



Bureau of Planning and Sustainability

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MEMO

DATE: November 15, 2011

TO: Planning and Sustainability Commission

FROM: Eric Engstrom, Principal Planner

CC: Susan Anderson, Director and Joe Zehnder, Chief Planner

SUBJECT: Written Testimony Provided at the November 8 and November 15, 2011 Public Hearings and Written Testimony Submitted via Email or Mail between November 14 and November 22, 2011

Comments Received

Each comment letter, email or other written testimony on the Portland Plan has been provided with a comment number. Comments one through eleven were provided to the Planning and Sustainability Commission on November 4 and November 15, 2011.

Comments 12 through 36, plus two additional comment letters from the Portland Development Commission and the Bureau of Environmental Services, which have not yet been formally added to the database, are provided in Attachment A for your review and consideration.



City of Portland, Oregon | Bureau of Planning and Sustainability | www.portlandonline.com/bps

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Attachment A: Public Testimony - Comment Letters 12 through 36

Date Received	Comment Number	Letter (L) Email (E)	Author's Name	Address
11/14/2011	12	E	Brian Cefola	3244 NE SCHUYLER ST., PORTLAND, OR 97212
11/16/2011	13	E	Richard Ellmyer	9124 N MCKENNA ST., PORTLAND, OR 97203
11/15/2011	14	E	Don Baack	6495 SW BURLINGAME PL., PORTLAND, OR 97239
11/17/2011	15	E	Mike Saling, Portland Water Bureau	1120 SW 5TH AVE. ROOM 600, PORTLAND, OR 97204-1926
11/17/2011	16	E	Nick Sauvie, Rose Community Development	5215 SE DUKE ST. PORTLAND, OR 97206
11/17/2011	17	E	Mia Birk	3604 SE LINCOLN ST., PORTLAND, OR 97214
11/18/2011	18	E	Beth Levin	3043 NE 51ST AVE. PORTLAND, OR 97213
11/15/2011	19	E	Eric Fruits	no address (address being requested)
11/15/2011	20	E	Eric Fruits	no address (address being requested)
11/15/2011	21	E	Ana Meza	12105 SE HOLGATE BLVD. APT. 135, PORTLAND, OR 97266
11/15/2011	22	E	Bridgette Lang	9455 N ALLEGHENY AVE PORTLAND, OR 97203
11/15/2011	23	E	Jennifer Bashom	no address (testimony provided at hearing)
11/18/2011	24	E	Ann Beier, Office of Healthy Working Rivers	1120 SW 5TH AVE., ROOM 1000, PORTLAND, OR 97204
11/21/2011	25	E	Rob Sadowsky, Bicycle Transportation Alliance	618 NW GLISAN ST., STE. 401 PORTLAND, OR 97209
11/15/2011	26	E	East Portland School Districts, Teresa Baldwin, Don Grotting, Karen Fischer Gray, Joyce Henstrand	1500 SE 130TH AVE., PORTLAND, OR 97233
11/15/2011	27	E	Carla Danley	7412 N WILBUR AVE., PORTLAND, OR 97217
11/15/2011	28	E	Sumitra Chhetri	13040 SE KELLY CT., PORTLAND, OR 97236
11/15/2011	29	E	Brian Walker	4545 NE 115TH AVE., PORTLAND, OR 97220
11/15/2011	30	E	Terry Parker	P.O. BOX 13503, PORTLAND, OR 97213

Attachment A: Public Testimony - Comment Letters 12 through 36

Date Received	Comment Number	Letter (L) Email (E)	Author's Name	Address
11/18/2011	31	E	Erin Janssens, Portland Fire and Rescue	1300 SE GIDEON ST., PORTLAND, OR 97202
11/18/2011	32	E	Mary Beth Henry, Office of Community Technology	1120 SW 5TH AVE., ROOM 1305, PORTLAND, OR 97204
11/15/2011	33	E	Annette Mattson	12045 SE FOSTER PL., PORTLAND, OR 97266
11/8/2011	34	E	Chris Lopez Northeast Coalition of Neighbors	4815 NE 7TH AVE., PORTLAND, OR 97211
11/8/2011	35	E	Joanne Fuller and Bill Scott	421 SW OAK ST., STE. 200, PORTLAND, OR 97204
11/8/2011	36	E	Don MacGillivray	2339 SE YAMHILL ST., PORTLAND, OR 97214
11/18/2011	TBD	E	Patrick Quinton, Portland Development Commission	222 NW 5TH AVE., PORTLAND, OR 97209-3859
11/22/2011	TBA	E	Deam Marriott, Bureau of Environmental Services	1120 SW 5TH AVE., ROOM 1000, PORTLAND, OR 97204

Notes:

Comment letters 1 through 12 were provided previously.

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

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

ChuckMartin

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

Hi Chuck,

Thank you for your email!

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

Let me know if you have further questions, thanks.

Regards,

Chris Dornan

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

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

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

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

Chuck Martin
Executive Director
Sellwood Westmoreland Business Alliance

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

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

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

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

Chuck Martin
Executive Director
Sellwood Westmoreland Business Alliance.

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

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

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

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

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

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

Chuck Martin
Executive Director
Sellwood westmoreland Business Alliance

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

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

To: Planning and Sustainability Commission

Subject: built to spill

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

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

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

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

--

Christopher Palacios (503) 734-5463

portfolio:

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

--

postnoodle@gmail.com

2941 NE Ainsworth Street, Portland, Oregon 97211-6749

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

Equity in the Portland Plan: Challenges and Opportunities

Introduction

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

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

It's not perfect – but it is perfectible.

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

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

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

Education

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

We propose the following:

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

Economic Prosperity and Affordability

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

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

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

Healthy, Connected Neighborhoods

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

Here's how:

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

Conclusion

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

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

Respectfully submitted,

Kayse Jama
The Center for Intercultural Organizing.

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

My mailing address is
3244 NE Schuyler Street
Portland OR 97212

Thanks,
Brian

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

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

Regards,

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

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

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

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

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

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

Thanks for the opportunity to provide input,
Brian Cefola
Portland

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

Hi Marty:

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

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

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

Hi Richard,

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

Thanks,
Marty Stockton

Marty Stockton | Community Outreach and Information

City of Portland **Bureau of Planning and Sustainability**
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p: 503.823.2041
f: 503.823.5884
e: marty.stockton@portlandoregon.gov
w: www.portlandonline.com/bps/



Please consider the environment before printing this e-mail

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

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

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

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

YES

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

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

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

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

Affordable Housing can be described as either of the following:

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

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

The Draft Portland Plan Avoids Controversial Public Housing Policy Choices.

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

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

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

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

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

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

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

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

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

Richard Ellmyer

Certified *Oregon Change Agent* by governor John Kitzhaber

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

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

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

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

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

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

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

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

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

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

--

Don Baack
6495 SW Burlingame Place
Portland OR 97239

503 246 2088

baack@g.com



Randy Leonard, Commissioner
David G. Shaff, Administrator

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



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November 17, 2011

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

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

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

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

Sincerely,

Michael Saling, PE
Supervising Engineer
Portland Water Bureau

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



November 17, 2011

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

RE: Portland Plan Draft

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

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

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

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

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

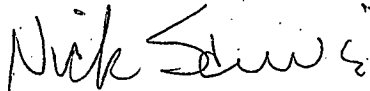
The Coalition of Communities of Color, State of Black Oregon and city/Portland Development Commission disparities reports clearly document the absence of **equity for all Portlanders**. Like other cities, Portland should have specific, separate measurable participation goals for communities of color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

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

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

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

Sincerely,



Nick Sauvie

Executive Director

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

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

Greetings,

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

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

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

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

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

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

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

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

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

o

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

20.pdf

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

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

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

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

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

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

Mia Birk

President, Alta Planning + Design

Principal, Alta Bicycle Share, Inc.

Adjunct Professor, Portland State University

ph: 503.230.9862 c: 503.880.8615

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

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

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

Hi Beth,

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

Regards,

Chris Dornan

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

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

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

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

Thank you,
Concerned N.E. Portland parent

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

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

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

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

Thank you.

All the best.

--

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Would you please provide me the following:

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

Thank you very much.

All the best.

--

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

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

* In Objective 6: Health and Wellness

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

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



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Healthy Communities • Healthy Youth
CONFERENCE

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

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

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

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

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

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

Thank you.



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Healthy Communities • Healthy Youth
CONFERENCE

N. @Sophia
Jeff

It's very nice to see everyone again. My name is Bridgette Lang and I am [also] a cochair of the Health and Wellness committee of the multnomah youth commission. ^{On the commission, we have 8 youth that} As a representative of the MYC, I am here to provide a voice for the youth that will be effected by the Portland Plan. We of the MYC have worked very closely with the Youth Planning Program to ensure that we give a detailed and relevant testimony. We would again like to thank the Bureau of Planning and Sustainability ^{for} for our ability to work with Youth Planners and staff to help support our involvement and participation in the implementation of the Portland Plan over the next 25 years. ^{repe Parks and 0.1 We ref 10 sch # Mul coun}

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

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

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

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

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

We want to take a look at

Objective 1: Supportive Neighborhoods

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

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

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

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

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

Jennifer Basham

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

Attn: Portland Plan testimony

To the Planning and Sustainability Commission:

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

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

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

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

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

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

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



CITY OF PORTLAND

OFFICE OF HEALTHY WORKING RIVERS

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

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

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

Date: November 17, 2011

Subject: Comments on the Proposed Draft Portland Plan

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

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

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

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

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

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

Economic Prosperity and Affordability

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

Healthy Connected City

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

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

September 13, 2011

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

Attn: Portland Plan testimony

Dear Commission:

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

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

Sincerely,



Rob Sadowsky
Executive Director



East Portland School Districts



Superintendent
Teresa Baldwin



Superintendent
Don Grotting



Parkrose
School District
Portland, Oregon

Superintendent
Karen Fischer Gray



Superintendent
Joyce Henstrand

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

November 15, 2011

Dear Commissioners,

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

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

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

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

Format and Language

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

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

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

School District Data

Some suggestions follow regarding data from our districts.

Regarding English Language Learners:

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

Regarding Enrollment Projections:

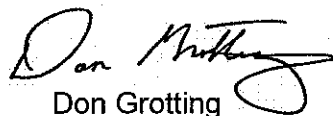
- The Centennial District does not have enough land set aside for new schools to accommodate projected capacity.
- Enrollment projections for East Portland districts point to a need for long range facilities planning including land set-asides. This issue should be addressed in the Comprehensive Plan,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

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

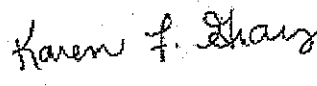
Sincerely,



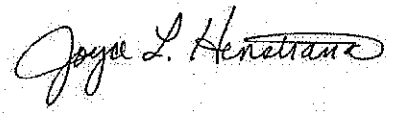
Teresa Baldwin



Don Grotting



Karen Fischer Gray



Joyce Henstrand

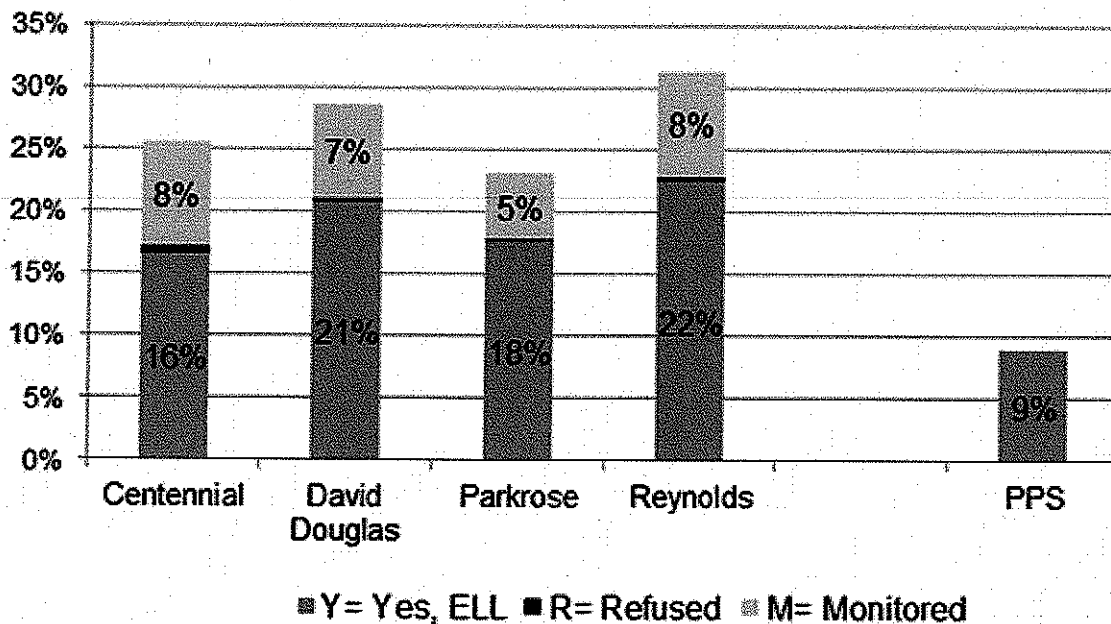
East Portland School Superintendents

Encl.

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

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

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



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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

Sumitra:

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

In Objective 7: Youth Voice

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Thank you

Brian Walker

indusskipper@gmail.com

October 28, 2011

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

Portland city staff and PSC members,

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

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

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

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

- In going through the Report and Summary I came up with a number of formatting suggestions that I feel would help in the readability and acceptance of the documents. I think, if they are of value to you, that you would want them before the dates of the public hearings.
 1. Especially for the Summary, make the 12 Measure of Success, the Framework for Equity, and the 3 Integrated Strategies stand out more (larger, bolder, different fonts). And if possible, put them at least at the smaller scale on one of the first open pages (before or on the first page of the Summary for example). People tend to want steps and results, not history, explanations and data, and those are great diagrams for that. They should also continue to be reinforced through marketing to keep people on track (the website, signs, handouts, etc.). I said "especially" for the Summary (black & white copy) because the lack of color really does affect the readability of the information, and that these are important, especially in the document for those who might not have as much interest, time, or understanding as those who would read the full Report.
 2. While the Report has a good, visible table of contents at the beginning, the Summary does not, it's stuck in at the bottom of page seven. With questions of "What will be done" and "Who will do it" I found it to be difficult to find those by just skimming through (or not having too much understanding of the terms). I did find the actions and policies, and the data at the beginning of the Implementation section, eventually. If it is possible to make those stand out more and to move the table of contents to a better spot I think that would help a lot.
 3. I found very little on accountability (for the City and partners). I thought we were trying to promote accountability, especially due to issues with development events of the past. If it's in there please make it much more noticeable. *(In later reading I saw that there is more on accountability in the Report (pp.11-14, 84, 117), but most of that is not in the Summary where it would be just as, if not more, valuable.)*
 4. I also found very little on the need and desire for as wide a variety as possible of Portlanders to continue and increase their involvement with community affairs and development; to continue this great movement and for sustainability's sake.
- In line with some comments at the last Community Involvement Committee meeting – that the “Local Actions” section (Appendix B of the Report) would do more harm than good, dividing neighborhoods and communities against each other – pages 34-53 of the Summary should be cut. While arguments might be made to leaving it in the full Report, those pages make up over a third of the Summary. Taking them out would help reduce the size of the Summary, and also make room for the “Framework for Equity” pages 11-14 of the Report.

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

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

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

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

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

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

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

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

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

Respectfully submitted,

Terry Parker



PORTLAND FIRE & RESCUE



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

November 18, 2011

Susan Anderson, Director
Bureau of Planning and Sustainability

Dear Susan,

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

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

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

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

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

Sincerely,

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



City of Portland

Office for Community Technology

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

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

Nov 18, 2011

TO: Eric Engstrom, Office of Planning and Sustainability

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

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

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

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

Equity

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

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

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

Vibrant Neighborhood Hubs/Healthy Connected City Actions

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

Infrastructure

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



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

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

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

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

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

Some more specific comments on the plan –

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

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

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

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

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

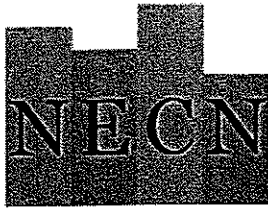
Page 49 of the plan touches on this... It is REALLY important for bringing prosperity to all of the city’s residents.

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

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

Thank you.

Annette Mattson
12045 SE Foster Place
Portland OR 97266



**NORTHEAST COALITION
OF NEIGHBORHOODS**

November 8, 2011

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

RE: Portland Plan Testimony

Commissioners:

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Lopez", with a long horizontal flourish extending to the right.

Chris Lopez, President
Board of Directors
Northeast Coalition of Neighborhoods

www.necoalition.org

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



SUN Service System Coordinating Council

421 SW Oak Street, Suite 200

Portland, OR 97204

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

Email: lori.kenneyl@multco.us

Joanne Fuller, Co-Chair
*Chair Cogen's Office,
Multnomah County*

Bill Scott, Co-Chair
Zipcar

Eileen Argentina
*Portland Parks &
Recreation*

James Hiu
*Gresham Barlow School
District*

Kathy Keim-Robinson
Parkrose School District

Kali Thorne Ladd
Mayor Adams' Office

Krista Larson
*Metropolitan Family
Service*

Jose Lopez-Delgado
*David Douglas High Sch
& Mult. Youth Cmmsn*

Nichole Maher
*Native American Youth &
Family Center*

Lisa Pellegrino
*City of Portland,
Children's Levy*

Roberta Phillip
*Chair Cogen's Office
Multnomah County*

Lorenzo Poe
Portland Public Schools

John Richmond
*Oregon Dept. of Human
Resources*

Nate Waas Shull
*Portland Schools
Foundation*

Kathy Tinkle
*Dept. of County Human
Services, Mult. Co.*

Joshua Todd
*Mult Co Commission on
Children, Families &
Community*

Gloria Wiggins
*Catholic Charities, El
Programa Hispano*

November 8, 2011

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

Dear Planning and Sustainability Commission,

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

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

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

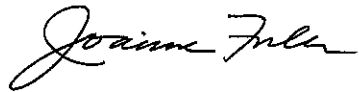
- Add emphasis on developing systems as well as partnerships.
- Include families and adults when addressing youth issues.
- Add a Guiding Policy to Neighborhood and Communities that Support Youth about utilizing public schools as anchors and resource centers for neighborhoods.
- Remove SUN Service System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

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

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

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

Sincerely,



Joanne Fuller
Co-Chairs,
SUN Service System Coordinating Council



Bill Scott

Attachment

SUN Service System Coordinating Council Recommendations for the Portland Plan

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

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

Specific Recommendations from the SUN Service System Coordinating Council

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

Thriving Educated Youth

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

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

Economic Prosperity and Affordability

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

Healthy Connected City

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

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

Economic Prosperity and Affordability

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

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

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

Thriving Educated Youth

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

Goal, p. 21

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

2035 Objectives, p. 23

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

Guiding Policies, p.24

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

B. Shared Ownership for Youth Success

Guiding Policies, p. 26

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

C. Neighborhoods and Communities that Support Youth

Guiding Policies, p. 28

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



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

Sure. Why not?

Please include the following:

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

Best wishes,

Don MacGillivray
2339 SE Yamhill, 97214

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

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

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

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

Regards,

Chris Dornan

Bureau of Planning and Sustainability
503-823-6833

chris.dornan@portlandoregon.gov

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

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

Best wishes,

Don

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

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

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

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

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

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

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

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

Deborah

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

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

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

Here are a couple of examples of other cities.

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

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

Jay

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

Jay C. Bloom

www.bloomanew.com

503-381-2649

808-753-4331

OREGON: A State for the Ages

By Jay C. Bloom President/CEO Bloom Anew

Background:

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

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

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

Opportunities:

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

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

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

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

Economic Development case:

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

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

Older adults:

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

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

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

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

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

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

Oregon and Portland stand out:

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

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

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

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

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

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

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

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

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

Social Capital case:

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

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

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

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

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

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

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

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

Sustainability:

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

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

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

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

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

Oregon: a State for the Ages.

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

It is an opportunity and vision waiting to be created.

Jay C Bloom
August 10, 2011

Everyone Matters:

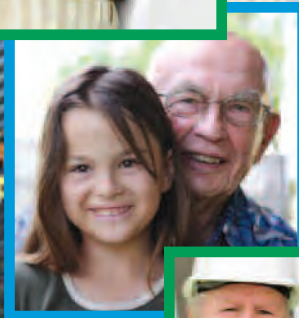
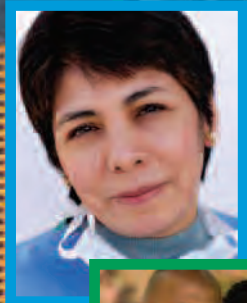
A Practical Guide to Building a Community for All Ages

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

Portland, Oregon



MULTNOMAH
COUNTY



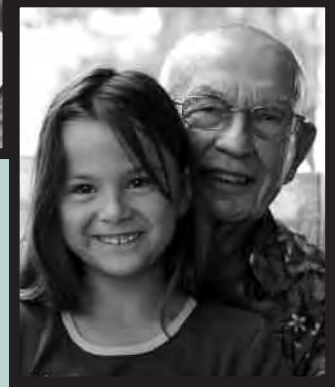


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Complete report including appendices and web links available at www.co.multnomah.or.us/chair



Credit: Travel Portland

INTRODUCTION

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

-DR. GENE COHEN



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

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

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

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

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

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

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

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

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

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

Key themes in this report:

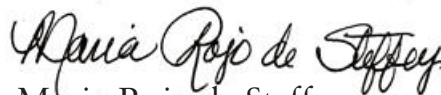
- o The **average age** of our local population and workforce is **increasing**.
- o This will lead to significant **challenges for all employers** in the public, private and non-profit sectors.
- o Fortunately, the vast majority of adults **want to work and stay engaged** in our community as they grow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

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

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



Ted Wheeler,
Multnomah County Chair



Maria Rojo de Steffey,
Multnomah County Commissioner
District 1

BACKGROUND

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

– PAUL HODGE, GENERATIONS POLICY PROGRAM, HARVARD UNIVERSITY

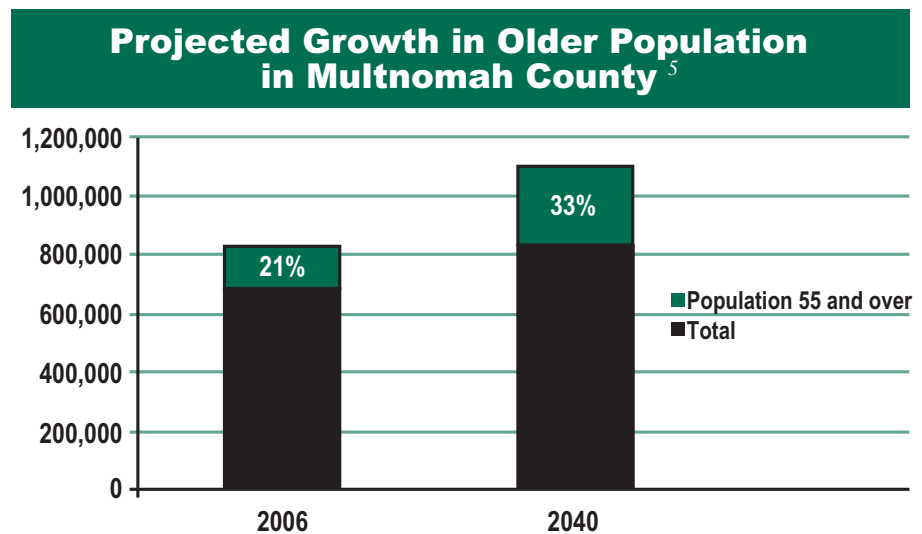
We often hear about the “Baby Boomer” generation. Who are these “Baby Boomers” and why should we care? Born largely between 1946 and 1964, Baby Boomers now range in age from 44-62. They are our aging population and their numbers are far greater than any previous older generation. Adults age 44-62 currently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

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

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

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

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



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

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

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



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

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

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

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

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

KEY ASSUMPTIONS

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

- CENTERS FOR DISEASE CONTROL AND PREVENTION

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

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

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

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

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

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

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

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



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

EMPLOYMENT

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

– REVEREND MICHAEL BECKWITH

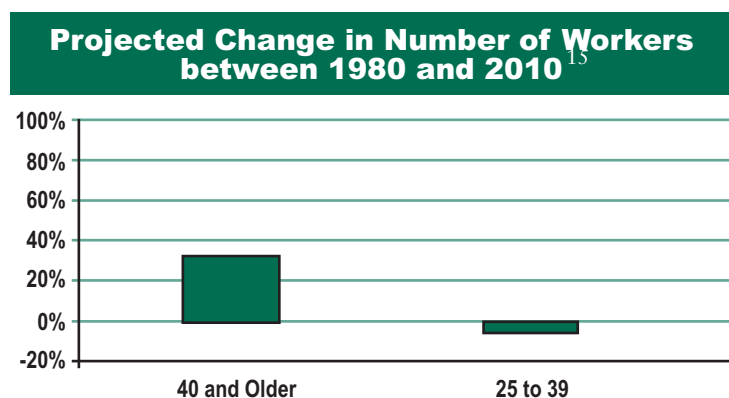
Workforce Shortage and Knowledge Loss

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

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

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

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



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

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

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

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

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

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

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

Where's the Pain? ¹⁹



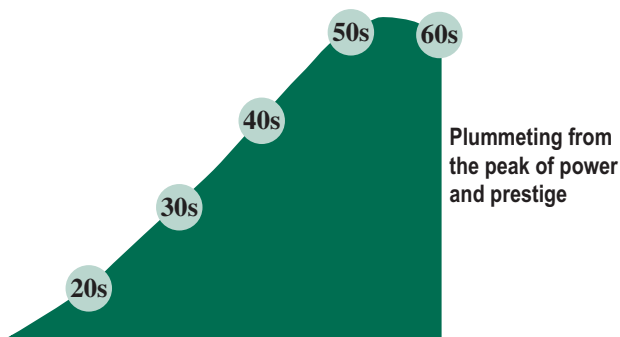
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What Older Employees Want

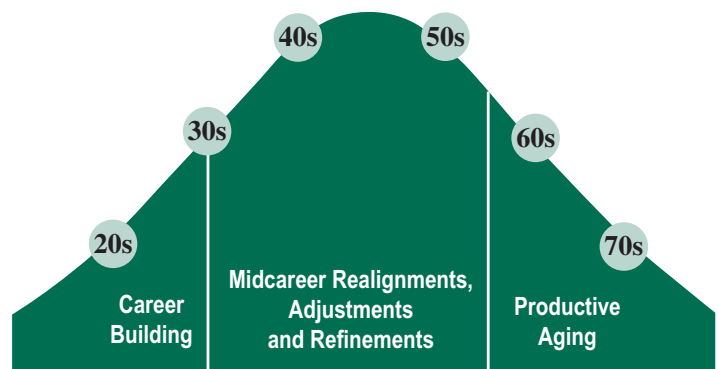
Because the boomer demographic is so large, any generalization will be imperfect. But we do know that **these older adults will age very differently** than previous generations due to their health, educational attainment level, work histories and personal motivation. Studies repeatedly show that the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

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

Traditional Retirement Profile ²²



Productive Aging View



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

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

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

87%
Stay **mentally active**

85%
Stay **physically active**

77%
Continue to be **productive**

66%
Maintain **health benefits**

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

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

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

Older workers want:

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

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

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

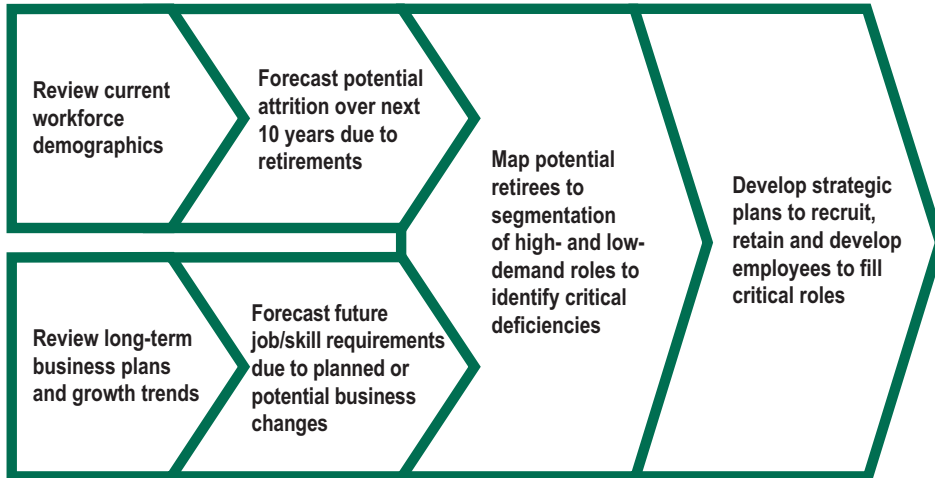
- Reliability
- Problem solving skills
- Informed judgment
- Long-time experience
- Ability to manage crises
- Sense of responsibility and loyalty
- Established networks
- History of working with diverse people

Employer Best Practices

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

Strategic Analysis:²⁶

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



Best practices:

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

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

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

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

Recruitment

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

Workplace Design

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



Organizational Culture that Supports Manager and Supervisor Readiness

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

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

Key Principles:

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

Work Design

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

Episodic or durational

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

Telecommuting allows work to be done outside of the office.

Bridge jobs allow workers to

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

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

Global Trends

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

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

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

Flexible Working Arrangements

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

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

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

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

Three Stages in Approaching Flexibility:

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

Compensation and Benefits

To attract and retain workers, employers might consider providing:

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

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

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

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

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

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

Telecommuting: Employees work from a remote location.

Internships: Employees learn skills as an “apprentice.”

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

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

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



Retirement and Life Planning

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



nearing retirement can serve a variety of purposes:

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

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

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

Knowledge Transfer/Mentoring/Training

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

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

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

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

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

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

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



Multi-generational Workforce Training

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

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

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

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

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

-DEBORAH RUSSELL, DIRECTOR OF ECONOMIC RESEARCH, AARP

CIVIC ENGAGEMENT

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

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



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

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

The Unique Case for the Nonprofit Sector

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

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

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

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

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

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

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

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

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

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

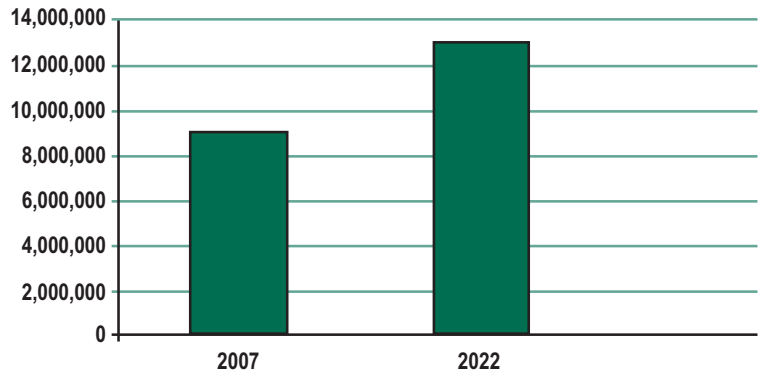
But if nonprofits choose to compete for the older workforce, they have some **critical challenges.** The **best practices** identified earlier in this report for employers are applicable to nonprofit employers as well.



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

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

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



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

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



THE NEXT CHAPTER: REAPING THE EXPERIENCE DIVIDEND⁴⁸

THE SPECTRUM OF SERVICE AND WORK OPTIONS

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

What Older Adults Want from Civic Engagement

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

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

- JAY C. BLOOM

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

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

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

-DR. PHYLLIS MOEN

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

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



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

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



CHALLENGES/BARRIERS

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

-RON HEIFETZ, MARTIN LINSKY, LEADERSHIP ON THE LINE

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

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

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

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

HOW BUSINESSES PERCEIVE OLDER WORKERS ⁵⁴

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

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

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

SOURCE: AARP

BETSY BOCK/Staff Artist

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

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

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

-LEADERSHIP ON THE LINE

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

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

Some **common assumptions** nonprofits must challenge:

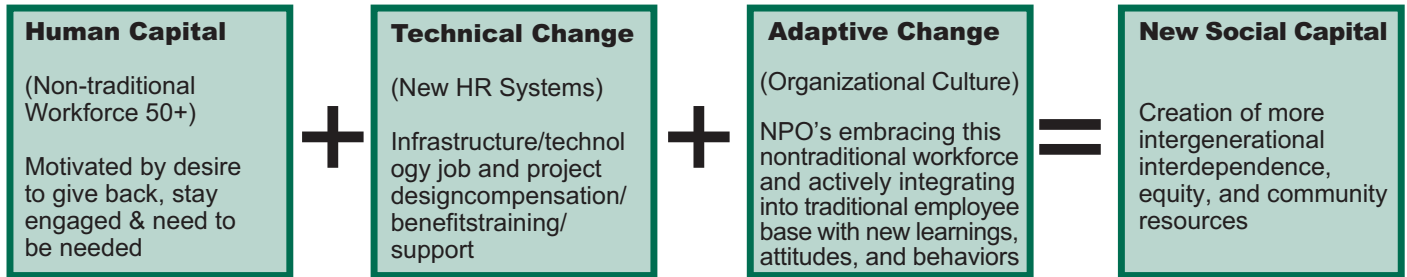
Older People Want To Work For Market Wages or Just Volunteer: This may be true for some, but many older adults may be willing to work for a lower wage, for a stipend or for some other monetary or non-monetary benefit.

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

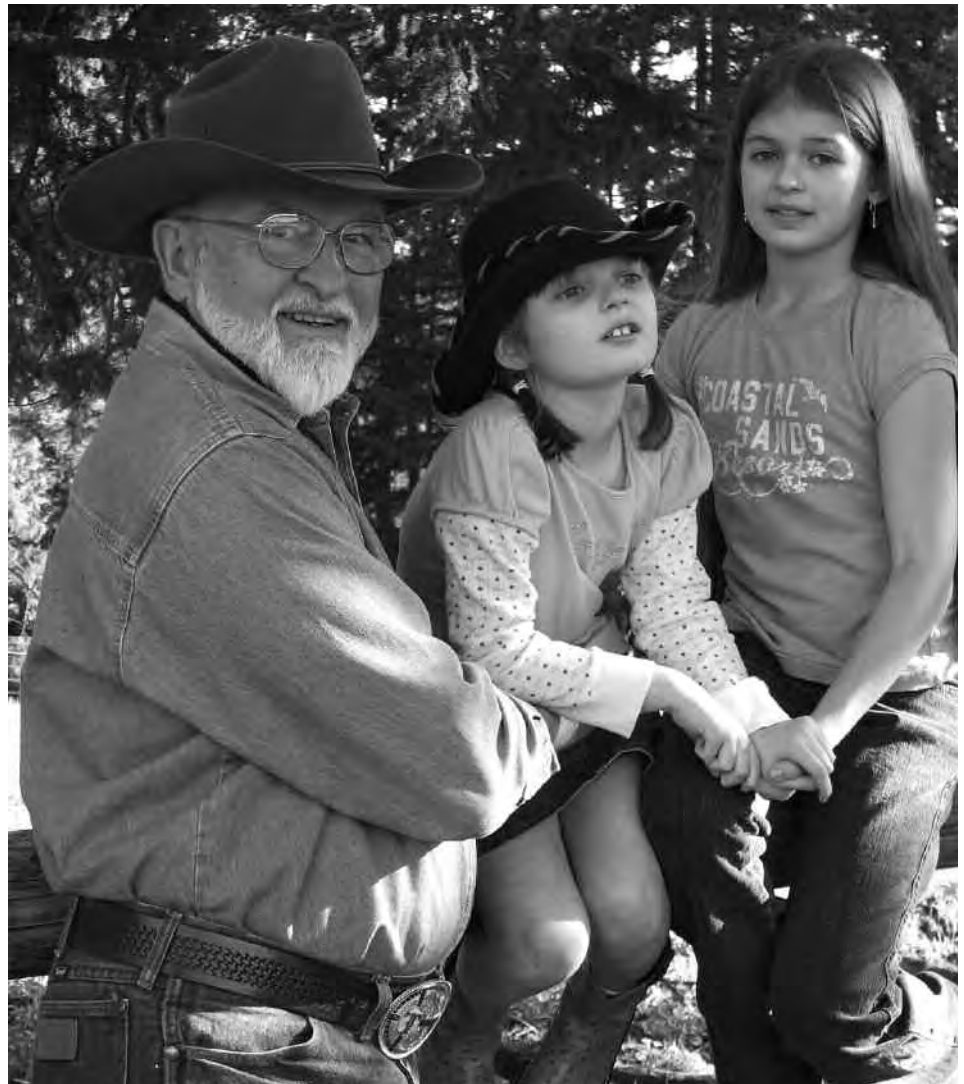
The Costs Are Too Great. Organizations must make investments in infrastructure to effectively recruit, screen, orient, train, support and evaluate the current and new workforce. Managing this new workforce is not unlike investing in fund development; cultivating and securing donors takes planning and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

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

“Experience making a difference”⁵⁷



© 2004, Jay C. Bloom



RECOMMENDATIONS

These recommendations for next steps are provided for:

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

Employers: Private, Public and Nonprofit

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



Nonprofit Organizations

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



Philanthropic and Public Funders

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

Community at Large

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



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

Multnomah County

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



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

Public Policy Considerations

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



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



CONCLUSION

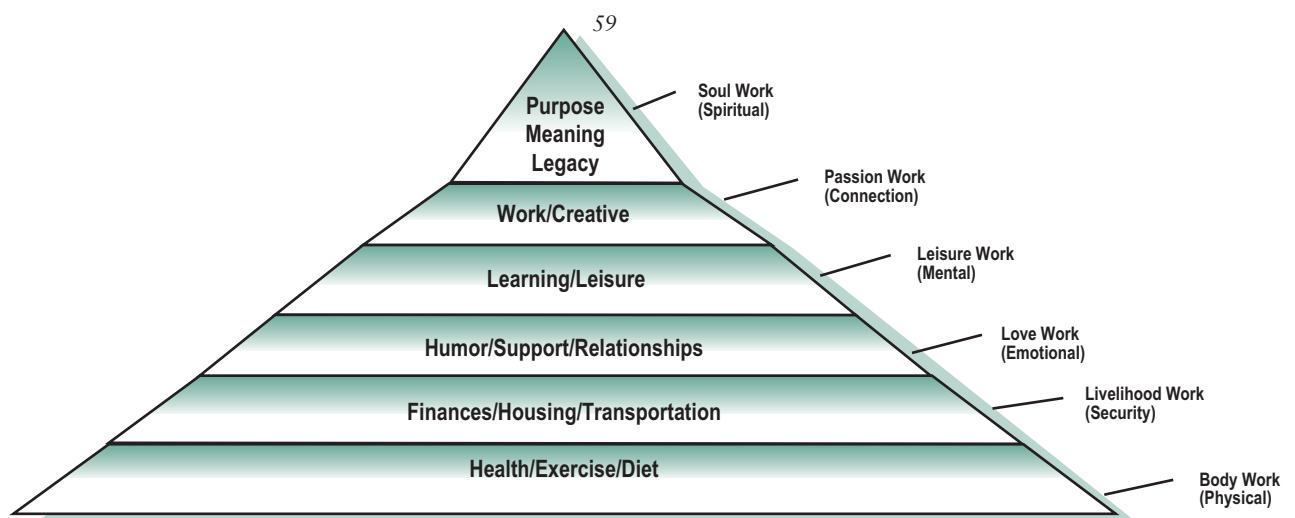
*Getting older is a fascinating thing. The older you get, the older you want to get.*⁵⁸

- KEITH RICHARDS

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

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

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



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

-DAVID WHYTE



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

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

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Credit: Travel Portland

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

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

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

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

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

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

Member of Wilkes Community Group

INTEROFFICE MEMORANDUM

TO: ERIC ENGSTROM
JOE ZEHNDER

FROM: CHRIS SMITH

SUBJECT: INITIAL COMMENTS ON PORTLAND PLAN

DATE: NOV 6 2011

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

Economic Prosperity and Affordability Objectives, p. 35

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

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

Urban Innovation Action Plan, p. 41

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

Healthy Connected City objectives, p. 61

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

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

Healthy Connected City Health Actions, p. 65

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

Neighborhood Hubs Actions, p. 69

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

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

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

p. 73

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

Connections Actions, p. 75

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

Measures, #5 Growing Business, p. 93

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

Measures, #6, Creating jobs, p. 95

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

Local Actions, Central City, p. B-3

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

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

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

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

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

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

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

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

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

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

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

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

Hi Tatiana,

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

Regards,

Chris Dornan

Bureau of Planning and Sustainability

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

chris.dornan@portlandoregon.gov

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

Hi Portland Plan Staff --

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

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

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

from extensive work (investment, prioritization)

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

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

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

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

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

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

--

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

Community | Lifestyle | Home

November 10, 2011

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

Attn: Portland Plan testimony

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

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

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

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

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

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

Alice Chesworth
6512 SE 19th Ave
Portland, OR 97202



CITY OF PORTLAND ENVIRONMENTAL SERVICES



1120 SW Fifth Avenue, Room 1000, Portland, Oregon 97204 ■ Dan Saltzman, Commissioner ■ Dean Marriott, Director

November 22, 2011

Planning and Sustainability Commission
1900 SW 4th Avenue, Suite 7100
Portland OR 97201

Re: Portland Plan Proposed Draft, October 2011

Dear Commissioners:

Thank you for the opportunity to comment on the Portland Plan. Environmental Services appreciates having been an active partner in its development and having the opportunity to help inform and shape the Plan's policies and actions. We hope you find these observations and suggestions helpful.

Environmental Services' mission is to protect water quality for human and environmental health. The Bureau does this by providing wastewater collection and treatment, sewer construction and maintenance, stormwater management, and stream and watershed restoration. Environmental Services is the sewer and stormwater utility for the majority of the City of Portland and some adjacent areas. Utility fees fund most of Environmental Services' work, including operation and maintenance of existing infrastructure and planning for future needs. With this context in mind, we provide the following comments on the Portland Plan Proposed Draft elements:

Infrastructure

We are pleased that the Portland Plan recognizes "high quality core services are fundamental to success." The Plan's introduction makes a critical link between its goals – prosperity, health and equity, and the quality of fundamental services, including water and sewer. We appreciate the acknowledgement that ensuring quality services requires ongoing asset management, clear service standards and strategic investments (page 3), and we support the accompanying Action Item 8a:

"Apply triple bottom line business case analysis for repair, maintenance and/or replacement of infrastructure" (page 12).

This statement would be strengthened by addressing the development of new and expanded infrastructure as well.

While the introduction places a strong emphasis on the importance of quality infrastructure, the subject receives limited attention in the rest of the document. This is of particular concern if the Portland Plan will be used to evaluate budget priorities. The importance of maintaining our infrastructure to protect the health and welfare of Portland residents and businesses, and to meet the City's regulatory requirements cannot be overstated.

Portlanders are making a significant investment in improving water quality in the Willamette River and its tributaries by nearly eliminating combined sewer overflows, and building green infrastructure projects, which reduce stormwater entering the combined system. Given the magnitude of this investment and its benefits, we would suggest adding a reference to it on page 4 – "Positive Change and Resilient Communities."

As planning efforts transition from the Portland Plan's strategic focus to the Comprehensive Plan update, we expect that more robust policy guidance about infrastructure will be incorporated into the

Comprehensive Plan. The Comprehensive Plan policies and project lists should address critical infrastructure issues, including maintaining aging infrastructure and the role of green infrastructure. In addition, the Comprehensive Plan should consider the existing and planned capacity of built and green infrastructure (including natural systems) when determining where to focus growth (supported by Healthy Connected City Action 4: Public Decisions and Investments).

Green Infrastructure

Green infrastructure facilities (including green streets, ecoroofs, swales, trees and habitat areas) comprise a critical component of Portland's stormwater management system. These facilities manage stormwater, mitigate flooding, and preserve habitat, while also protecting public health and community livability. Because of that, Environmental Services participated in the development of the Healthy Connected City to promote the expansion and connection of green infrastructure throughout the city.

The Healthy Connected City strategy lays out goals and actions that emphasize enhanced coordination between City bureaus to achieve multiple goals. Environmental Services regularly partners with the Bureau of Transportation, and the Bureau of Parks and Recreation to coordinate planning and project implementation to enhance the benefits achieved for public investments. For example, as part of the Tabor-to-the-River project, Environmental Services is installing green streets to reduce the amount of stormwater entering the sewer system. These facilities not only improve capacity in the combined sewer, they also beautify neighborhoods and, in some cases, improve pedestrian and bike safety at key intersections.

As part of those efforts, Environmental Services shares technical, scientific and design expertise in support of other bureau projects, and we work together where our bureau goals and missions align, to achieve the greatest benefits for public investments. In addition, we support efforts like Action 28, which calls for developing alternative right-of-way designs to provide less costly streets in neighborhoods that lack adequate infrastructure.

The Healthy Connected City's greenway efforts holds promise of achieving a higher level of infrastructure service throughout the city by coordinating our projects to meet multiple objectives – watershed health, stormwater, transportation and recreation – while at the same time remaining steadfast in our individual bureau commitments to meet our service obligations.

It is in this spirit that Environmental Services supports the Healthy Connected City strategy. However, our participation in the Healthy Connected City strategy is not intended to change current funding obligations. Where new projects, such as street improvements, trigger the Stormwater Management Manual it will continue to be the responsibility of the lead bureau to fund and build required stormwater improvements.

Watershed Health

We are pleased that the Portland Plan recognizes the importance of watershed health on the overall health of the community – both human and environmental. This reflects Portlanders' ongoing commitment to clean rivers and streams and their comments in Portland Plan workshops, where participants consistently ranked watershed health as one of their top five priorities for the future.

In 2006, City Council adopted the Portland Watershed Management Plan (PWMP) as direction to City projects and programs. They also directed that the PWMP goals be incorporated into the Comprehensive Plan. The Portland Plan provides useful guidance on integrating watershed health goals for water quality, hydrology, habitat and biological communities into the actions and investments of the City of Portland and our partners.

The themes of watershed health and environmental health are evident (and appreciated) throughout the document, especially in the Healthy Connected City strategy. We support policies that call for considering watershed health impacts when making decisions (page 64) and the associated Action 4:

“Establish criteria and methods to formally assess the human health and watershed impacts of public policy and investment, including which types of decisions require assessment and which impacts to consider.

- *As initial efforts, integrate human and watershed health, and air quality and greenhouse gas emissions criteria in the analysis of alternative growth and land use scenarios in the comprehensive plan; update budget considerations...”*

Environmental Services also appreciates the Plan’s recognition that “one size does not fit all”. Stormwater management systems and watershed characteristics vary considerably throughout the city. The Portland Plan provides helpful context and guidance regarding how local actions could respond to these differences. The Plan could better reinforce this message by describing the key natural features of each of Portland’s distinct areas, and expanding the lists of green infrastructure actions for the 24 geographic sub areas. In the inner-neighborhoods, the Plan should emphasize actions to preserve and enhance tree canopy. In the western and eastern neighborhoods, where there are more natural areas, the Plan should emphasize actions to preserve and protect these resources.

The Healthy Connected City strategy emphasizes watershed health and green infrastructure. For that reason, we recommend substituting the term “watershed health” for “environmental health” in that section.

The section “Measures of Success” includes watershed health measures, which reinforces the importance of healthy natural systems for public health and the City’s quality of life. We strongly support the inclusion of these measures. Currently, Environmental Services is developing a Watershed Health Index that uses a broader range of data. When this is complete, we recommend using the index to track watershed health on an ongoing basis.

Prosperity and the Environment

The Portland Plan makes a number of strong connections between environmental conditions and the economy. The section on “Urban Innovation” recognizes that the City’s leadership in sustainability is a key factor in attracting businesses, and that local innovation in green building and other sustainability-related sectors contribute to the City’s high rate of business start ups. We would suggest that ecoroofs and other sustainable stormwater also be referenced in the introductory and policy sections to support Action 9, Green Recruitment. Portland is noteworthy nationally and internationally for its innovations in this area and promoting this niche market supports a range of job types from construction to design.

The Portland Plan could speak more directly to the value of “quality of life” for economic development. In sectors like advertising, high tech and recreational gear, Portland distinguishes itself through its high-quality natural areas and overall “green” ethic. Though this is alluded to in the Plan, these connections should be more clearly stated.

In regards to industrial development, we strongly support Prosperity Action 21 and the identical Healthy Connected City Action 25:

Assemble at least one new shovel-ready, 25-acre or larger site for environmentally-sensitive industrial site development as a pilot project for advancing both economic and natural resource goals in industrial areas.

We also strongly support Healthy Connected City Action 32 c:

Incorporate civic corridor concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment in the following efforts to provide a model for future projects:

- *Foster Lents Integration Partnership – to coordinate transportation investments, stormwater management improvements, open space floodplain restoration and private development and investment.*

Both of these actions recognize that important opportunities exist for pursuing both environmental and jobs goals. The Foster Lents project provides a good example of economic development being enhanced by making improvements in the natural environment. Floodplain restoration and coordinated planning for this district can reduce flood frequency on Foster Road and private property, making it more feasible to redevelop underutilized industrial lands in East Portland. Looking toward the future, this project provides a useful model on how to realize job growth and watershed health in a way that reflects community needs.

The Portland Plan also supports environmental and economic goals through its emphasis on brownfield redevelopment. To support the key actions of job growth, diverse business districts, and vibrant neighborhoods, it is particularly important to use existing industrial and commercial land as efficiently as possible. A critical strategy to do this is through brownfield cleanup and redevelopment. Environmental Services continues to be dedicated to supporting brownfield remediation and, where appropriate, redevelopment of brownfields for commercial and industrial uses. Brownfield restoration is complex and requires extensive coordination of efforts at the local, state and federal levels. Prioritizing the redevelopment of already disturbed land over the development of environmentally-sensitive lands serves the multiple purposes of improving watershed health, supporting economic development, and furthering environmental equity.

Tree Canopy

We are pleased to see tree canopy included in the Plan as a significant measure for success. The geographic approach is an excellent idea that will help City agencies better prioritize our work, better serve Portlanders, and better measure our accomplishments. We do, however, have significant concerns about the achievability of the 33% canopy cover goal by 2035.

The difference between current canopy cover (26%) and target canopy cover (33%) is roughly 6,500 acres of canopy. Taking mortality into account, and assuming no net loss of existing canopy, it will take roughly 540,000 new trees to bring total canopy cover to 33% (~22,500 trees per year). To compare, Environmental Services' Grey-to-Green Initiative has helped to plant ~26,000 trees over the past three years, averaging ~8,600 trees per year.

Budget

The Portland Plan suggests that it should be a strong tie to future budget priorities. Environmental Services' budget draws from capital planning guidelines and regulations, risk management objectives and other priorities for protecting public and environmental health. We provide services based on system needs and capacities, regardless of neighborhood demographics. We look forward to participating in discussions about how the Portland Plan will inform the budget process.

Again, thank you for the opportunity to comment on the Portland Plan. We hope this provides useful perspectives in refining the Plan. Please contact me if we can answer questions about issues related to Environmental Services' projects and priorities.

Best regards,



Dean Marriott, Director



www.pdc.us

November 18, 2011

Dear Portland Planning Commission Members:

I am pleased to submit comments to you on the Bureau of Planning and Sustainability's Portland Plan, Proposed Draft, October 2011.

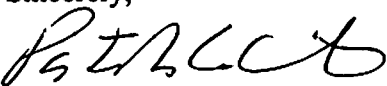
The Plan aligns closely with the most pressing work of the Portland Development Commission (PDC), in particular, with the Economic Development Strategy and Neighborhood Economic Development Strategy (NEDS). The Plan draws deeply from these strategies and reinforces our efforts to spur business cluster growth and entrepreneurship, stimulate urban innovation and employment districts and to enhance neighborhood business vitality.

The Plan's framework for equity is a powerful context for its three integrated strategies, Thriving Educated Youth, Economic Prosperity and Affordability and Healthy Connected City. The Plan's over-arching emphasis on equity complements PDC's 2010-2014 Strategic Plan and the NEDS, which are predicated on distributing resources that benefit all Portlanders and minimize the adverse impacts of gentrification and displacement.

It is critical the Plan's Measures of Success and Scorecard be clear and balanced. How far we have to go to implement the Plan will drive funding and priorities for years to come. In that context, I cannot agree with the Plan's suggestion (Appendix C, Poverty and Unemployment have been sufficiently addressed, that we have largely "met or exceeded" a standard there). While we have made strides in recent years creating and retaining jobs, the reality is we have more work to accomplish in order to address systemic underemployment and generational poverty within priorities neighborhoods as identified in the NEDS and in communities of color citywide. Moreover, I am not convinced the Plan's measures for diversity (Appendix C) adequately portray the challenge we face as a City, nor do they match the strong framework for equity that begins the Plan. Finally, I would suggest the types of Citywide and Local Measures be balanced against the number of strategy elements for each of the three integrated strategies. For example, despite having eight strategy elements, 50 percent of the sixteen total, Economic Prosperity and Affordability has only 25 percent of the Citywide Measures. As Portland moves to a 2035 vision of prosperity, health, and equity, its measures of Poverty, Unemployment, and Equity must be accurate, balanced to the actions behind them, and materially significant in nature.

In closing, I'd like to reiterate support for the Portland Plan and my detailed comments are attached for your consideration.

I look forward to future conversations and helping to make the 2035 Portland Plan the best it can be.

Sincerely,

Patrick Quinton
Executive Director

J. Scott Andrews
Commission Chair

Aneshka Dickson
Commissioner

John C. Mohlis
Commissioner

Steven Straus
Commissioner

Charles A. Wilhoite
Commissioner

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PDC Detailed Comments on The Portland Plan, Proposed Draft, October 2011

Economic Prosperity and Affordability

Page 41, action plan item #8: Add PDC as a partner.

Page 41, action plan item #14: Add PDC as a potential partner.

Page 47, action plan item #24: Reword to "...accelerated office development and renovation,...".

Page 47, action plan item #20: Add Metro as the first potential partner and Port of Portland as a potential partner. If there other regional partners, as suggested in the action, suggest adding them to the list of potential partners.

Page 47, action plan item #21: Add Metro as the first potential partner and Port of Portland, PDC, BPS, and BES as other potential partners.

Page 47, action plan item #21: Reword to "Assemble and/or help prepare a 25-acre site...".

Page 49, action plan item #25: Capitalize "Portland Main Street"

Page 49, action plan item #26: Reword to "Focus Area Program: Establish a Focus Area Program..."

Page 49, action plan item #27: Add Venture Portland as a potential partner.

Page 49, action plan item #28: Reword to "Small business development: Focus city resources for small business development, supporting the growth and development of neighborhood-based businesses, and provide those services at the neighborhood level."

Page 49, action plan item #32: Add "currently" prior to the word "existing".

Page 49, action items #25, 26, 27, 28, 29 and page 81, action item #42 – add NGOs as potential partners, which is done in other places in the Plan, and would be consistent with the Neighborhood Economic Development Strategy.

Page 55, action plan item #41: Include PDC as a potential partner.

Healthy Connected City

Overall comment: The text of the goals listed on page 59 should mirror the text of the lettered goals on page 64, 66, 70, and 78.

Page 67, action plan #7: Reword to: "Neighborhood businesses and services: Use the Portland Development Commission Neighborhood Economic Development Strategy to strengthen neighborhood hubs."

Page 67, action plan #9: Remove PDC as a potential partner; PDC is no longer directly involved in housing development..

Page 67, action plan #11: Remove the words "Retain and...". Add Bureau of Planning & Sustainability as a potential partner.

Page 69, action plan #14: Remove PDC as a potential partner; Hollywood is not within an Urban Renewal Area.

Page 71, action plan #25: This action plan appears redundant with page 47, action plan #21. If both actions are to remain, please ensure that the potential partners are the same.

Page 75, action plan #32: Add PDC as a potential partner, as the lead on Foster Lents Integration Partnership.

Page 79, action plan #41: Reword to “Social impact and mitigation: Utilizing the City’s Neighborhood Economic Development Strategy, further develop tools to address potential residential and commercial displacement as development occurs.”

Page 81, action plan #42: Okay as is, however, add PDC as a potential partner if the examples might also be related to the Neighborhood Economic Development Strategy.

Measures of Success

Page 86, Income Distribution bar chart: The numbers next to each quintile are confusing. Suggest adding “%” to the x-axis to clarify, or use another graph that is more easily understandable.

Page 87: The Diversity Index is a very powerful indicator; it is worth drawing out more analysis in the text.

Page 88: The Dissimilarity Index section is confusing, particularly compared to the very compelling Diversity Index graphic. It will likely be unclear to the general public what the Dissimilarity Index is measuring.

Page 97: Measure 7, Transit and active transportation. The goal is too aggressive for the entire city. It is probably appropriate for the Central City, but when used in the Context of Local Measure on C-10, it is no longer about Commuting and Getting to Work, but about walkability more generally.

Page 101, Measure 9, Complete neighborhoods. There are good data on the Access to Healthy Food; we would recommend an objective related to access to food and not to, or not just to, sidewalks.

Page 102 – Access to healthy food: The map is not the same as what was included in the City of Portland Grocery Store Request for Information. That RFI map was easier to understand; perhaps it should be used here.

Page 104: The Neighborhood business vitality header is misleading for what the data are representing. This section should be retitled to reflect that data that are being represented – for example “Neighborhood business leakage”.

Pages 114 and 115: The Sub-area Scorecard is misleading. For example if an area of the city receives a score of ‘10’ for poverty, what standard is that meeting or exceeding? Same with unemployment – these seem backwards. Following are specific edits on local measures that would impact the scorecard and rankings.

Appendix C. Local Measures

Page C-6, Poverty: As per cover letter comment, it is unclear what standard is being met or exceeded. The Poverty measure is likely not illustrated correctly. If the Goal is 10 percent, then below it (2, 6, 6, 7) would be Green, Meets or Exceeds; Near Target (9, 10, 10, 10) and Far from Target would be above 10 percent (12 to 28).

Page C-7, Unemployment: As per cover letter comment, it is unclear what standard is being met or exceeded. If the goal is under 5, then no Local Areas should have Green. Far from Target would be 9 and above. The impression made by this graph that there isn't a problem.

Page C-9, No more than 30% cost-burdened households: As per cover letter comment, it is unclear what standard is being met or exceeded. There is a level of data issue, but this graph from the American Community Survey should be checked for alignment with the page 50, Cost burdened households indicator from the MetroScape scenarios data.

Page C-10, Walkability: The goal seems too high, and it is not explained. The subareas may simply be too different to have this uniform goal.

Page C-12, Carpool: The goal is too high, even higher than Amsterdam. Again, the subareas may simply be too different to have this uniform goal. For both Walkability and Carpool, the Central City is different. These don't work on the Local Measure format.

Pages C-16, Diversity and C-17, Foreign born population: These data points are critically important in demonstrating the values and framework of equity for the Plan. As a Diversity measure, it must be weighty enough to do the equity framework justice and instead C-16 reads as the odds of a chance encounter with someone in your neighborhood from a different racial or ethnic group. For the foreign-born population, the C-17 measure is not usable for actions and investment, as it is not something public policy/investment can move. Another example to consider is in the State of Entrepreneurship in Portland report, where it was noted that only 17.8 percent of Portland tech startups have been identified as having a foreign-born founder, below both the average of comparison metros and the national average of 25.3 percent. Finally, we suggest using the Diversity Index from page 87 data to give these measures more substance and/or perhaps there are other additional indicators that could make more compelling measures.