TriMet Service Planning and Capital Investments staff PBOT Project Management and Development staff



The 12 month process PSC will be briefed on		PSC will hear from
<p>Preliminary Engineering (PE)</p> <ul style="list-style-type: none"> PE is where the LPA is designed to the 30% Engineering level, enough to develop project cost estimates and project financing strategy PSC is briefed to discuss identified project impacts and mitigation strategies PSC action item is recommendation to City Council for PE to advance into Final Engineering 	<p>Final Environmental Impact Statement (FEIS)</p> <ul style="list-style-type: none"> The FEIS refines the analysis of impacts and determines mitigation strategies, project feasibility and financing plan The FEIS is published and has a public comment period <u>PSC will host a Public Hearing</u> on the FEIS 	<p>PBOT Project Management and Development and:</p> <ul style="list-style-type: none"> Metro Transportation Planning staff TriMet Service Planning and Capital Investments staff PBOT Transportation Planning staff

Note: if the project is owned by TriMet, PSC briefings will include a “Conceptual Design Report” (CDR). The CDR document catalogs the design and facility expectations and agreements between City and TriMet for the entire project CDR’s have been done for Westside, Interstate, Mall, and 1-205 LRT projects.

















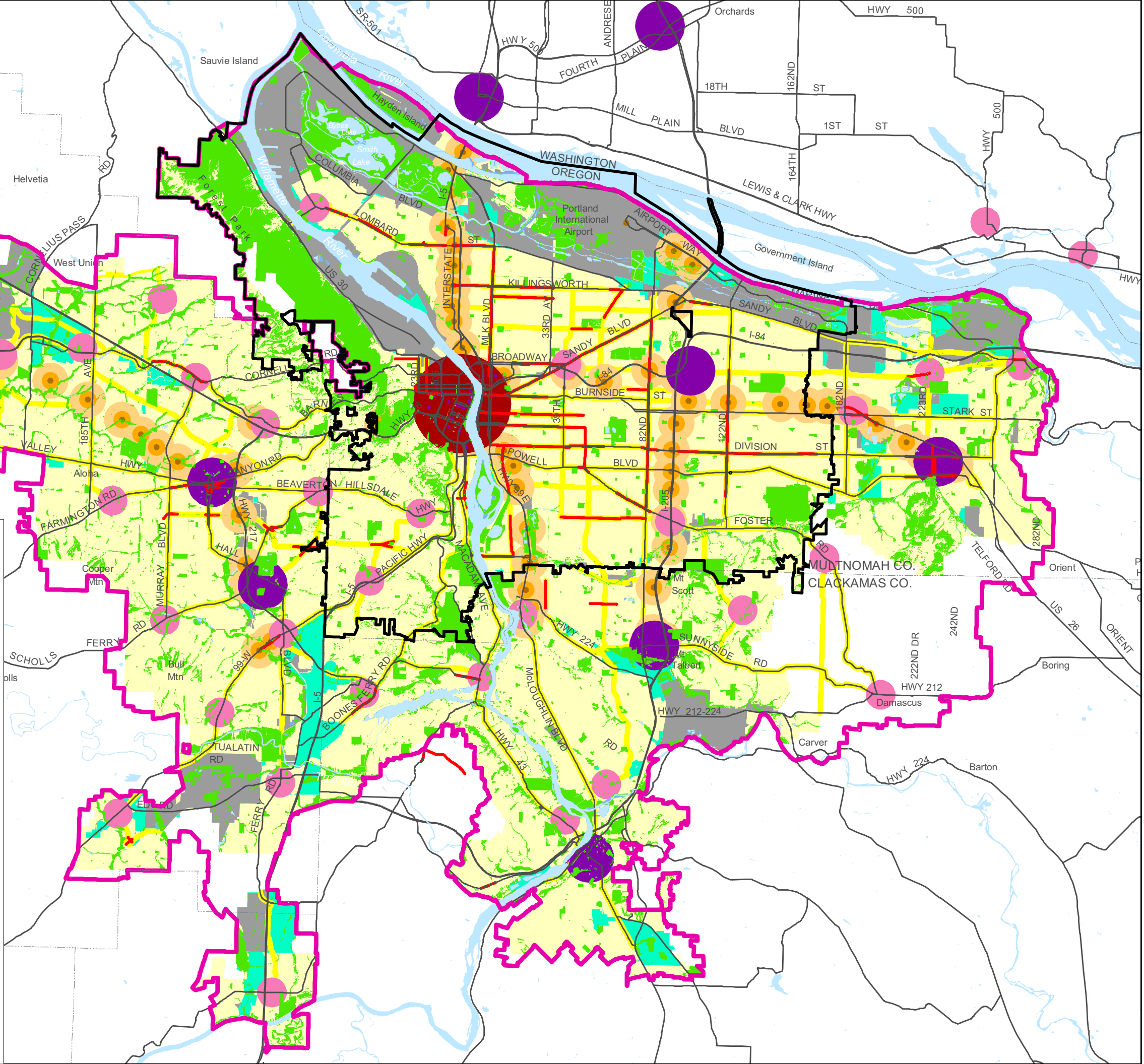
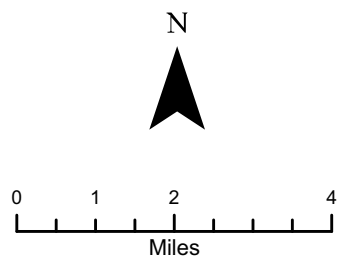
The 12-18 month process City Council will act on		City Council will hear from
<p>Final Engineering (FE)</p> <ul style="list-style-type: none"> FE is where PE is brought up to 100% engineering level and construction documents 	<p>PBOT Project Management and Development and:</p> <ul style="list-style-type: none"> TriMet Capital Investments staff 	

Note: if the project is owned by TriMet, City Council review will include a “FE Conceptual Design Report” (FE CDR). The FE CDR document catalogs the changes to the PE design and facility expectations and agreements between City and TriMet for the entire project

Metro 2040 Concept Map

Source: Metro Data Resource Center

-  City Boundary
-  Urban Growth Boundary
-  Park and Open Space
-  Main Streets (May 02)
-  Central City
-  Regional Center
-  Town Center
-  Station Community Core (Aug 05)
-  Station Areas (Aug 05)
-  Station Community (Aug 05)
-  Corridors (May 02)
-  Employment Areas
-  Industrial Areas
-  Inner & Outer Neighborhood



State Legislation Pertinent to the Planning and Sustainability Commission

Updated: October 5, 2010

The following chapters of the Oregon Revised Statutes are most pertinent to the work of the Planning and Sustainability Commission. Excerpts of the chapters are included here. If you'd prefer to read the full provisions, please refer to the online version, which can be found here: <http://www.leg.state.or.us/ors/home.html>.

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Chapter 457 – Urban Renewal

457.095 – Approval of plan by ordinance; required contents of ordinance; notice.

Chapter 192 – Public and Private Records; Public Reports and Meetings

Public Meetings

192.610 Definitions for ORS 192.610 to 192.690. As used in ORS 192.610 to 192.690:

(1) “Decision” means any determination, action, vote or final disposition upon a motion, proposal, resolution, order, ordinance or measure on which a vote of a governing body is required, at any meeting at which a quorum is present.

(2) “Executive session” means any meeting or part of a meeting of a governing body which is closed to certain persons for deliberation on certain matters.

(3) “Governing body” means the members of any public body which consists of two or more members, with the authority to make decisions for or recommendations to a public body on policy or administration.

(4) “Public body” means the state, any regional council, county, city or district, or any municipal or public corporation, or any board, department, commission, council, bureau, committee or subcommittee or advisory group or any other agency thereof.

(5) “Meeting” means the convening of a governing body of a public body for which a quorum is required in order to make a decision or to deliberate toward a decision on any matter. “Meeting” does not include any on-site inspection of any project or program. “Meeting” also does not include the attendance of members of a governing body at any national, regional or state association to which the public body or the members belong. [1973 c.172 §2; 1979 c.644 §1]

192.620 Policy. The Oregon form of government requires an informed public aware of the deliberations and decisions of governing bodies and the information upon which such decisions were made. It is the intent of ORS 192.610 to 192.690 that decisions of governing bodies be arrived at openly. [1973 c.172 §1]

192.630 Meetings of governing body to be open to public; location of meetings; accommodation for person with disability; interpreters. (1) All meetings of the governing body of a public body shall be open to the public and all persons shall be permitted to attend any meeting except as otherwise provided by ORS 192.610 to 192.690.

(2) A quorum of a governing body may not meet in private for the purpose of deciding on or deliberating toward a decision on any matter except as otherwise provided by ORS 192.610 to 192.690.

(3) A governing body may not hold a meeting at any place where discrimination on the basis of race, color, creed, sex, sexual orientation, national origin, age or disability is practiced. However, the fact that organizations with restricted membership hold meetings at the place does not restrict its use by a public body if use of the place by a restricted membership organization is not the primary purpose of the place or its predominate use.

(4) Meetings of the governing body of a public body shall be held within the geographic boundaries over which the public body has jurisdiction, or at the administrative headquarters of the public body or at the other nearest practical location. Training sessions may be held outside the jurisdiction as long as no deliberations toward a decision are involved. A joint meeting of two or more governing bodies or of one or more governing bodies and the elected officials of one or more federally recognized Oregon Indian tribes shall be held within the geographic boundaries over which one of the participating public bodies or one of the Oregon Indian tribes has jurisdiction or at the nearest practical location. Meetings may be held in locations other than those described in this subsection in the event of an actual emergency necessitating immediate action.

(5)(a) It is discrimination on the basis of disability for a governing body of a public body to meet in a place inaccessible to persons with disabilities, or, upon request of a person who is deaf or hard of hearing, to fail to make a good faith effort to have an interpreter for persons who are deaf or hard of hearing provided at a regularly scheduled meeting. The sole remedy for discrimination on the basis of disability shall be as provided in ORS 192.680.

(b) The person requesting the interpreter shall give the governing body at least 48 hours' notice of the request for an interpreter, shall provide the name of the requester, sign language preference and any other relevant information the governing body may request.

(c) If a meeting is held upon less than 48 hours' notice, reasonable effort shall be made to have an interpreter present, but the requirement for an interpreter does not apply to emergency meetings.

(d) If certification of interpreters occurs under state or federal law, the Oregon Health Authority or other state or local agency shall try to refer only certified interpreters to governing bodies for purposes of this subsection.

(e) As used in this subsection, "good faith effort" includes, but is not limited to, contacting the department or other state or local agency that maintains a list of qualified interpreters and arranging for the referral of one or more qualified interpreters to provide interpreter services. [1973 c.172 §3; 1979 c.644 §2; 1989 c.1019 §1; 1995 c.626 §1; 2003 c.14 §95; 2005 c.663 §12; 2007 c.70 §52; 2007 c.100 §21; 2009 c.595 §173]

192.640 Public notice required; special notice for executive sessions, special or emergency meetings. (1) The governing body of a public body shall provide for and give public notice, reasonably calculated to give actual notice to interested persons including news media which have requested notice, of the time and place for holding regular meetings. The notice shall also include a list of the principal subjects anticipated to be considered at the meeting, but this requirement shall not limit the ability of a governing body to consider additional subjects.

(2) If an executive session only will be held, the notice shall be given to the members of the governing body, to the general public and to news media which have requested notice, stating the specific provision of law authorizing the executive session.

(3) No special meeting shall be held without at least 24 hours' notice to the members of the governing body, the news media which have requested notice and the general public. In case of an actual emergency, a meeting may be held upon such notice as is appropriate to the circumstances, but the minutes for such a meeting shall describe the emergency justifying less than 24 hours' notice. [1973 c.172 §4; 1979 c.644 §3; 1981 c.182 §1]

192.650 Recording or written minutes required; content; fees. (1) The governing body of a public body shall provide for the sound, video or digital recording or the taking of written minutes of all its meetings. Neither a full transcript nor a full recording of the meeting is required, except as otherwise provided by law, but the written minutes or recording must give a true reflection of the matters discussed at the meeting and the views of the participants. All minutes or recordings shall be available to the public within a reasonable time after the meeting, and shall include at least the following information:

(a) All members of the governing body present;

(b) All motions, proposals, resolutions, orders, ordinances and measures proposed and their disposition;

(c) The results of all votes and, except for public bodies consisting of more than 25 members unless requested by a member of that body, the vote of each member by name;

(d) The substance of any discussion on any matter; and

(e) Subject to ORS 192.410 to 192.505 relating to public records, a reference to any document discussed at the meeting.

(2) Minutes of executive sessions shall be kept in accordance with subsection (1) of this section. However, the minutes of a hearing held under ORS 332.061 shall contain only the material not excluded under ORS 332.061 (2). Instead of written minutes, a record of any executive session may be kept in the form of a sound or video tape or digital recording, which need not be transcribed unless otherwise provided by law. If the disclosure of certain material is inconsistent with the purpose for which a meeting under ORS 192.660 is authorized to be held, that material may be excluded from disclosure. However, excluded materials are authorized to be examined privately by a court in any legal action and the court shall determine their admissibility.

(3) A reference in minutes or a recording to a document discussed at a meeting of a governing body of a public body does not affect the status of the document under ORS 192.410 to 192.505.

(4) A public body may charge a person a fee under ORS 192.440 for the preparation of a transcript from a recording. [1973 c.172 §5; 1975 c.664 §1; 1979 c.644 §4; 1999 c.59 §44; 2003 c.803 §14]

192.660 Executive sessions permitted on certain matters; procedures; news media representatives' attendance; limits. (1) ORS 192.610 to 192.690 do not prevent the governing body of a public body from holding executive session during a regular, special or emergency meeting, after the presiding officer has identified the authorization under ORS 192.610 to 192.690 for holding the executive session.

(2) The governing body of a public body may hold an executive session:

(a) To consider the employment of a public officer, employee, staff member or individual agent.

(b) To consider the dismissal or disciplining of, or to hear complaints or charges brought against, a public officer, employee, staff member or individual agent who does not request an open hearing.

(c) To consider matters pertaining to the function of the medical staff of a public hospital licensed pursuant to ORS 441.015 to 441.063 including, but not limited to, all clinical committees, executive, credentials, utilization review, peer review committees and all other matters relating to medical competency in the hospital.

(d) To conduct deliberations with persons designated by the governing body to carry on labor negotiations.

(e) To conduct deliberations with persons designated by the governing body to negotiate real property transactions.

(f) To consider information or records that are exempt by law from public inspection.

(g) To consider preliminary negotiations involving matters of trade or commerce in which the governing body is in competition with governing bodies in other states or nations.

(h) To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

(i) To review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing.

(j) To carry on negotiations under ORS chapter 293 with private persons or businesses regarding proposed acquisition, exchange or liquidation of public investments.

(k) If the governing body is a health professional regulatory board, to consider information obtained as part of an investigation of licensee or applicant conduct.

(L) If the governing body is the State Landscape Architect Board, or an advisory committee to the board, to consider information obtained as part of an investigation of registrant or applicant conduct.

(m) To discuss information about review or approval of programs relating to the security of any of the following:

(A) A nuclear-powered thermal power plant or nuclear installation.

(B) Transportation of radioactive material derived from or destined for a nuclear-fueled thermal power plant or nuclear installation.

(C) Generation, storage or conveyance of:

(i) Electricity;

(ii) Gas in liquefied or gaseous form;

(iii) Hazardous substances as defined in ORS 453.005 (7)(a), (b) and (d);

(iv) Petroleum products;

(v) Sewage; or

(vi) Water.

(D) Telecommunication systems, including cellular, wireless or radio systems.

(E) Data transmissions by whatever means provided.

(3) Labor negotiations shall be conducted in open meetings unless negotiators for both sides request that negotiations be conducted in executive session. Labor negotiations conducted in executive session are not subject to the notification requirements of ORS 192.640.

(4) Representatives of the news media shall be allowed to attend executive sessions other than those held under subsection (2)(d) of this section relating to labor negotiations or executive session held pursuant to ORS 332.061 (2) but the governing body may require that specified information be undisclosed.

(5) When a governing body convenes an executive session under subsection (2)(h) of this section relating to conferring with counsel on current litigation or litigation likely to be filed, the governing body shall bar any member of the news media from attending the executive session if the member of the news media is a party to the litigation or is an employee, agent or contractor of a news media organization that is a party to the litigation.

(6) No executive session may be held for the purpose of taking any final action or making any final decision.

(7) The exception granted by subsection (2)(a) of this section does not apply to:

(a) The filling of a vacancy in an elective office.

(b) The filling of a vacancy on any public committee, commission or other advisory group.

(c) The consideration of general employment policies.

(d) The employment of the chief executive officer, other public officers, employees and staff members of a public body unless:

(A) The public body has advertised the vacancy;

(B) The public body has adopted regular hiring procedures;

(C) In the case of an officer, the public has had the opportunity to comment on the employment of the officer; and

(D) In the case of a chief executive officer, the governing body has adopted hiring standards, criteria and policy directives in meetings open to the public in which the public has had the opportunity to comment on the standards, criteria and policy directives.

(8) A governing body may not use an executive session for purposes of evaluating a chief executive officer or other officer, employee or staff member to conduct a general evaluation of an agency goal, objective or operation or any directive to personnel concerning agency goals, objectives, operations or programs.

(9) Notwithstanding subsections (2) and (6) of this section and ORS 192.650:

(a) ORS 676.175 governs the public disclosure of minutes, transcripts or recordings relating to the substance and disposition of licensee or applicant conduct investigated by a health professional regulatory board.

(b) ORS 671.338 governs the public disclosure of minutes, transcripts or recordings relating to the substance and disposition of registrant or applicant conduct investigated by the State Landscape Architect Board or an advisory committee to the board. [1973 c.172 §6; 1975 c.664 §2; 1979 c.644 §5; 1981 c.302 §1; 1983 c.453 §1; 1985 c.657 §2; 1995 c.779 §1; 1997 c.173 §1; 1997 c.594 §1; 1997 c.791 §9; 2001 c.950 §10; 2003 c.524 §4; 2005 c.22 §134; 2007 c.602 §11; 2009 c.792 §32]

192.670 Meetings by means of telephonic or electronic communication. (1) Any meeting, including an executive session, of a governing body of a public body which is held through the use of telephone or other electronic communication shall be conducted in accordance with ORS 192.610 to 192.690.

(2) When telephone or other electronic means of communication is used and the meeting is not an executive session, the governing body of the public body shall make available to the public at least one place where the public can listen to the communication at the time it occurs by means of speakers or other devices. The place provided may be a place where no member of the governing body of the public body is present. [1973 c.172 §7; 1979 c.361 §1]

192.680 Enforcement of ORS 192.610 to 192.690; effect of violation on validity of decision of governing body; liability of members. (1) A decision made by a governing body of a public body in violation of ORS 192.610 to 192.690 shall be voidable. The decision shall not be voided if the governing body of the public body reinstates the decision while in compliance with ORS 192.610 to 192.690. A decision that is reinstated is effective from the date of its initial adoption.

(2) Any person affected by a decision of a governing body of a public body may commence a suit in the circuit court for the county in which the governing body ordinarily meets, for the purpose of requiring compliance with, or the prevention of violations of ORS 192.610 to 192.690, by members of the governing body, or to determine the applicability of ORS 192.610 to 192.690 to matters or decisions of the governing body.

(3) Notwithstanding subsection (1) of this section, if the court finds that the public body made a decision while in violation of ORS 192.610 to 192.690, the court shall void the decision of the governing body if the court finds that the violation was the result of intentional disregard of the law or willful misconduct by a quorum of the members of the governing body, unless other equitable relief is available. The court may order such equitable relief as it deems appropriate in the circumstances. The court may order payment to a successful plaintiff in a suit brought under this section of reasonable attorney fees at trial and on appeal, by the governing body, or public body of which it is a part or to which it reports.

(4) If the court makes a finding that a violation of ORS 192.610 to 192.690 has occurred under subsection (2) of this section and that the violation is the result of willful misconduct by any member or members of the governing body, that member or members shall be jointly and severally liable to the governing body or the public body of which it is a part for the amount paid by the body under subsection (3) of this section.

(5) Any suit brought under subsection (2) of this section must be commenced within 60 days following the date that the decision becomes public record.

(6) The provisions of this section shall be the exclusive remedy for an alleged violation of ORS 192.610 to 192.690. [1973 c.172 §8; 1975 c.664 §3; 1979 c.644 §6; 1981 c.897 §42; 1983 c.453 §2; 1989 c.544 §1]

192.685 Additional enforcement of alleged violations of ORS 192.660. (1) Notwithstanding ORS 192.680, complaints of violations of ORS 192.660 alleged to have been committed by public officials may be made to the Oregon Government Ethics Commission for review and investigation as provided by ORS 244.260 and for possible imposition of civil penalties as provided by ORS 244.350.

(2) The commission may interview witnesses, review minutes and other records and may obtain and consider any other information pertaining to executive sessions of the governing body of a public body for purposes of determining whether a violation of ORS 192.660 occurred. Information related to an executive session conducted for a purpose authorized by ORS 192.660 shall be made available to the Oregon Government Ethics Commission for its investigation but shall be excluded from public disclosure.

(3) If the commission chooses not to pursue a complaint of a violation brought under subsection (1) of this section at any time before conclusion of a contested case hearing, the public official against whom the complaint was brought may be entitled to reimbursement of reasonable costs and attorney fees by the public body to which the official's governing body has authority to make recommendations or for which the official's governing body has authority to make decisions. [1993 c.743 §28]

192.690 Exceptions to ORS 192.610 to 192.690. (1) ORS 192.610 to 192.690 do not apply to the deliberations of the State Board of Parole and Post-Prison Supervision, the Psychiatric Security Review Board, state agencies conducting hearings on contested cases in accordance with the provisions of ORS chapter 183, the review by the Workers' Compensation Board or the Employment Appeals Board of similar hearings on contested cases, meetings of the state lawyers assistance committee operating under the provisions of ORS 9.568, meetings of the personal and practice management assistance committees operating under the provisions of ORS 9.568, the county multidisciplinary child abuse teams required to review child abuse cases in accordance with the provisions of ORS 418.747, the child fatality review teams required to review child fatalities in accordance with the provisions of ORS 418.785, the peer review committees in accordance with the provisions of ORS 441.055, mediation conducted under ORS 36.250 to 36.270, any judicial proceeding, meetings of the Oregon Health and Science University Board of Directors or its designated committee regarding candidates for the position of president of the university or regarding sensitive business, financial or commercial matters of the university not customarily provided to competitors related to financings, mergers, acquisitions or joint ventures or related to the sale or other disposition of, or substantial change in use of, significant real or personal property, or related to health system strategies, or to Oregon Health and Science University faculty or staff committee meetings.

(2) Because of the grave risk to public health and safety that would be posed by misappropriation or misapplication of information considered during such review and approval, ORS 192.610 to 192.690 shall not apply to review and approval of security programs by the Energy Facility Siting Council pursuant to ORS 469.530. [1973 c.172 §9; 1975 c.606 §41b; 1977 c.380 §19; 1981 c.354 §3; 1983 c.617 §4; 1987 c.850 §3; 1989 c.6 §18; 1989 c.967 §§12,14; 1991 c.451 §3; 1993 c.18 §33; 1993 c.318 §§3,4; 1995 c.36 §§1,2;

1995 c.162 §§62b,62c; 1999 c.59 §§45a,46a; 1999 c.155 §4; 1999 c.171 §§4,5; 1999 c.291 §§25,26; 2005 c.347 §5; 2005 c.562 §23; 2007 c.796 §8; 2009 c.697 §11]

Note: The amendments to 192.690 by section 11, chapter 697, Oregon Laws 2009, become operative July 1, 2010. See section 22, chapter 697, Oregon Laws 2009, as amended by section 76, chapter 828, Oregon Laws 2009. The text that is operative until July 1, 2010, is set forth for the user's convenience.

192.690. (1) ORS 192.610 to 192.690 do not apply to the deliberations of the State Board of Parole and Post-Prison Supervision, the Psychiatric Security Review Board, state agencies conducting hearings on contested cases in accordance with the provisions of ORS chapter 183, the review by the Workers' Compensation Board or the Employment Appeals Board of similar hearings on contested cases, meetings of the state lawyers assistance committee operating under the provisions of ORS 9.568, meetings of the Health Professionals Program Supervisory Council established under ORS 677.615, meetings of the personal and practice management assistance committees operating under the provisions of ORS 9.568, the county multidisciplinary child abuse teams required to review child abuse cases in accordance with the provisions of ORS 418.747, the child fatality review teams required to review child fatalities in accordance with the provisions of ORS 418.785, the peer review committees in accordance with the provisions of ORS 441.055, mediation conducted under ORS 36.250 to 36.270, any judicial proceeding, meetings of the Oregon Health and Science University Board of Directors or its designated committee regarding candidates for the position of president of the university or regarding sensitive business, financial or commercial matters of the university not customarily provided to competitors related to financings, mergers, acquisitions or joint ventures or related to the sale or other disposition of, or substantial change in use of, significant real or personal property, or related to health system strategies, or to Oregon Health and Science University faculty or staff committee meetings.

(2) Because of the grave risk to public health and safety that would be posed by misappropriation or misapplication of information considered during such review and approval, ORS 192.610 to 192.690 shall not apply to review and approval of security programs by the Energy Facility Siting Council pursuant to ORS 469.530.

192.695 Prima facie evidence of violation required of plaintiff. In any suit commenced under ORS 192.680 (2), the plaintiff shall be required to present prima facie evidence of a violation of ORS 192.610 to 192.690 before the governing body shall be required to prove that its acts in deliberating toward a decision complied with the law. When a plaintiff presents prima facie evidence of a violation of the open meetings law, the burden to prove that the provisions of ORS 192.610 to 192.690 were complied with shall be on the governing body. [1981 c.892 §97d; 1989 c.544 §3]

Note: 192.695 was added to and made a part of ORS chapter 192 by legislative action but was not added to any smaller series therein. See Preface to Oregon Revised Statutes for further explanation.

Chapter 227 – City Planning and Zoning

Planning Commission

227.010 Definition for ORS 227.030 to 227.300. As used in ORS 227.030 to 227.300, “council” means a representative legislative body. [Amended by 1975 c.767 §1]

27.020 Authority to create planning commission. (1) A city may create a planning commission for the city and provide for its organization and operations.

(2) This section shall be liberally construed and shall include the authority to create a joint planning commission and to utilize an intergovernmental agency for planning as authorized by ORS 190.003 to 190.130. [Amended by 1973 c.739 §1; 1975 c.767 §2]

227.030 Membership. (1) Not more than two members of a city planning commission may be city officers, who shall serve as ex officio nonvoting members.

(2) A member of such a commission may be removed by the appointing authority, after hearing, for misconduct or nonperformance of duty.

(3) Any vacancy in such a commission shall be filled by the appointing authority for the unexpired term of the predecessor in the office.

(4) No more than two voting members of the commission may engage principally in the buying, selling or developing of real estate for profit as individuals, or be members of any partnership, or officers or employees of any corporation, that engages principally in the buying, selling or developing of real estate for profit. No more than two members shall be engaged in the same kind of occupation, business, trade or profession. [Amended by 1969 c.430 §1; 1973 c.739 §2; 1975 c.767 §3]

227.090 Powers and duties of commission. (1) Except as otherwise provided by the city council, a city planning commission may:

- (a) Recommend and make suggestions to the council and to other public authorities concerning:
 - (A) The laying out, widening, extending and locating of public thoroughfares, parking of vehicles, relief of traffic congestion;
 - (B) Betterment of housing and sanitation conditions;
 - (C) Establishment of districts for limiting the use, height, area, bulk and other characteristics of buildings and structures related to land development;
 - (D) Protection and assurance of access to incident solar radiation; and
 - (E) Protection and assurance of access to wind for potential future electrical generation or mechanical application.

(b) Recommend to the council and other public authorities plans for regulating the future growth, development and beautification of the city in respect to its public and private buildings and works, streets, parks, grounds and vacant lots, and plans consistent with future growth and development of the city in order to secure to the city and its inhabitants sanitation, proper service of public utilities and telecommunications utilities, including appropriate public incentives for overall energy conservation and harbor, shipping and transportation facilities.

(c) Recommend to the council and other public authorities plans for promotion, development and regulation of industrial and economic needs of the community in respect to industrial pursuits.

(d) Advertise the industrial advantages and opportunities of the city and availability of real estate within the city for industrial settlement.

(e) Encourage industrial settlement within the city.

(f) Make economic surveys of present and potential industrial needs of the city.

(g) Study needs of local industries with a view to strengthening and developing them and stabilizing employment conditions.

(h) Do and perform all other acts and things necessary or proper to carry out the provisions of ORS 227.010 to 227.170, 227.175 and 227.180.

- (i) Study and propose such measures as are advisable for promotion of the public interest, health, morals, safety, comfort, convenience and welfare of the city and of the area within six miles thereof.
- (2) For the purposes of this section:
 - (a) "Incident solar radiation" means solar energy falling upon a given surface area.
 - (b) "Wind" means the natural movement of air at an annual average speed measured at a height of 10 meters of at least eight miles per hour. [Amended by 1975 c.153 §3; 1975 c.767 §4; 1979 c.671 §3; 1981 c.590 §8; 1987 c.447 §118]

Renaming Streets

227.120 Procedure and approval for renaming streets. Within six miles of the limits of any city, the commission, if there is one, or if no such commission legally exists, then the city engineer, shall recommend to the city council the renaming of any existing street, highway or road, other than a county road or state highway, if in the judgment of the commission, or if no such commission legally exists, then in the judgment of the city engineer, such renaming is in the best interest of the city and the six mile area. Upon receiving such recommendation the council shall afford persons particularly interested, and the general public, an opportunity to be heard, at a time and place to be specified in a notice of hearing published in a newspaper of general circulation within the municipality and the six mile area not less than once within the week prior to the week within which the hearing is to be held. After such opportunity for hearing has been afforded, the city council by ordinance shall rename the street or highway in accordance with the recommendation or by resolution shall reject the recommendation. A certified copy of each such ordinance shall be filed for record with the county clerk or recorder, and a like copy shall be filed with the county assessor and county surveyor. The county surveyor shall enter the new names of such streets and roads in red ink on the county surveyor's copy of any filed plat and tracing thereof which may be affected, together with appropriate notations concerning the same. The original plat may not be corrected or changed after it is recorded with the county clerk. [Amended by 2001 c.173 §4]

"Measure 56" Notice

- 227.186 Notice to property owners of hearing on certain zone change; form of notice; exceptions; reimbursement of cost.** (1) As used in this section, "owner" means the owner of the title to real property or the contract purchaser of real property, of record as shown on the last available complete tax assessment roll.
- (2) All legislative acts relating to comprehensive plans, land use planning or zoning adopted by a city shall be by ordinance.
 - (3) Except as provided in subsection (6) of this section, at least 20 days but not more than 40 days before the date of the first hearing on an ordinance that proposes to amend an existing comprehensive plan or any element thereof, or to adopt a new comprehensive plan, a city shall cause a written individual notice of a land use change to be mailed to each owner whose property would have to be rezoned in order to comply with the amended or new comprehensive plan if the ordinance becomes effective.
 - (4) At least 20 days but not more than 40 days before the date of the first hearing on an ordinance that proposes to rezone property, a city shall cause a written individual notice of a land use change to be mailed to the owner of each lot or parcel of property that the ordinance proposes to rezone.
 - (5) An additional individual notice of land use change required by subsection (3) or (4) of this section shall be approved by the city and shall describe in detail how the proposed ordinance would affect the use of the property. The notice shall:
 - (a) Contain substantially the following language in boldfaced type across the top of the face page extending from the left margin to the right margin:

This is to notify you that (city) has proposed a land use regulation that may affect the permissible uses of your property and other properties.

(b) Contain substantially the following language in the body of the notice:

On (date of public hearing), (city) will hold a public hearing regarding the adoption of Ordinance Number _____. The (city) has determined that adoption of this ordinance may affect the permissible uses of your property, and other properties in the affected zone, and may change the value of your property.

Ordinance Number _____ is available for inspection at the _____ City Hall located at _____. A copy of Ordinance Number _____ also is available for purchase at a cost of _____.

For additional information concerning Ordinance Number _____, you may call the (city) Planning Department at ____-____.

(6) At least 30 days prior to the adoption or amendment of a comprehensive plan or land use regulation by a city pursuant to a requirement of periodic review of the comprehensive plan under ORS 197.628, 197.633 and 197.636, the city shall cause a written individual notice of the land use change to be mailed to the owner of each lot or parcel that will be rezoned as a result of the adoption or enactment. The notice shall describe in detail how the ordinance or plan amendment may affect the use of the property. The notice also shall:

(a) Contain substantially the following language in boldfaced type across the top of the face page extending from the left margin to the right margin:

This is to notify you that (city) has proposed a land use regulation that may affect the permissible uses of your property and other properties.

(b) Contain substantially the following language in the body of the notice:

As a result of an order of the Land Conservation and Development Commission, (city) has proposed Ordinance Number _____. (City) has determined that the adoption of this ordinance may affect the permissible uses of your property, and other properties in the affected zone, and may change the value of your property.

Ordinance Number _____ will become effective on (date).

Ordinance Number _____ is available for inspection at the _____ City Hall located at _____. A copy of Ordinance Number _____ also is available for purchase at a cost of _____.

For additional information concerning Ordinance Number _____, you may call the (city) Planning Department at ____-____.

(7) Notice provided under this section may be included with the tax statement required under ORS 311.250.

(8) Notwithstanding subsection (7) of this section, a city may provide notice of a hearing at any time provided notice is mailed by first class mail or bulk mail to all persons for whom notice is required under subsections (3) and (4) of this section.

(9) For purposes of this section, property is rezoned when the city:

(a) Changes the base zoning classification of the property; or

(b) Adopts or amends an ordinance in a manner that limits or prohibits land uses previously allowed in the affected zone.

(10) The provisions of this section do not apply to legislative acts of the governing body of the city resulting from action of the Legislative Assembly or the Land Conservation and Development Commission for which notice is provided under ORS 197.047 or resulting from an order of a court of competent jurisdiction.

(11) The governing body of the city is not required to provide more than one notice under this section to a person who owns more than one lot or parcel affected by a change to the local comprehensive plan or land use regulation.

(12) The Department of Land Conservation and Development shall reimburse a city for all usual and reasonable costs incurred to provide notice required under subsection (6) of this section. [1999 c.1 §3; 1999 c.348 §11; 2003 c.668 §3]

Chapter 271 – Use of Public Lands; Easements

Street Vacations

- 271.080 Vacation in incorporated cities; petition; consent of property owners
- 271.090 Filing of petition; notice
- 271.100 Action by city governing body
- 271.110 Notice of hearing
- 271.120 Hearing; determination
- 271.130 Vacation on city governing body's own motion; appeal
- 271.140 Title to vacated areas
- 271.150 Vacation records to be filed; costs
- 271.160 Vacations for purposes of rededication
- 271.170 Nature and operation of statutes
- 271.180 Vacations in municipalities included in port districts; petition; power of common council; vacating street along railroad easement
- 271.190 Consent of owners of adjoining property; other required approval
- 271.200 Petition; notice
- 271.210 Hearing; grant of petition
- 271.220 Filing of objections; waiver
- 271.230 Records of vacations; fees

271.080 Vacation in incorporated cities; petition; consent of property owners. (1) Whenever any person interested in any real property in an incorporated city in this state desires to vacate all or part of any street, avenue, boulevard, alley, plat, public square or other public place, such person may file a petition therefore setting forth a description of the ground proposed to be vacated, the purpose for which the ground is proposed to be used and the reason for such vacation.

(2) There shall be appended to such petition, as a part thereof and as a basis for granting the same, the consent of the owners of all abutting property and of not less than two-thirds in area of the real property affected thereby. The real property affected thereby shall be deemed to be the land lying on either side of the street or portion thereof proposed to be vacated and extending laterally to the next street that serves as a parallel street, but in any case not to exceed 200 feet, and the land for a like lateral distance on either side of the street for 400 feet along its course beyond each terminus of the part proposed to be vacated. Where a street is proposed to be vacated to its termini, the land embraced in an extension of the street for a distance of 400 feet beyond each terminus shall also be counted. In the vacation of any plat or part thereof the consent of the owner or owners of two-thirds in area of the property embraced within such plat or part thereof proposed to be vacated shall be sufficient, except where such vacation embraces street area, when, as to such street area the above requirements shall also apply. The consent of the owners of the required amount of property shall be in writing. [Amended by 1999 c.866 §2]

271.090 Filing of petition; notice. The petition shall be presented to the city recorder or other recording officer of the city. If found by the recorder to be sufficient, the recorder shall file it and inform at least one of the petitioners when the petition will come before the city governing body. A failure to give such information shall not be in any respect a lack of jurisdiction for the governing body to proceed on the petition.

271.100 Action by city governing body. The city governing body may deny the petition after notice to the petitioners of such proposed action, but if there appears to be no reason why the petition should not be allowed in whole or in part, the governing body shall fix a time for a formal hearing upon the petition.

271.110 Notice of hearing. (1) The city recorder or other recording officer of the city shall give notice of the petition and hearing by publishing a notice in the city official newspaper once each week for two consecutive weeks prior to the hearing. If no newspaper is published in such city, written notice of the petition and hearing shall be posted in three of the most public places in the city. The notices shall describe the ground covered by the petition, give the date it was filed, the name of at least one of the petitioners and the date when the petition, and any objection or remonstrance, which may be made in writing and filed with the recording officer of the city prior to the time of hearing, will be heard and considered.

(2) Within five days after the first day of publication of the notice, the city recording officer shall cause to be posted at or near each end of the proposed vacation a copy of the notice, which shall be headed, "Notice of Street Vacation," "Notice of Plat Vacation" or "Notice of Plat and Street Vacation," as the case may be. The notice shall be posted in at least two conspicuous places in the proposed vacation area. The posting and first day of publication of such notice shall be at least 14 days before the hearing.

(3) The city recording officer shall, before publishing such notice, obtain from the petitioners a sum sufficient to cover the cost of publication, posting and other anticipated expenses. The city recording officer shall hold the sum so obtained until the actual cost has been ascertained, when the amount of the cost shall be paid into the city treasury and any surplus refunded to the depositor. [Amended by 1991 c.629 §1; 2005 c.22 §196]

271.120 Hearing; determination. At the time fixed by the governing body for hearing the petition and any objections filed thereto or at any postponement or continuance of such matter, the governing body shall hear the petition and objections and shall determine whether the consent of the owners of the requisite area has been obtained, whether notice has been duly given and whether the public interest will be prejudiced by the vacation of such plat or street or parts thereof. If such matters are determined in favor of the petition the governing body shall by ordinance make such determination a matter of record and vacate such plat or street; otherwise it shall deny the petition. The governing body may, upon hearing, grant the petition in part and deny it in part, and make such reservations, or either, as appear to be for the public interest.

271.130 Vacation on city governing body's own motion; appeal. (1) The city governing body may initiate vacation proceedings authorized by ORS 271.080 and make such vacation without a petition or consent of property owners. Notice shall be given as provided by ORS 271.110, but such vacation shall not be made before the date set for hearing, nor if the owners of a majority of the area affected, computed on the basis provided in ORS 271.080, object in writing thereto, nor shall any street area be vacated without the consent of the owners of the abutting property if the vacation will substantially affect the market value of such property, unless the city governing body provides for paying damages. Provision for paying such damages may be made by a local assessment, or in such other manner as the city charter may provide.

(2) Two or more streets, alleys, avenues and boulevards, or parts thereof, may be joined in one proceeding, provided they intersect or are adjacent and parallel to each other.

(3) No ordinance for the vacation of all or part of a plat shall be passed by the governing body until the city recording officer has filed in the office of the city recording officer or indorsed on the petition for such vacation a certificate showing that all city liens and all taxes have been paid on the lands covered by the plat or portion thereof to be vacated.

(4) Any property owner affected by the order of vacation or the order awarding damages or benefits in such vacation proceedings may appeal to the circuit court of the county where such city is situated in the manner provided by the city charter. If the charter does not provide for such appeal, the appeal shall be taken within the time and in substantially the manner provided for taking an appeal from justice court in civil cases. [Amended by 1995 c.658 §101]

271.140 Title to vacated areas. The title to the street or other public area vacated shall attach to the lands bordering on such area in equal portions; except that where the area has been originally dedicated by different persons and the fee title to such area has not been otherwise disposed of, original boundary lines shall be adhered to and the street area which lies on each side of such boundary line shall attach to

the abutting property on such side. If a public square is vacated the title thereto shall vest in the city.
[Amended by 1981 c.153 §58]

271.150 Vacation records to be filed; costs. A certified copy of the ordinance vacating any street or plat area and any map, plat or other record in regard thereto which may be required or provided for by law, shall be filed for record with the county clerk. The petitioner for such vacation shall bear the recording cost and the cost of preparing and filing the certified copy of the ordinance and map. A certified copy of any such ordinance shall be filed with the county assessor and county surveyor.

271.160 Vacations for purposes of rededication. No street shall be vacated upon the petition of any person when it is proposed to replat or rededicate all or part of any street in lieu of the original unless such petition is accompanied by a plat showing the proposed manner of replatting or rededicating. If the proposed manner of replatting or rededicating or any modification thereof which may subsequently be made meets with the approval of the city governing body, it shall require a suitable guarantee to be given for the carrying out of such replatting or rededication or may make any vacation conditional or to take effect only upon the consummation of such replatting or rededication.

271.170 Nature and operation of statutes. The provisions of ORS 271.080 to 271.160 are alternative to the provisions of the charter of any incorporated city and nothing contained in those statutes shall in anywise affect or impair the charter or other provisions of such cities for the preservation of public access to and from transportation terminals and navigable waters.

271.180 Vacations in municipalities included in port districts; petition; power of common council; vacating street along railroad easement. To the end that adequate facilities for terminal trackage, structures and the instrumentalities of commerce and transportation may be provided in cities and towns located within or forming a part of any port district organized as a municipal corporation in this state, the governing body of such cities and towns, upon the petition of any such port, or corporation empowered to own or operate a railroad, steamship or other transportation terminal, or railroad company entering or operating within such city or town, or owner of property abutting any such terminal, may:

- (1) Authorize any port commission, dock commission, common carrier, railroad company or terminal company to occupy, by any structure, trackage or machinery facilitating or necessary to travel, transportation or distribution, any street or public property, or parts thereof, within such city or town, upon such reasonable terms and conditions as the city or town may impose.
- (2) Vacate the whole or any part of any street, alley, common or public place, with such restrictions and upon such conditions as the city governing body may deem reasonable and for the public good.
- (3) If any railroad company owns or has an exclusive easement upon a definite strip within or along any public street, alley, common or public place, and if the city governing body determines such action to be to the advantage of the public, vacate the street area between the strip so occupied by the railroad company and one property line opposite thereto, condition that the railroad company dedicates for street purposes such portion of such exclusive strip occupied by it as the city governing body may determine upon, and moves its tracks and facilities therefrom onto the street area so vacated. The right and title of the railroad company in the vacated area shall be of the same character as previously owned by it in the exclusive strip which it is required by the city governing body to surrender and dedicate to street purposes.

271.190 Consent of owners of adjoining property; other required approval. No vacation of all or part of a street, alley, common or public place shall take place under ORS 271.180 unless the consent of the persons owning the property immediately adjoining that part of the street or alley to be vacated is obtained thereto in writing and filed with the auditor or clerk of the city or town. No vacation shall be made of any street, alley, public place or part thereof, if within 5,000 feet of the harbor or pierhead line of the port, unless the port commission, or other bodies having jurisdiction over docks and wharves in the port district involved, approves the proposed vacation in writing.

271.200 Petition; notice. (1) Before any street, alley, common or public place or any part thereof is vacated, or other right granted by any city governing body under ORS 271.180 to 271.210 the applicant must petition the governing body of the city or town involved, setting forth the particular circumstances of the case, giving a definite description of the property sought to be vacated, or of the right, use or occupancy sought to be obtained, and the names of the persons to be particularly affected thereby. The petition shall be filed with the auditor or clerk of the city or town involved 30 days previous to the taking of any action thereon by the city governing body.

(2) Notice of the pendency of the petition, containing a description of the area sought to be vacated or right, use or occupancy sought to be obtained, shall be published at least once each week for three successive weeks prior to expiration of such 30-day period in a newspaper of general circulation in the county wherein the city or town is located.

271.210 Hearing; grant of petition. Hearing upon the petition shall be had by the city governing body at its next regular meeting following the expiration of 30 days from the filing of the petition. At that time objections to the granting of the whole or any part of the petition shall be duly heard and considered by the governing body, which shall thereupon, or at any later time to which the hearing is postponed or adjourned, pass by a majority vote an ordinance setting forth the property to be vacated, or other rights, occupancy or use to be thereby granted. Upon the expiration of 30 days from the passage of the ordinance and the approval thereof by the mayor of the city or town, the ordinance shall be in full force and effect.

271.220 Filing of objections; waiver. All objections to the petition shall be filed with the clerk or auditor of the city or town within 30 days from the filing of the petition, and if not so filed shall be conclusively presumed to have been waived. The regularity, validity and correctness of the proceedings of the city governing body pursuant to ORS 271.180 to 271.210, shall be conclusive in all things on all parties, and cannot in any manner be contested in any proceeding whatsoever by any person not filing written objections within the time provided in this section.

271.230 Records of vacations; fees. (1) If any town or plat of any city or town is vacated by a county court or municipal authority of any city or town, the vacation order or ordinance shall be recorded in the deed records of the county. Whenever a vacation order or ordinance is so recorded, the county surveyor of such county shall, upon a copy of the plat that is certified by the county clerk, trace or shade with permanent ink in such manner as to denote that portion so vacated, and shall make the notation "Vacated" upon such copy of the plat, giving the book and page of the deed record in which the order or ordinance is recorded. Corrections or changes shall not be allowed on the original plat once it is recorded with the county clerk.

(2) For recording in the county deed records, the county clerk shall collect the same fee as for recording a deed. For the services of the county surveyor for marking the record upon the copy of the plat, the county clerk shall collect a fee as set by ordinance of the county governing body to be paid by the county clerk to the county surveyor. [Amended by 1971 c.621 §31; 1975 c.607 §31; 1977 c.488 §2; 1979 c.833 §30; 1999 c.710 §12; 2001 c.173 §5]

Chapter 457 – Urban Renewal

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- 457.105 Approval of plan by other municipalities
- 457.115 Manner of newspaper notice
- 457.120 When additional notice required; to whom sent; content; notice by publication
- 457.125 Recording of plan upon approval
- 457.135 Conclusive presumption of plan validity
- 457.160 Exception to plan requirements for disaster areas
- 457.170 Urban renewal agency's powers in planning or undertaking an urban renewal project
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- 457.190 Acquisition of funds by urban renewal agency; maximum amount of indebtedness
Note Bonded indebtedness if project agreed to prior to September 29, 1991--1991 c.459 §335e
- 457.210 Applicability of housing cooperation law to urban renewal projects; delegation of powers and functions
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TAX INCREMENT FINANCING OF URBAN RENEWAL INDEBTEDNESS

- 457.420 Plan may provide for division of property taxes; limits on land area
- 457.430 Certification of assessed value of property in urban renewal area; amendment
- 457.435 Property tax collection methods for existing plans; special levies
- 457.437 Consultation with municipalities; resolution requirements
- 457.440 Computation of amounts to be raised from property taxes; notice; rules
- 457.445 Election to use alternative consolidated billing tax rate
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457.095 Approval of plan by ordinance; required contents of ordinance; notice. The governing body of the municipality, upon receipt of a proposed urban renewal plan and report from the municipality's urban renewal agency and after public notice and hearing and consideration of public testimony and planning commission recommendations, if any, may approve the urban renewal plan. The approval shall be by nonemergency ordinance which shall incorporate the plan by reference. Notice of adoption of the ordinance approving the urban renewal plan, and the provisions of ORS 457.135, shall be published by the governing body of the municipality in accordance with ORS 457.115 no later than four days following the ordinance adoption. The ordinance shall include determinations and findings by the governing body that:

- (1) Each urban renewal area is blighted;
- (2) The rehabilitation and redevelopment is necessary to protect the public health, safety or welfare of the municipality;
- (3) The urban renewal plan conforms to the comprehensive plan and economic development plan, if any, of the municipality as a whole and provides an outline for accomplishing the urban renewal projects the urban renewal plan proposes;
- (4) Provision has been made to house displaced persons within their financial means in accordance with ORS 35.500 to 35.530 and, except in the relocation of elderly individuals or individuals with disabilities, without displacing on priority lists persons already waiting for existing federally subsidized housing;
- (5) If acquisition of real property is provided for, that it is necessary;
- (6) Adoption and carrying out of the urban renewal plan is economically sound and feasible; and
- (7) The municipality shall assume and complete any activities prescribed it by the urban renewal plan.

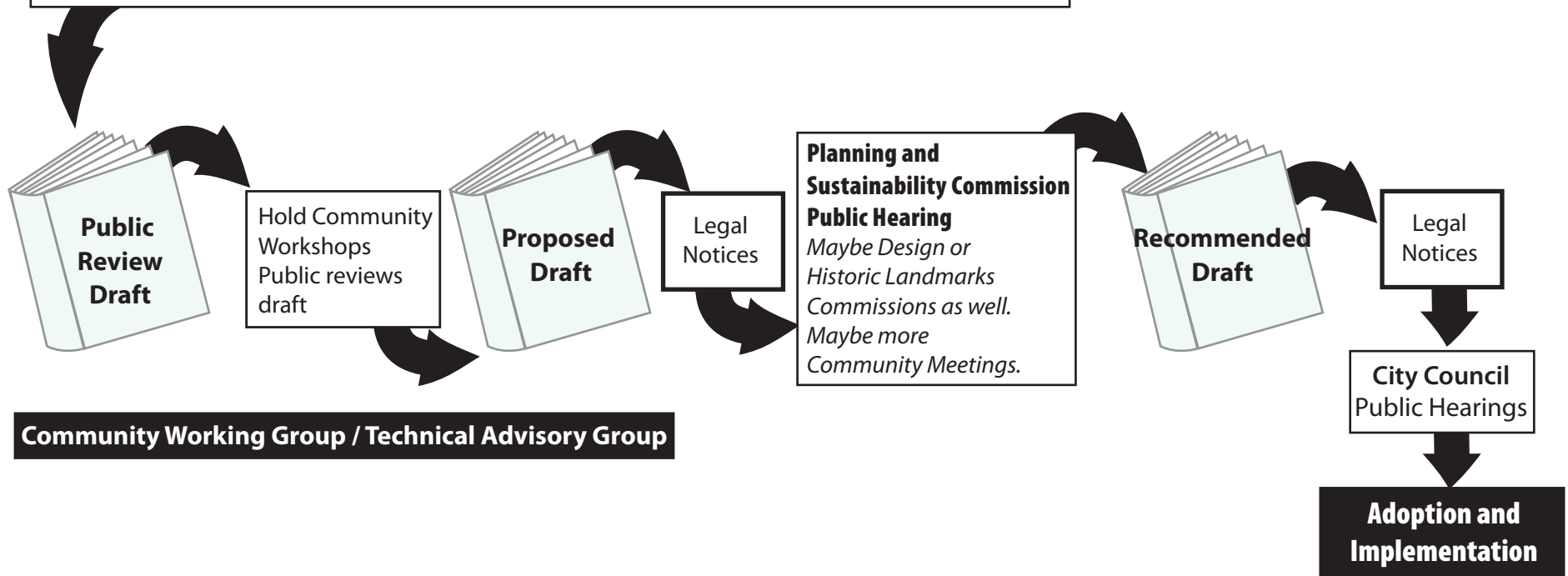
[1979 c.621 §3; 1989 c.224 §121; 2007 c.70 §263]

Legislative Process

Anticipated Time Frame – 1 to 3 Years

Public Outreach (possible events)

- Kick-off Open House
- Announcements in Local Media
- Visioning Workshops
- Neighborhood Walks
- Brochures
- Urban Design Workshop
- Contacting Stakeholder Organizations and Leaders
- Surveys
- Community Meetings
- Mailings



Introduction to Robert's Rules of Order

What is Parliamentary Procedure?

It is a set of rules for conduct at meetings that allows everyone to be heard and to make decisions without confusion.

What is Parliamentary Procedure important?

Because it's a time tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organization. Today, Robert's Rules of Order newly revised is the basic handbook of operation for most clubs, organizations and other groups, so it's important that everyone know these basic rules.

Organizations using Parliamentary Procedure usually follow a fixed order of business. Below is a typical example:

1. Call to order
2. Roll call of members present
3. Reading of minutes from last meeting
4. Officer reports
5. Committee reports
6. Special orders – important business previously designated for consideration at this meeting
7. Unfinished business
8. New business
9. Announcements
10. Adjournment

The method used by members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership takes action or a stand on an issue. Individual members can:

1. Call to order
2. Second motions
3. Debate motions
4. Vote on motions.

There are four basic types of motions:

1. **Main Motions:** The purpose of a main motion is to introduce items to the membership for their consideration. They cannot be made when any other motion is on the floor, and yield to privileged, subsidiary, and incidental motions.
2. **Subsidiary Motions:** Their purpose is to change or affect how a main motion is handled, and is voted on before a Main Motion.
3. **Privileged Motions:** Their purpose is to bring up items that are urgent about special or important matters unrelated to pending business.
4. **Incidental Motions:** Their purpose is to provide a means of questioning procedure concerning other motions and must be considered before the other motion.

How are Motions Presented?

1. Obtaining the floor
 - a. Wait until the last speaker has finished
 - b. Rise and address the Chairman by saying "Mr Chairman" or "Mr President"
 - c. Wait until the Chairman recognizes you
2. Make your motion
 - a. Speak in a clear and concise manner
 - b. Always state a motion affirmatively: "I move that we..." rather than "I move that we do not..."
 - c. Avoid personalities and stay on your topic
3. Wait for someone to second your motion
4. Another member will second your motion or the Chairman will call for a second
5. If there is no second to your motion it is lost
6. The Chairman states your motion
 - a. The Chairman says "it has been moved and seconded that we...". Thus placing your motion before the membership for consideration and action.
 - b. The membership then either debates your motion or may move directly to a vote.
 - c. Once your motion is presented to the membership by the Chairman, it becomes "assembly property" and cannot be changed by you without the consent of the members.
7. Expanding on your motion
 - a. The time for you to speak in favor of your motion is at this point, rather than at the time you present it.
 - b. The mover is always allowed to speak first.
 - c. All comments and debate must be directed to the chairman.
 - d. Keep to the time limit for speaking that has been established.
 - e. The mover may speak again only after other speakers are finished unless called upon by the Chairman.
8. Putting the question to the membership
 - a. The Chairman asks "Are you ready to vote on the question?"
 - b. If there is no more discussion, a vote is taken.
 - c. A motion to move the previous question may be adapted.

Voting on a Motion:

The method of vote on any motion depends on the situation and the by-laws of policy of your organization. There are five methods used to vote by most organizations:

1. By Voice: The Chairman asks those in favor to say "aye" those opposed to say "no". Any member may move for an exact count.
2. By Roll Call: Each member answers "yes" or "no" as his name is called. This method is used when a record of each person's vote is required.
3. By General Consent: When a motion is not likely to be opposed, the Chairman says "if there is no objection...". The membership shows agreement by their silence; however if one members says "I object", the item must be put to a vote.
4. By Division: This is a slight verification of a Voice Vote. It does not require a count unless the Chairman so desires. Members raise their hands or stand.
5. By Ballot: Members write their vote on a slip of paper. This method is used when secrecy is desired.

There are two other motions that are commonly used that relate to voting:

1. Motion to Table: This motion is often used in the attempt to “kill” a motion. The option is always present, however, to “take from the table” for reconsideration by the membership.
2. Motion to Postpone Indefinitely: This is often used as a means of parliamentary strategy and allows opponents of a motion to test their strength without an actual vote being taken. Debate is once again open on the main motion.

Parliamentary Procedure is the best way to get things done at your meetings, but it will only work if you use it properly:

1. Allow motions that are in order
2. Have members obtain the floor properly
3. Speak clearly and concisely
4. Obey the rules of debate
5. Most importantly, be courteous

OREGON GOVERNMENT STANDARDS AND PRACTICES LAWS

A GUIDE FOR PUBLIC OFFICIALS



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I. THE OREGON GOVERNMENT STANDARDS AND PRACTICES LAW

History and Purpose

During the Watergate scandal of the early seventies, some elected officials engaged in deceit and misuse of power. Citizens across the nation began calling for accountability from their governments. In response, Oregon was one of the first states to create laws designed to open government to greater public scrutiny.

In 1974, more than 70 percent of the voters approved a statewide ballot measure to create the Oregon Government Ethics Commission. The ballot measure also established a set of laws (ORS Chapter 244) requiring financial disclosure by certain officials and creating a process to deal with the inevitable question of conflict of interest. The drafters of the original laws recognized that "conflicts of interest" are indeed, inevitable in any government that relies on citizen lawmakers.

In 1993, the Legislature changed the name of the commission and one of the chapters of law it enforces to "Government Standards and Practices." This manual will refer to the commission as the GSPC (Government Standards and Practices Commission), and to the laws as GS&P (Government Standards and Practices).

In Oregon, thousands of people are elected to office in hundreds of jurisdictions -- from cities of 100,000 to tiny water districts. Citizens serve on the boards of small school districts as well as in the Oregon Legislature where decision-making affects the entire state.

The vast majority of these elected officials serve for little or no financial compensation. Their principal income derives not from the official position they hold, but from other employment in government or private business.

Because these public servants are active members of their community, it is not unusual for the elected body on which they serve to make decisions that will affect a business in which they or one of their relatives has an interest. For example, a school district may enter into a contract with a business that is owned by or employs a school board member. A utility district may consider purchasing property owned by a board member's relative. A proposed ordinance may affect the value of a city council member's real estate.

The smaller the district, the more likely it is that such an overlap of interest will occur. For example, in a community of 5,000 people, the city council members

may be the owners of the local bank, the hardware store and the service station, making it difficult for the city government to avoid dealing with businesses owned by council members.

Appointed officials and employees of state and local governments may encounter similar situations. Many public employees have responsibility over purchasing supplies and hiring services. In some instances, these employees may face the need to make a decision involving a business owned by a relative, or by someone with whom they have a business interest outside of their government job.

Oregon Government Standards and Practices laws are not designed to prevent such situations from occurring. Instead, the laws require **public disclosure** of such circumstances.

Public officials are required to not vote and to not take other official actions that would result in financial gain or detriment to that individual or a relative, or to a business with which the official or relative is associated. Public employees and other appointed public officials not serving on boards or commissions are required to give **written notification** to their supervisors of conflicts of interest and request that the supervisor take the matter out of that employee's hands.

In the same spirit of disclosure, statements of economic interest must be filed regularly, not to prevent elected officials and government employees from maintaining an active role in business and other income-raising activities, but to make such information available to the public.

There are **potential** conflicts of interest and **actual** conflicts of interest.

A potential conflict of interest arises when a public official takes official action that **could** financially impact the public official, the official's relatives, or a business with which the public official or a relative is associated.

An **actual** conflict of interest arises when a public official takes official action that **would** financially impact the official, a relative or an associated business.

The distinction is important because in the first case, the official is required to disclose the potential conflict of interest, but may take action on the issue. In the second case, the official must both disclose the actual conflict of interest and refrain from taking official action.

This booklet contains guidelines for determining when a circumstance presents a "potential," versus an "actual" conflict of interest. The distinction

between the two may be difficult for a public official to determine. Accordingly, officials may want to consult with the GSPC in advance of taking action.

Government Standards and Practices laws clearly prohibit some activities and regulate others. For example, the "revolving door" section prohibits certain officials from becoming an employee of, or a lobbyist for, private entities over which the former public official exercised authority for a specified period of time.

Government Standards and Practices Laws: What They Don't Do

Oregon Revised Statutes (ORS) Chapter 244 applies to a very narrow set of activities. It deals only with the issues of financial disclosure, prohibition against the use of office for personal financial gain and public disclosure of conflicts of interest.

Other Oregon statutes regulate the behavior of elected officials and public employees in a number of areas outside the jurisdiction of the Government Standards and Practices Commission. For example:

- The Elections Division of the Secretary of State's Office regulates campaign finance and campaign activities.
- Alleged **criminal activity** of any type would fall under the jurisdiction of law enforcement.
- The Oregon Bureau of Labor and Industries investigates cases involving employment-related sexual harassment or discrimination on the basis of race, religion or gender.

There are many issues that may be considered improper that are not covered by ORS Chapter 244. For example, while deliberate deception and lying are not considered proper conduct, Oregon statutes do not generally regulate the speech of public officials.

Oregon's Government Standards and Practices statutes cannot be used against an elected official for making promises or claims that are not acted upon, or making statements about his or her beliefs that are not true.

In addition, Government Standards and Practices laws do not cover the personal behavior of elected officials or public employees except in very specific areas. ORS Chapter 244 only regulates their actions with regard to their official duties within the narrow framework of conflicts of interest and personal financial gain.

The Government Standards and Practices Commission

The GSPC has seven volunteer members. The Governor, upon recommendation of the Democratic and Republican leaders of the Oregon House and Senate, appoints four members. The Governor selects three additional members directly. The Senate must confirm all members. No more than four of the members may be from the same political party. The law allows members to serve only one four-year term.

The commission selects an executive director to administer the agency. The commission also employs investigators and other support personnel who are appointed by the executive director.

The manner in which the GSPC reviews alleged violations of law is prescribed in detail in ORS 244.260. While it is subject to statutory requirements, the GSPC process is not intended to be rigid or intimidating.

GSPC employees are available for questions and discussions about statutes, administrative rules and the commission's process. Public officials are encouraged to contact GSPC staff at any time.

The GSPC members and staff consider that they are doing their job most successfully if they can help public officials avoid conduct that violates the GS&P statutes. They encourage people to inquire into any point of the statutes **prior** to taking any action that may violate ORS 244.

The GSPC Guide for Public Officials

This guide includes some of the most commonly asked questions that public officials have about Government Standards and Practices laws. Also included are examples of actual and hypothetical cases considered by the GSPC that can provide guidance to officials facing similar circumstances.

This manual is an advisory opinion as described in ORS 244.280(3). If a public official takes action accurately based on the information contained in this manual, the individual may not be prosecuted by the GSPC for violating government standards and practices law by that action.

However, not all situations can be anticipated, nor can all questions be answered with a simple yes or no. Public officials may still find it necessary to use the formal or informal inquiry processes available through the GSPC, and staff are usually available to answer questions or prepare advisory opinions.

After consulting this guide and GSPC staff, if you still are not comfortable about the status of an activity under the GS&P statutes, **caution is always the best approach**. To protect yourself from a potential violation of the law, it is always best to refrain from doubtful activities.

II. PUBLIC OFFICIALS

Who is considered a public official under Oregon Government Standards and Practices laws?

ORS 244.020(15) defines a public official as "any person who, when an alleged violation of this chapter occurs, is serving the State of Oregon or any of its political subdivisions or any other public body of the state as an officer, employee, agent or otherwise, and irrespective of whether the person is compensated for such services."

A public official as used in the statute covers a broad spectrum of positions -- from volunteer members of a soil and water conservation board to the full-time chancellor of higher education, to the Governor, to a clerk in a branch office of a state agency. It also includes persons who serve the state or a political subdivision by performing government services under a contract.

It is important to note that a person who was a public official at the time of an alleged violation will be subject to the authority of the GSPC, for a period of four years after the alleged violation, regardless of whether or not the person is still a public official at the time a complaint is filed.

Are all public officials subject to the same regulations?

All public officials are prohibited from using public office for personal financial gain. However, other statutes address different jobs with different obligations.

For example, not all public officials are required to file statements of economic interest (see ORS 244.050 in the appendix to this manual for a complete list of those required to file). Elected public officials are subject to different requirements for disclosing conflicts of interest than are other public officials.

Who are considered relatives and household members of public officials for the purposes of the GS&P statutes?

A "relative" includes the public official's spouse and the parents, children, brothers and sisters of either the public official or the official's spouse. A "member of a household" is any relative, as defined above, who resides with the public official.

III. ACTUAL AND POTENTIAL CONFLICTS OF INTEREST

1. What is a conflict of interest?

The Oregon Government Standards and Practices laws define "potential conflict of interest" and "actual conflict of interest".

As the term implies, a **potential** conflict of interest occurs when a public official takes official action that **could** affect the financial interests of the public official, or the official's relatives or businesses with which they are associated.

An **actual** conflict of interest occurs when a public official takes official action that definitely **would** have such an effect.

Before taking an official action, a public official should first:

- a) Determine if an action **could** result in financial benefit or avoidance of financial detriment to the official, a relative or a business with which the official or a relative is associated. If the answer is "no," proceed with the action.
- b) Determine if taking action actually **would** result in financial gain or avoidance of financial detriment to the official, a relative or a business with which the official or a relative is associated. If you are unable to determine which of the above applies, contact the staff of the GSPC for assistance before you take official action. If it is not possible to contact the GSPC before taking official action, avoid the risk of violating the law by declaring the conflict and then by not discussing, voting or participating in any way concerning the matter in question.

2. Why is the distinction between "actual" and "potential" conflicts of interest important?

For certain officials, the law prescribes different actions depending on whether a conflict of interest is "potential" or "actual."

3. What is a potential conflict of interest?

A potential conflict of interest exists when an official takes action that reasonably could be expected to have a financial impact on that official, a relative or a business with which the official or official's relative is associated.

This would be the case when an official is asked to take action (recommend, debate, vote on or make an administrative decision or recommendation) that might affect property or a business with which the official or any relative of the official is associated, or is asked to make a recommendation that will be re-evaluated by another committee or official for formal action.

In these and other circumstances, the public official's action **could** have an impact on the personal finances of the official, a relative or an associated business. However, the results of the actions are not certain. It is not clear if or how a land use decision on adjacent property will affect a parcel. It is not certain that the decision maker will follow a recommendation. (See examples below describing appropriate actions).

4. What is an actual conflict of interest?

According to the statute, the difference between a potential and actual conflict of interest is determined by the words "could" and "would." An actual conflict of interest occurs when the action is reasonably certain to result in a financial benefit or detriment. It will occur when an action is taken that directly and specifically affects land, a business, or any other financial interest of the office holder or office holder's relative.

Examples listed below demonstrate differences between potential and actual conflicts. However, in many cases, the distinction may be hard to determine. When in doubt, check with the GSPC.

5. What must a public official do when faced with an action that gives rise to a potential or actual conflict of interest?

Allowable actions vary depending on the public official's role.

Elected officials and appointed members of boards and commissions:

An elected official or a person appointed to a board or commission must publicly declare a potential or actual conflict of interest **prior** to abstaining, discussing, recommending, voting or taking other official action on an issue. The

official also must explain the nature of the conflict. The declaration and the nature of the conflict must be noted in the minutes.

(Abstaining instead of disclosing a conflict of interest does not fulfill statutory requirements because the act of abstaining is an official action and the law requires disclosure *before* action is taken.)

With a potential conflict of interest, an official may participate in the action, once the nature of the conflict has been announced.

In the case of an actual conflict of interest, the person must:

- a) Announce the nature of the conflict; and
- b) Not take any official action on the issue.

At each session or meeting at which the issue is addressed, the official must make the same public disclosure. However, the official is required to make that announcement **only once at each meeting**, even if the issue involves a series of votes.

EXAMPLE: A planning commission member owns property adjacent to a parcel for which the commission is considering a conditional use permit. The change in use of the debated parcel may or may not impact the value of the commissioner's property, but the possibility exists. The commissioner must declare a potential conflict of interest and announce the nature of the conflict. Then the commissioner may enter into debate and proceed to vote or take other official action.

EXAMPLE: The same planning commissioner has approached the planning department for a conditional use permit on his property. The permit comes before the planning commission.

Because the outcome of the decision clearly would have a financial impact on the commissioner's property, the commissioner must declare an actual conflict of interest, and he may not take any official action on the permit application.

EXAMPLE: A city council is about to approve a contract authorizing a councilor's husband's brother to be principal contractor on a new city building. Such an action would be a clear financial benefit to a relative of the councilor and would constitute an actual conflict of interest.

The councilor would be required to announce an actual conflict of interest and refrain from any further official action.

EXAMPLE: A school board has asked a special panel of teachers to recommend three consultants from a large applicant pool. One of the teachers is married to one of the consultants who has applied. The panel recommends three names for a decision by the full school board. The teacher is required to declare a potential conflict of interest, and then the teacher is permitted to vote on moving the slate of consultants to the board for final selection. The teacher is not sure of the outcome, therefore, the potential for financial gain exists, but it is not a certainty.

Legislators:

Legislators should consult the rules of the chamber in which they serve as to when and how potential or actual conflicts of interest are to be disclosed.

A legislator is required to vote on every piece of legislation that arises when they are present in committee or on the floor. Therefore, even when faced with an actual conflict of interest, the legislator must vote. Official action taken by a legislator usually affects all persons in the state or a large group of persons in the state to the same degree. Accordingly, legislators are often exempt because of the "class exception." [See ORS 244.020(7)(b)]

Judges:

Judges must either remove themselves from cases giving rise to conflicts or advise the parties about the nature of the conflict of interest.

Other appointed public officials:

An appointed official, including public employees, must disclose the actual or potential conflict of interest **in writing** to the person who appointed the official (the "appointing authority"), disclose the nature of the conflict and ask that person to dispose of the matter giving rise to the conflict such as by assigning the matter to another employee.

EXAMPLE: A county worker is in charge of disposing of surplus property. The employee's brother is a contractor interested in purchasing a piece of heavy equipment that the county is selling. Normally, the county employee has the flexibility to negotiate payment terms with prospective purchasers.

Because the payment terms agreed on will clearly impact the finances of the employee's relative, this circumstance is an actual conflict of interest. The county employee must notify the appointing authority in writing of the actual conflict of interest and request the appointing authority to dispose of the matter.

In this example, the appointing authority -- the supervisor who hired the county worker -- could take over negotiations with the employee's brother, or assign responsibility for negotiating to another employee.

6. How can a public official assure that a declared conflict of interest has gone into the official record?

The statute requires that a disclosure of potential or actual conflicts of interest be noted in the official records of the public body. A public official should make sure that the meeting minutes or any other official records make note of the announcement. In case an action is questioned, the minutes will verify that the appropriate declaration has been made.

Be sure that the announcement is made clearly and is very explicit. **Even if you know or believe that other officials and any members of the public in the room all are aware of the official's relationship to the issue at hand, it is essential to state for the record that there is a potential or actual conflict of interest and to describe the nature of the conflict.**

7. Must a public official disclose financial amounts when announcing a potential or actual conflict of interest?

No. The statute requires only that the nature of the conflict be disclosed.

8. What is a "class" exception to the statutes relating to potential and actual conflicts of interest?

The law has identified certain circumstances creating what is called a "class exception" from the definitions of actual and potential conflicts of interest

Sometimes an official may take action that would have a financial effect on that official, a relative or a business with which the official or the official's relative is associated. But when other people are also "affected to the same degree" by that action, the official may be exempt from conflict of interest on the basis of a class exemption.

The law says that a "class" can be comprised of all inhabitants of the state or a smaller group, such as an industry or occupation.

If the official, official's relative or associated business is found to be a member of a class, no actual or potential conflict of interest is involved so long as the action would affect everyone in the class in the same manner.

Only the GSPC is authorized by law to determine the existence of a class for the purpose of compliance with ORS Chapter 244.

There is no hard and fast rule that identifies a class. For example, in a town of 5,000, where virtually all residents work for or are otherwise financially associated with a single business, the GSPC may find that the public officials are members of a class. However, in a community of 150,000, 5,000 people with a common financial interest may not be considered a "class."

If you are uncertain whether you as an official are a member of a class if a potential or actual conflict may exist otherwise, you should contact the GSPC. The following examples may help you, as well:

EXAMPLE: A good example of a class is property taxpayers. Most public officials are property owners and therefore property taxpayers. An action that would affect property tax rates in a taxing district would therefore affect most or all of the elected officials serving the decision-making body. In most cases, the commission would consider the officials as a member of a class of taxpayers, and would find that there is no conflict of interest.

EXAMPLE: A city council may consider using public funds to develop a series of parks on property that currently consisted of eyesores and condemned buildings. The result of such action would be to raise property values throughout much of the community -- "affecting to the same degree" a significant number of other people.

Again, because most public officials are property owners, the officials would be considered members of a class of property owners, as everyone in the community who owns property -- not just the officials -- would benefit from the investment.

However, if a public official owned the particular property to be improved, he or she would not be considered a member of a class. The result would be an actual conflict of interest. The official would be required to declare a conflict and refrain from taking action.

EXAMPLE: A member of a school board was faced with a decision on whether or not the board should buy property owned by the member's spouse.

The GSPC advised the member that because the member's spouse was the only individual owning the property, the spouse was not a member of a class. This situation presented an actual conflict of interest.

EXAMPLE: A more subtle distinction was made by the GSPC in the case of a county commissioner. The commissioner was a part owner of a commercial building in a pedestrian mall. The county commission was asked to open a portion of the thoroughfare through the mall to vehicle traffic. The GSPC advised that the commissioner was a member of a class of other property owners who would be similarly affected. No conflict of interest was found.

EXAMPLE: The Advisory Committee on Historic Preservation has many members personally committed to preserving old buildings. The committee was asked to vote on recommendations concerning nominations to the historic register, placement on which is accompanied by a tax freeze.

Some of the members owned property being considered for acceptance on the register (and the resulting tax break). The GSPC found that these individuals were considered members of a class, along with several thousand other property owners "where all the people or businesses in the class are affected to the same degree" by the board action. Therefore, they were not required to declare a conflict of interest.

However, if they were asked to vote on a specific property application owned by a voting member, a "yes" vote by that member would result in financial benefit for that particular individual, which would represent an actual conflict of interest. The member would be required to announce a conflict of interest and refrain from voting.

9. Are there other exceptions to ORS 244.020, the definition of "conflict of interest"?

Yes, there are several.

ORS 244.020(7)(a) exempts individuals when the conflict arises from "an interest or membership in a particular business, industry, occupation, or other class **required by law as a prerequisite to the holding by the person of the office or position.**"

EXAMPLE: Half the members of the same Advisory Committee on Historic Preservation are required by law to be people who are recognized as professionals in the areas of history, architectural history, architecture, archeology, museum management or be cultural or ethnic minorities. There may

be times when the committee would take action that would affect the occupation, in general, of one or more of the members.

In this case, actions they take would be exempt from conflict of interest requirements, because their membership in a specific occupation is required for membership on the commission. The nature of that occupation naturally would lead to what otherwise might be conflicts of interest.

10. What is the law with regard to affiliation with non-profit organizations?

The statute says that officials need not declare a potential or actual conflict of interest when the potential or actual conflict of interest arises from "membership in or membership on the board of directors of a nonprofit corporation that is tax-exempt under 501(c) of the Internal Revenue Code". However, the official's relationship with the non-profit entity must be unpaid.

EXAMPLE: A school board member is presented with a decision to approve a contract for mental health services to a local non-profit organization on which the board member is also a board member. The board member is not required to declare an actual or potential conflict of interest and is able to take action on the contract.

11. What if a public body would be one short of the minimum number of votes necessary to take action if a person failed to vote because of a conflict of interest?

The statute requires that when a member's vote is necessary for the voting body to meet a required minimum number of votes necessary to take official action, the member must declare an actual conflict of interest and may cast a vote, but may not participate as a public official in any discussion of the topic.

EXAMPLE: The water district board is asked to approve a low-bid contract with a plumbing contractor. An employee of the contractor sits on the board.

Ordinarily, the employee would be required to declare an actual conflict of interest and refrain from voting or taking other action. This particular night, because several board members are out with the flu, the board member's vote is necessary for the board to meet the required minimum number of votes necessary to take action. The board member must declare an actual conflict of interest and may then vote without entering into any debate or taking any other official action on the motion.

IV. USE OF OFFICIAL POSITION OR OFFICE TO OBTAIN FINANCIAL GAIN.

1. How does Oregon law help ensure that public officials do not use public office for personal financial gain?

ORS 244.040 states that:

"No public official shall use or attempt to use official position or office to obtain financial gain or avoidance of financial detriment that would not otherwise be available but for the public official's holding of the official position or office..."

This prohibition does not include acceptance of official salary, reimbursement of expenses, honoraria and unsolicited awards for professional achievement.

2. When is a public official in violation of the law prohibiting use of official position or office to obtain financial gain?

If people are able to gain financially **only** because they hold a public office, and the same opportunity is not available to persons who are not public officials, they are violating the law.

Some examples are very clear. Others are less obvious. An out-and-out exchange of cash in return for a certain vote or administrative decision certainly would be use of official position or office to obtain financial gain. The office holder would not have received the money if that person were not a public official.

Similarly, an official who makes a decision in favor of a company **in exchange for a promise of a job** is violating the law. The official is also violating the statute if the official suggests or solicits that type of agreement.

Again, that official is offered the job not just because of skills, talents or experience, but because that person is in an official position to do a favor for that company in exchange for future employment.

The statute prohibits public officials from using public equipment for personal purposes. It also prohibits an official from asking or allowing publicly paid staff to

do personal tasks for the official on public time or to make decisions that will benefit the official financially.

A variety of examples follow. Some are based on actual GSPC cases and others are hypothetical.

EXAMPLE: A city councilor is a real estate agent. On the agent's business card are his name, occupation, phone number and the fact of being a council member.

While the actual impact of this may be minimal, the implication is that the real estate agent, by virtue of sitting on the council, may be able to "get things done" for clients of the councilor's realty service. By connecting the council position to the occupation, the councilor can be considered to be **attempting to use** official position or office for financial gain, a violation of law.

EXAMPLE: A county road department employee is assigned a cell phone. The employee uses the county phone for both business and personal calls. Each month, when the county receives the bills for its cell phones, the bill for the phone assigned to the employee is given to the employee. The employee then checks off the calls that were "personal" and reimburses the county for the airtime costs for those calls.

The employee is in violation of the prohibition against using official position for personal financial gain. While the employee may be paying the airtime costs for personal calls, the county paid the cost of the cell phone and is paying the monthly service fee to the cellular carrier. The employee is using official position to avoid a financial detriment.

EXAMPLE: A state legislator has a consulting business. The legislator proposes to do work for a company that has an interest in legislative issues. The legislator invites the prospective client into the legislator's office in the State Capitol to discuss the consulting contract.

The message the legislator sends is that the legislator's official position is beneficial in performing services under the personal business contract.

There is no prohibition against a legislator privately working for organizations that have an interest in legislation. In fact, with Oregon's "citizen" Legislature, it would be very difficult to find people who are not employed in businesses that have some interest in legislation. The law does not disqualify a person from any type of public service based merely on membership in some occupation or profession.

The problem here is using the implied promise of legislative influence in return for receiving compensation.

EXAMPLE: A state agency purchased a fleet of new cars at a deeply discounted government price. An agency administrator ordered an additional car to purchase personally and paid the government price for it with personal funds.

The Oregon Supreme Court found that this was a violation of the Oregon statutes. The court reasoned that the official gained financially (the \$1,300 the official saved by purchasing the new car at the fleet price) and that the only reason the official was able to save the money was because of the official position he held. The official would not have had the opportunity to save that money "**but for**" his position.

It is important to note here that while similar behavior may be commonplace and acceptable in private business, the state of Oregon holds its public officials to a higher standard. Public officials must act with caution whenever their personal financial interests overlap with those of the government entity they serve.

EXAMPLE: A city public works director had a boat and travel trailer that needed to be stored for the winter. There was space available in the city yards. The director used the space to store the boat trailer.

The GSPC found the employee in violation of using official position for personal financial gain. It was determined that, **but for** the holding of the official position, the director would not have been able to store the items at the city yards, which enabled the director to avoid the financial detriment of paying for commercial storage space.

EXAMPLE: A city's mayor owned an office supply store. The city regularly purchased items from the mayor's store.

The GSPC determined that the city could continue to do business with the mayor's store. There was no evidence that the mayor had taken any official actions concerning the city's purchases from the mayor's business or that the mayor had tried to influence the city or otherwise use official position for financial gain in any way.

EXAMPLE: A county employee learned through confidential agency documents that an investigation would result in the shutting down of a local bar. The employee arranged financing and, by using the confidential information, was

able to buy the bar at below market value before the original owner lost a liquor license.

The employee improved the employee's financial situation by purchasing a business at a very low price based on confidential information. Using confidential information that is obtained because of official position for personal financial gain is a specific violation of law.

EXAMPLE: A county employee heard from a co-worker about a piece of property that had been foreclosed on by the county because the property taxes had not been paid for several years. Official notices were printed in the newspaper and the county held an auction for that parcel. The employee was the successful bidder and purchased the property.

Provided the employee did not use confidential information on which to base the bid, and the employee was not responsible for any decisions concerning the auction, sale, or other related financial details, the employee was not prohibited from bidding on the property. In this situation, the employee did not benefit from official position and had no advantage that was not available to any other person.

V. GIFTS

The gift provisions of Government Standards and Practices laws apply to public officials receiving gifts both for **themselves and their relatives**. The application of these provisions depends on the source of the gift. The provisions apply **only** if the source has a "**legislative or administrative interest**" in the government agency in which a public official holds official position. The law defines a legislative or administrative interest as "**...an economic interest, distinct from that of the general public...in matters subject to the action or vote of a person acting in the capacity of a public official.**"

If a public official receives a gift from a source that does **not** have a legislative or administrative interest, and the gift is received **only** because of the official's position, the official would be in violation of the prohibition against using official position for personal financial gain as discussed in Section IV.

A gift is:

- Something of value that an official accepts for free or for which the official does not pay back equal value;

- The forgiveness of a debt, as well as the giving of some object or service; and
- Something received by a public official that is not available to the general public for the same price or on the same terms and conditions.

2. Can public officials ever accept items of value?

The law permits public officials to accept the following:

- Campaign contributions;
- Gifts from relatives;
- Gifts totaling less than \$100 in value during a calendar year from people or organizations with an administrative or legislative interest in the public body in which the recipient is an official;
- Food, lodging and travel for a public official associated with an appearance in an official capacity at an event related to the official's public office;
- Food and beverage, when consumed by the public official or the official's relatives in the presence of the purchaser or provider -- with no dollar limitation;
- Entertainment experienced by the official or official's relative in the presence of the purchaser or provider, up to a value of \$100 per person on a single occasion and not totaling a value of more than \$250 per person in a calendar year.

3. How is an official to know the value of a gift?

A public official should make every effort to determine the value of any gift provided by lobbyists or other individuals with an administrative or legislative interest in the area of the official's public responsibility.

Because the giving, as well as receiving, of gifts is regulated, both donor and recipient should be aware of the statutes and should keep track of the value of any gifts. When in doubt, ask.

EXAMPLE: A land developer with significant property holdings within a county invites a county commissioner and spouse to join the developer and spouse for dinner at a local restaurant. The developer pays for food and beverages consumed by the commissioner and spouse.

The developer is allowed to pay for the meals of both the commissioner and spouse. There is no dollar limit, nor is there a limit on how frequently this or similar meals may take place during a calendar year nor does it matter if the developer has issues pending before the board of commissioners.

EXAMPLE: A senator told a lobbyist how much the senator was looking forward to a vacation at the end of the legislative session. The lobbyist offered the senator a free weeklong stay at the lobbyist's luxury condominium at a coastal resort. The senator accepted the offer. The lobbyist normally rents out the condominium for \$200 per day.

The lobbyist and the senator **both** violated the \$100 yearly limitation on gifts. The exemption for food lodging and travel did not apply because the senator was vacationing. He was not appearing in an official capacity in an event related to his office.

EXAMPLE: A vendor's representative with an interest in supplying mechanical equipment to a parks and recreation district offered to sell the district's manager a \$450 lawn mower for the wholesale price of \$300. The manager bought the mower at the discounted price.

The \$150 discount was a gift worth more than \$100 in value. The vendor's rep violated the law that limits the value of gifts to \$100 a year by making the offer. The director also violated the law by accepting the offer.

The director might also be found to have used public office for personal financial gain for purchasing the discounted lawn mower.

EXAMPLE: The chief of a large fire department was planning to buy several million dollars worth of new fire engines. A representative of a fire apparatus manufacturer invited the chief to travel to the company's headquarters and manufacturing plant in the eastern United States in order to see various models of equipment demonstrated, etc. The representative also offered to have the company pay for the chief's food lodging and travel expenses associated with the trip. The chief accepted the offer and subsequently purchased equipment from that company.

Neither the chief nor the vendor's representative violated the law. While the vendor's representative and the company he represented both had an economic interest distinct from that of the public in the fire chief's purchase of new equipment, the trip was an event that was related to, and the chief "appeared" in, the chief's official capacity. The chief could not, however, accept an offer to have

the chief's spouse go on the trip at the manufacturer's expense, because the spouse is not a public official and makes no appearance in an official capacity.

EXAMPLE: A lobbyist invited a legislator and the legislator's spouse to accompany the lobbyist on charter boat ocean fishing trip. The legislator and spouse accepted the invitation. The lobbyist paid \$89 per person for the boat trip. After fishing, the lobbyist took the legislator and spouse to dinner at a cost of \$55 each.

The statutory gift limitations were not violated. The limit for entertainment is \$100 per occasion or \$250 in a calendar year each for the legislator and the spouse, provided the entertainment is "experienced" in the presence of the purchaser or provider. The fishing trip was the only entertainment the lobbyist had provided to that legislator or spouse during the year. There is no value limit on gifts of food and beverage as long as the food and beverage are consumed in the presence of the purchaser or provider.

VI. HONORARIA

1. What is meant by an honorarium?

The statute says that an honorarium is a payment or something of economic value given to a public official in exchange for services "upon which custom or propriety prevents the setting of a price."

Traditionally, an honorarium has been the granting of a sum of money to a public official in exchange for giving a speech or performing a service in an official capacity. The public official cannot dictate, negotiate or recommend the value of the honorarium.

2. What public officials may accept honoraria?

Some office holders and candidates for those offices may not accept honoraria.

Statewide elected officials and candidates for those offices may not accept honoraria for themselves or for their relatives.

State legislators and candidates for legislative office may only accept honoraria for appearances outside the State of Oregon when the Legislature is not in session. The honoraria may not exceed \$1,500 for each appearance.

State legislators and candidates for legislative office may accept honoraria for services related to their private professions or occupations.

There are no restrictions on honoraria that may be received by other public officials.

EXAMPLE: A city's mayor addressed a convention. Neither the host nor the mayor discussed any payment being made to the mayor for making the speech. At the conclusion of the speech, the mayor was offered \$100 cash for having made the speech. The payment was an honorarium, which the law permitted the mayor to accept.

EXAMPLE: A state legislator who chairs a subcommittee on liability limits was invited to speak, in Oregon, before a group of insurance industry representatives on the subject of his committee work. The legislator may not accept an honorarium for this appearance.

EXAMPLE: A city council member was invited to provide a public policy perspective on solid waste issues to an association of garbage haulers and recyclers. The councilor was offered an honorarium at the conclusion of the presentation.

The council member may accept the honorarium if he has not directed, suggested or dictated the amount involved or required an honorarium as a condition of his appearance.

VII. STATEMENTS OF ECONOMIC INTEREST

1. What is a statement of economic interest?

The statement of economic interest (SEI) is a form prepared by the Government Standards and Practices Commission that approximately 4,000 public officials are required to file with the GSPC.

The form asks information about **sources** of the official's household income, business interests, and other financial matters. Specific dollar amounts are not requested. The purpose of the form is to make general information about an official's income sources and business relationships available to the public.

The forms also ask for information about office-related food, lodging, travel and honoraria. The requirement for disclosure promotes accurate record-keeping by officials and special interest groups, and helps to maintain a higher level of public trust.

2. Who must file a statement of economic interest?

According to ORS 244.050, many elected and appointed officials are required to file a statement of economic interest. These officials include:

- a) All statewide elected officials (Governor, secretary of state, state treasurer, attorney general, commissioner of the Bureau of Labor and Industries, superintendent of public instruction)
- b) All county district attorneys
- c) All legislators
- d) "Judicial officers," including justices of the peace and municipal judges except municipal judges in exempt cities;
- e) Candidates for any of the offices listed above;
- f) The deputy attorney general;
- g) Numerous appointed officials working at the Oregon Legislature;
- h) Designated officials of the State System of Higher Education;
- i) Directors of state agencies listed in ORS 244.050;
- j) Certain members of the Governor's staff;
- k) Elected city and county officials, except in exempt cities and counties;
- l) Members of city or county planning, zoning or development commissions, except in exempt cities and counties;
- m) City and county executives or administrators;
- n) Boundary commission members;
- o) Metro councilors and the Metro president;

- p) Members of the board of directors of the State Accident Insurance Fund Corporation;
- q) Chief administrative officers and financial officers of school districts, education service districts and community college districts;
- r) Members of state boards, commissions and councils listed in ORS 244.050; and
- s) Anyone else listed under ORS 244.050.

See the copy of ORS Chapter 244 in the appendix to this manual for more details.

3. Are all elected officials in the state required to file statements of economic interest?

No. School board members are not required to file, nor are governing board members of special districts.

Also, local government officials in cities and counties where a majority of persons voted against the legislation in 1974 are not required to file. However, legislators from those counties must file SEIs. (Please contact the GSPC for a list of exempt cities and counties.)

Be aware that the Oregon Legislature usually amends the list of those required to file SEIs during every legislative session. If you receive a form for the first time, it may be because the Legislature has added your position to the statute.

The GSPC may exempt a particular position from filing requirements, if the commission determines that the public official's duties are so limited or infrequent that financial disclosure is not necessary.

4. When is the filing deadline?

SEIs must be filed or postmarked no later than April 15 of each year.

5. Where can an SEI form be obtained?

If you have filed to run for any covered elective office or you are currently an official who is required to file, you should receive a form in the mail. **If you are**

required to file and you have not received a form by March 15, call the GSPC at (503) 378-5105.

Candidates in the November general election for any statewide office, district attorney or the Legislature who were not candidates in the May primary election should contact the GSPC if they do not receive a form within 21 days after the filing deadline for the general election.

When the form is completed, return it to the GSPC, 100 High Street SE, Suite 220, Salem, OR 97301-3607.

6. What if I do not file an SEI or if I provide inaccurate information?

Failure to file an SEI by the due date is basic evidence of a violation of the law. If an SEI is filed more than 20 days after the April 15 deadline the law provides for the automatic accrual of a civil penalty of five dollars for each additional day the SEI is late, up to a maximum of \$1,000.

The law also provides for a penalty of up to \$1,000 for the willful filing of an SEI that the person does not believe to be true and correct to every matter.

7. Are there additional filing requirements for some officials?

Certain employees of the State Treasury are required by ORS 244.055 to file additional information with the State Treasurer.

VIII. POST-EMPLOYMENT "REVOLVING DOOR" REGULATIONS

1. Are there restrictions on what public officials may do after they leave public office?

Yes. ORS 244.045 prohibits certain office holders from specific activities for periods of time after they leave office.

2. What officials are subject to restrictions?

The following regulatory officials:

- a) Public Utility Commissioner

- b) Director of the Department of Consumer and Business Services
- c) Administrator of the Division of Finance and Corporate Securities
- d) Administrator of the Insurance Division
- e) Administrator of the Oregon Liquor Control Commission
- f) Director of the Oregon State Lottery
- g) A person who has been a member of the Oregon State Police with gaming enforcement responsibilities

And the following other officials:

- a) State Treasurer
- b) Chief Deputy State Treasurer
- c) Deputy Attorney General or Assistant Attorney General

3. What types of restrictions apply?

The regulatory officials listed above may not:
Within one year of leaving the public position:

- Become an employee of or receive any financial gain from any private employer over which the person exercised any authority

Within two years of leaving the public position:

- Lobby or represent anyone to the agency over which the individual had authority as a public official; or
- Influence or try to influence the actions of that agency; or
- Disclose any confidential information gained as a public official.

The other officials listed above are subject to specific restrictions based on the nature of their official positions. ORS 244.045 (2) and (3) list restrictions on the activities that may be undertaken by the state treasurer, chief deputy state

treasurer, deputy attorney general or an assistant attorney general after leaving office. Anyone currently in these positions or considering entering such a position should become familiar with these sections.

IX. GOVERNMENT STANDARDS AND PRACTICES COMMISSION PROCESS

Questions, complaints, review and investigations

1. If I have a question about the government standards and practices statutes, what can I do?

The easiest course is to pick up the phone and call the staff of the Government Standards and Practices Commission (GSPC) at (503) 378-5105. You can also make an appointment to visit in person with a staff member. Some issues that are not clearly described in the statutes may be explained more fully in a brief conversation.

An informal answer by a staff member is not a legal protection against prosecution by the GSPC. Because a conversation with staff is not an official decision by the commission, it is not a guarantee of the commission's position.

However, GSPC staff people are knowledgeable about the statutes and quite familiar with past and current commission interpretations. Furthermore, they are committed to providing accurate advice and preventing violations of the statutes whenever possible.

2. Can I receive advice in writing from the GSPC?

Yes. The GSPC may issue an advisory opinion in response to a written question. An advisory opinion by the commission is binding. That is, the commission cannot later prosecute for an action that follows the directions in an advisory opinion.

The commission issues advisory opinions **only before** proposed official action occurs.

The commission does not provide a form for requesting an advisory opinion. Simply state your request in a letter delivered to the GSPC. Remember to include all of the facts concerning your situation.

Formal advisory opinions are discussed and approved by the full commission and are reviewed by an assistant attorney general. For staff to conduct the research and ask the commission to approve the opinion is a lengthy process. Advisory opinions take at least three months from the time a request is received.

Under certain circumstances, the commission may choose not to issue an advisory opinion. For instance, if the situation is similar to one in which an advisory opinion has already been issued, the commission may not authorize a formal advisory opinion. The commission will direct staff to respond in a letter and refer to existing opinions.

A public official may also ask for a written informal staff opinion. This advice is not binding, as it does not come from the full commission. However, on many simple issues an informal staff response can provide the necessary information. Commission staff can generally respond within two to four weeks.

3. What if I am still not certain after receiving a response?

When in doubt, don't. If you are uncertain about the legality of an action after receiving a response from the GSPC, your best move is to refrain from the action in question.

If you have questions about an action, it is likely that others will have similar concerns. The best way to protect yourself from review, investigation and penalties -- as well as the related publicity and public scrutiny -- is to avoid any action that potentially violates GS&P laws.

4. If I ask for advice in any manner, will I trigger an inquiry into my conduct?

Not if the request relates to official action that has not yet taken place. If the facts presented indicate that a violation of the statutes has occurred, the commission may initiate a preliminary review.

5. What should I do if I suspect a public official of a GS&P violation?

Write to the GSPC outlining the possible violation and providing as much detail as possible.

When possible, provide documentation. For example, if the charge is failure to declare a potential conflict of interest, include meeting minutes that record the discussion preceding the vote in question.

Complaints may be filed in the form of a simple letter. For persons who prefer the convenience of a form, a complaint form may be obtained from the GSPC Website at www.gspc.state.or.us. The law requires that all complaints be signed.

If the GSPC receives no specific information, staff will request the person submitting the complaint to provide more information before action can be taken.

6. What happens when the GSPC receives a complaint?

When the GSPC staff receives a complaint, the executive director can start the process leading to review and investigation. The executive director first reviews the complaint to determine if the alleged violation falls within the GSPC's jurisdiction. If the complaint is not within the commission's jurisdiction, the executive director sends the complainant a letter to advise that the commission cannot take action.

If the matter does appear to be within the commission's jurisdiction, the director notifies the public official named in the complaint.

About 90 percent of the cases reviewed by the commission are initiated as a result of written complaints. The balance of cases are initiated by the commissioners, not the GSPC staff, at regular commission meetings as the result of information obtained from other sources, such as government agencies or media coverage.

Preliminary Review. When deciding to pursue an issue, the commission opens a case file and initiates a **preliminary review**. A decision to conduct a preliminary review means that the alleged violation appears to be within the commission's jurisdiction.

During the preliminary review, the GSPC staff may solicit information relating to the charges. Staff may ask for records and documents, take depositions and obtain statements under oath.

The preliminary review phase must be completed within 90 days of the filing of the complaint or initiation of action on the part of the commission. By the end of the 90-day period, the commission must either find "cause" to fully investigate the charges or dismiss the case. GS&P law defines "cause" as "...a substantial, objective basis for believing that an offense or violation **may** have been committed and the person who is the subject of an inquiry **may** have committed the offense or violation."

Investigative Phase. If the commission finds "cause" to pursue the case, the investigative phase begins. The commission has 120 days to investigate the issues, during which time it may issue subpoenas to obtain documents and oral testimony. In other words, the commission may now require individuals to present evidence before the commission.

Except in unusual circumstances described in the statutes, the commission must make a determination on the case within 120 days of starting the investigation phase. The commission may:

- Dismiss the case
- Continue the investigation for no more than 30 days
- Move to the contested case proceeding
- Seek a negotiated settlement or
- Take other appropriate action if justified.

Contested Case Hearing. When the commission moves a case to a contested case hearing, the commissioners make a preliminary finding of violation because they believe they have received substantial evidence of a violation. A hearings officer assigned by the Central Hearings Panel hears a contested case.

A contested hearing is less formal than a court proceeding. The assistant attorney general assigned to the GSPC presents evidence to the hearings officer on behalf of the commission. The public official or the public official's attorney makes a presentation responding to the GSPC's case. Both parties then make concluding statements.

The hearings officer then reviews the evidence submitted at the hearing and prepares a written document that includes conclusions of law, findings of fact and a proposed final order.

The GSPC may accept, change or reject the hearings officer's proposed order in making a final order.

Option for Circuit Court. A public official may elect to have the commission file a lawsuit against the official in the Marion County Circuit Court rather than hold a contested case hearing. The public official must notify the commission of that decision in writing within 21 days of receiving notice of the commission's action to move to the contested case hearing phase. The commission must file a circuit court suit within 30 days of receiving the public official's notice.

Appeal. People wishing to appeal a final order may do so in the Oregon Court of Appeals.

7. If I am the subject of a GSPC inquiry, may I have an attorney represent me?

Yes. An attorney can represent you at any time during the process. Attorneys are not required. However, the commission recommends that all persons obtain legal help if the case reaches the contested hearing stage.

8. Am I allowed to have contact with GSPC staff during a review or investigation?

Yes. People who are subject to inquiries or investigations are encouraged to talk with GSPC staff at any point during the process. Unlike a criminal or civil suit where all contact between opposing parties must be through attorneys, the GSPC process is considerably more flexible.

You are encouraged to provide any information or evidence that will help the GSPC decide your case. Furthermore you may ask about, and will receive, information on the status of the investigation at all times.

9. May I resolve my case without a hearing?

Yes. The GSPC encourages settlement of a case at any stage of the proceedings. About 90 percent of cases that are not dismissed prior to the contested case hearing phase are resolved by an agreement between the public official and the GSPC. The result is a "stipulated final order."

The stipulated final order contains facts agreed to by the official and the GSPC. It may also contain statements of fact by one side that the other side does not agree to.

A stipulated final order also contains terms of settlement. The settlement may require payment of a civil penalty as part of the final order. When payment of money is one of the terms of settlement, the amount is usually much smaller than the amount that would be imposed after a contested case hearing for the same violation.

10. What penalties may the GSPC apply?

The commission may impose fines up to \$1,000 each for violations of ORS 244. However, each violation of ORS 244.045 (the "revolving door" sections) may invoke a penalty up to \$25,000.

In addition, if the commission finds that an official has obtained personal financial gain by violating any section of ORS 244, the commissioners may require the official to forfeit twice the amount gained. Funds received by such forfeiture become part of the state general fund. A forfeiture is not restitution.

Failure to file a correct statement of economic interest carries separate penalties (see Chapter VII in this manual).

11. Is information about a GSPC case confidential?

During the preliminary review phase, the GSPC is required to maintain strict confidentiality. The only information staff or a commissioner may provide the public or the media during this phase is a simple "yes" or "no" answer if asked whether or not the GSPC received a complaint naming a particular person. The decision to move beyond the preliminary review phase is conducted in executive session.

At the end of the preliminary review, regardless of the determination, the commission must make all information available to the public. For the duration of the process, all information collected by or produced by GSPC staff is available to the public on request.

Oregon Public Meetings Law / Public Records Law
Oregon Government Standards & Practices Law
City of Portland Administrative Rules

As an advisory commission to Portland City Council, the PSC is governed by State and local laws covering public bodies for which a quorum is required to make a decision or to deliberate toward a decision on any matter.

In general, PSC commissioners should note the following:

- **A meeting of any six commissioners to set goals or deliberate on decisions** constitutes a quorum for which notice must be provided and accommodations must be accessible to the public. The definition of public meetings includes e-mails and conference calls.
- **E-mail communications to a quorum** of fellow commissioners may violate requirements of public meetings laws if substantial issues are discussed; therefore, commissioners should avoid group-wide e-mails about projects or public issues. Commissioners communicating with the entire group about other commission-related matters should copy the PSC coordinator to ensure information is provided to appropriate staff.
- **City of Portland Human Resources Administrative Rules** prohibiting workplace harassment and discrimination also extend to appointees of boards and commissions.
- **Government Standards & Practices Act** requires public agents to adhere to a code of ethics and avoid actual conflict of interest defined as an action that would be to the private pecuniary benefit or detriment of the person or the person's relative or business. PSC commissioners are required to file a Statement of Economic Interest with the Oregon Government Standards and Practices Commission by April 15 each year of their tenure on the commission.



2.02 PROHIBITION AGAINST WORKPLACE HARASSMENT, DISCRIMINATION AND RETALIATION

Workplace Harassment Prohibited

The City of Portland is committed to a work environment that is free of illegal bias, prejudice and harassment and where all individuals are treated with respect and dignity. Every individual has the right to work in a professional atmosphere that promotes employment opportunities and prohibits discriminatory practices.

Workplace harassment manifests itself in two primary ways:

1. In forms of harassment that violate state and federal laws; and
2. In forms of harassment that may not violate law, but which violate this City rule because they are not conducive to creating a work environment for employees that is consistent with the intent of this rule.

This rule covers both types of harassing behavior. Employees are expected to talk with their supervisor, other managers, or the City's Diversity Development/Affirmative Action Office, about harassment they experience regardless of its origin. Supervisors or managers receiving such complaints are expected to take appropriate corrective action to stop the harassment.

It is the City's policy to prohibit workplace harassment and discrimination on the basis of race, religion, gender, marital status, familial status, national origin, age, mental or physical disability (as defined by the Americans with Disabilities Act and state law), sexual orientation, gender identity, source of income, or Vietnam era veterans status, or other protected status under applicable law in any personnel action.

Harassment and discrimination is prohibited in the workplace or in any work-related setting outside the workplace. Every employee shares the responsibility for bringing to the City's attention conduct that interferes with providing a work environment free of illegal discrimination and harassment.

Who is Covered by this Rule?

This Rule covers all elected officials, employees and applicants for employment with the City of Portland, as well as contractors providing services to the City of Portland such as outside vendors or consultants. Contractors providing a service to the City will be notified of this rule.

Definitions

Harassment: verbal or physical conduct that is derogatory or shows hostility towards an individual because of his or her race, religion, sex, marital status, familial status, national origin, age, mental or physical disability (as defined by the Americans with Disabilities Act and state law), sexual orientation, gender identity, source of income or Vietnam era veterans status, or other protected status under applicable law and:

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1. Has the purpose or effect of creating an intimidating, hostile, abusive, or offensive work environment; or
 2. Has the purpose or effect of unreasonably interfering with an individual's work performance; or
 3. Otherwise adversely affects an individual's employment and employment-related opportunities.

Sexual Harassment: unwanted sexual advances, requests for sexual favors, and other sexually oriented verbal or physical conduct constitutes sexual harassment under this rule where:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; or
2. Submission to or rejection of such conduct is used as a basis for employment decisions affecting such individual; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance, or creating an intimidating, hostile, or offensive work environment.

Discrimination: Unequal or different treatment of an individual in any personnel action on the basis of race, religion, sex, sexual orientation, gender identity, age, mental or physical disability (as defined by the ADA and state law), marital status, national origin or other protected class under applicable law.

Examples of Prohibited Conduct

Verbal or Physical Conduct

1. Use of epithets, innuendos or slurs because of an individual's race, religion, sex, sexual orientation, gender identity, age, physical or mental disability (as defined by the ADA and state law), marital status, familial status, source of income or Vietnam veterans status, national origin, or other protected status under applicable law
2. Jokes, pranks or other banter, including negative stereotyping, that is derogatory or shows hostility because of race, religion, sex, sexual orientation, gender identity, age, physical or mental disability (as defined by the ADA and state law), marital status, familial status, source of income or Vietnam veterans status, national origin, or other protected status under applicable law.
3. Unwelcome physical touching or contact, such as pinching, kissing, grabbing, patting or hugging.

Written or Graphic Material

Material that is disparaging or displays hostility on the basis of race, religion, sex, sexual orientation, gender identity, age, physical or mental disability (as defined by the ADA and state law), marital status, familial status, source of income,

Vietnam veterans status, national origin, or other protected status in accordance

with applicable law and is placed on walls or elsewhere in the employer's premises or circulated in the workplace is prohibited; this includes sending inappropriate jokes or other written or graphic materials via e-mail, the internet or by fax, or downloading this material from the internet.

Retaliation Prohibited

The City will not tolerate retaliation against any individual who reports discrimination or harassment, testifies, assists, or participates in any manner in an investigation, proceeding or hearing, regardless of the outcome of the complaint. Conduct that would likely deter an individual from reporting or supporting a claim may constitute retaliation. Retaliation can occur even if the underlying complaint of harassment or discrimination is not substantiated. Examples of retaliation towards an individual include demotion, suspension, failing to hire or consider hiring, failing to treat impartially when making employment related decisions, assigning the individual the least desirable jobs. It may also include more subtle forms such as shunning by co-workers.

Manager/Supervisor Expectations

Managers and supervisors are expected to enforce this rule and maintain a productive, non-hostile work environment. Managers and supervisors must take immediate action to stop and prevent discrimination or harassment, where they know or have reason to know that it is occurring. Tacit approval of discrimination and/or harassment by, for example, laughing and treating a situation as a joke, failing to take action or advising an employee not to complain is prohibited.

Managers and supervisors are responsible for ensuring that notes, comments, posters and other materials on walls, bulletin boards or elsewhere in the workplace, that are derogatory or show hostility toward an individual or group because of race, religion, color, sex, sexual orientation, gender identity, age, physical or mental disability, marital status, national origin or membership in another protected class under applicable law are removed. Managers and supervisors are expected to educate employees about the impropriety of these items as well as the inappropriateness of jokes, slurs, or other negative verbal comments that violate this rule. Managers and supervisors are also responsible for educating employees that the use of City owned equipment, including vehicles and electronic devices such as computers, telephones, photocopiers, or faxes for any of these purposes is also prohibited.

If a manager or supervisor receives a complaint from a City employee, an applicant, a member of the public or a contractor about discrimination, harassment or retaliation in a City worksite, they should contact the Human Resources Coordinator or Site Team Manager as soon as possible, but no later than one or two working days after receiving the complaint.

Managers and supervisors are expected to contact human resources personnel **even if** the person making the complaint requested that it be kept confidential. Managers and supervisors should inform an individual making a complaint that strict confidentiality may not be feasible.

Any supervisor or manager who is aware of harassment or discrimination and condones it by action or inaction will be subject to disciplinary action.

What Should Employees Do?

1. Not engage in discrimination, harassment or retaliatory conduct in violation of this rule.
2. If you believe you are being subjected to conduct that violates this rule: tell the offender to "stop it!" Say it firmly, without smiling or apologizing. Nothing prevents you from filing a complaint because you did not tell the offender that his or her behavior is unwelcome or ask the offender to stop.
3. Promptly file a complaint using the procedure below if you are subject to discrimination, harassment or retaliatory conduct prohibited by this rule. If you are witness to prohibited conduct, you are encouraged to bring that information to the attention of a supervisor.

Nothing in this Rule is intended to restrict an individual's right to file a complaint with the Bureau of Labor and Industries or the [Equal Employment Opportunity Commission](#), or to file a grievance under a union contract. However, notifying a union steward or other union official does not constitute filing a complaint with the City under the complaint procedure outlined below.

Internal Complaint Process

Any individual who feels he/she has been the victim of prohibited discrimination or harassment is encouraged to notify the responsible person(s) of the inappropriateness of their conduct.

Who to Contact

A current City employee is also encouraged to discuss such concerns with his/her immediate supervisor. This will provide the supervisor with an opportunity to review the concerns of the individual. If the employee does not feel comfortable discussing the concerns with his/her immediate supervisor, the employee should contact:

- their supervisor's manager; or
- their bureau director; or
- the bureau's Equal Employment Opportunity (EEO) representative; or
- Bureau of Human Resources staff; or
- the City Diversity Development/Affirmative Action Office.

A non-City employee such as an applicant, a member of the public or a contractor may contact the specific bureau where the alleged discrimination or harassment occurred or file a complaint with the City's Diversity Development/Affirmative Action Office.

Investigation

Bureaus may implement procedures for investigating a complaint or follow the procedure outlined in [Attachment A](#). (The attachment is a procedure only and is not part of the binding Human Resources Administrative Rule).

When appropriate, the individual who receives the complaint may discuss options for informally resolving the complaint with the complainant.

All complaints must be thoroughly and promptly investigated. The individual making the complaint and the accused shall be notified of the results of the investigation and whether action will be taken. Retaliation will not be tolerated.

Immediate action may be required in situations where prohibited harassment or discrimination has occurred.

External Complaint Process

An external discrimination complaint is defined as any complaint of discrimination filed with a court or a state or federal enforcement agency. External discrimination complaints are handled by the Risk Manager and the City Attorney's Office. Any employee who receives a copy of notice of an external discrimination complaint shall immediately forward that complaint to the Risk Manager. The Risk Manager will ensure that the City Affirmative Action and Diversity Office, the City Attorney's Office, and the bureau involved are apprised of the complaint. The Risk Manger and City Attorney's Office are responsible for issuing any communications regarding the complaint.

Confidentiality

All information received in connection with inquiries, or with the filing, investigation, and resolution of workplace harassment complaints is treated as highly sensitive. Employees authorized by the City to receive and investigate complaints are required to maintain confidentiality to the extent possible. It is expected and anticipated that all parties involved in complaints will observe the same standard of sensitivity. It is emphasized that this practice is in the best interest of all parties; however, absolute confidentiality cannot be guaranteed.

Complaint Resolution

The Director of Human Resources, in cooperation with the bureau manager and Commissioner-In-Charge, and the City Attorney's office shall have the authority to settle a discrimination complaint in accordance with [Chapter 3.15](#) of the City Code.

Complaint Procedures

Important Notice to All Employees: Employees who have experienced conduct they believe is contrary to this rule have an obligation to take advantage of the complaint procedure included in this rule. An employee's failure to fulfill this obligation could affect his/her other rights. Every employee shares the responsibility for bringing to the City's attention conduct that interferes with providing a work environment free of harassment and illegal discrimination.

Administrative Rule History

Adopted by Council March 6, 2002, Ordinance No. 176302
Effective April 5, 2002
Revised July 28, 2003
Revised July 1, 2004
Revised July 9, 2007

ATTACHMENT A

Investigation Steps

The responsible person receiving the complaint will complete the following steps:

1. Evaluate the complaint.
2. Determine whether there is reason to believe prohibited discrimination or harassment may have occurred.
3. When appropriate, the individual who receives the complaint may discuss options for informally resolving the complaint with the complainant.
This is not a required first step.
4. Document what action and resolution efforts were taken and then communicate the results to the complainant, to appropriate management personnel, and to the accused.
5. Where corrective action is considered to be appropriate, communicate that fact to management personnel who will determine the appropriate corrective or disciplinary action in accordance with the administrative rule on discipline and any applicable collective bargaining agreement.
6. Consistent with applicable rules and collective bargaining agreements, in determining the appropriate corrective action the responsible manager will consider:
 - o the severity of the conduct
 - o position/authority of the perpetrator
 - o number/frequency of encounters
 - o relationship of the parties
 - o conduct of complainant
 - o effect of action on complainant, and
 - o effect of action on the work environment
7. If necessary, take remedial action reasonably calculated to end discrimination or other conduct that violates this rule.