

NEIGHBORHOOD PLANNING HANDBOOK



City of Portland Bureau of Planning



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Planning Success Stories



Planning Success Stories

Richmond Neighborhood Plan

The Richmond Neighborhood is located in one of the most interesting and vibrant areas of Portland. The commercial development on Hawthorne and Division Streets have brought increased development pressure to the area. A series of land use issues in this inner southeast neighborhood prompted the Richmond Neighborhood Association to begin a planning process to ensure that issues could be addressed proactively rather than in a crisis. The Richmond Neighborhood Plan would articulate a vision for the future development of the area that was based on a consensus building process in the community.

The Richmond Neighborhood Association decided to go ahead and create a plan ahead of the City's community and neighborhood planning program after the 1990 census showed that the neighborhood would soon lose its HCD eligibility and therefore funding available to assist neighborhood planning.

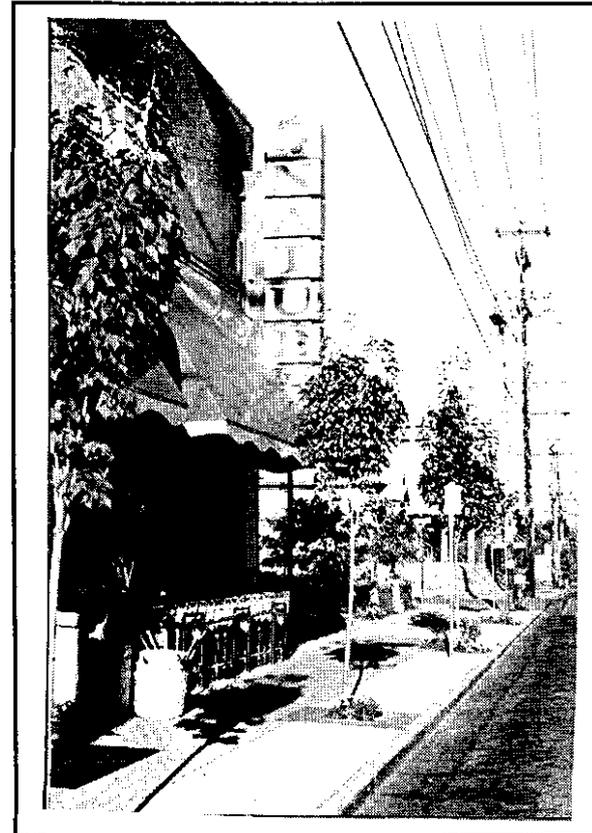
Richmond established a steering committee which worked on grant development, developing a survey, and planning for community meetings and notification over a six month period. A plan coordinator was hired using a Self-Help grant of \$5,000 to assist with outreach. The plan coordinator set up meetings, maintained a mailing list, and otherwise provided support to the citizen planners.

The second phase of the planning process involved a Vision meeting and two workshops on issues. The results of these workshops were developed by the Issues committees. Each issue committee developed policies, objectives, and strategies for a particular issue area such as Housing and Business. The Issues Committees met over a four month period. The work of the Issues committees was turned over to the Editing Committee which developed the Richmond Neighborhood Plan document. Ky Holland, chair of the steering committee, feels that having the three groups, (steering committee, issues committees and editing committee) were important to the successful completion of the plan within its timeline by spreading both energy and expertise among the three groups rather than focusing all tasks and leadership in one group.

Although the Richmond Neighborhood Plan has not been adopted by City Council yet, there have already been results from the plan. The Richmond Neighborhood Association used the planning effort to do what it could to bring visibility to the old Smith Furnishings store. Nature's was considering the site for a new store. Nature's likes to site its stores in a neighborhood with strong citizen involvement and the planning activities in Richmond were evidence of this.. Richmond has already used the plan to develop policies to examine other projects proposed on Division and has moved forward on its discussion of a two land option on Hawthorne.

Ky Holland said that part of his role was to get people to feel that its okay to challenge existing city policies. "To get a plan done, it's important to have a clear and consistent vision of getting it done". The key was the 18 month timeline. Ky felt that one year was too short and two years too long to keep a body of committed volunteers.

Ky also encouraged the involvement of people who worked on the plan to be on the Richmond Neighborhood's board. This is important in order to seed the board with people who remember the reasons why the plan was done and carry forward with the neighborhood's adopted vision and agenda for the future.



The Nature's grocery store located on SE Division in the Richmond neighborhood.

REACH Community Development

Not all planning processes are directly a part of the City's neighborhood planning process. REACH, a non-profit community development corporation, recognized that housing was only one piece of community revitalization. In 1989 they began their Target Area Improvement Plan Program. The purpose of the program was to focus revitalization efforts in those areas of Southeast Portland that suffer from disinvestment. The West Clinton area of the Hosford Abernethy Neighborhood and the Belmont area of the Sunnyside Neighborhood were selected for the development of "action plans" REACH worked directly with area residents and business owners to identify the community's goals for improvement.

The action plan process involved three phases: research, planning and implementation. The West Clinton Action Plan was created between 1990 and 1992. Thirty-five actions were implemented including the creation of a buffer zone between industrial and residential areas, the renovation of 21 units by REACH and the development of a community garden and commons. The community also carried out actions to improve the area's safety, increase community involvement and pride, and create an attractive and clean neighborhood.

REACH began work on the Belmont Action Plan in 1992 and concluded its planning phase in July 1993. At that time several residents and business owners volunteered to form a Coordinating Group to guide the implementation of the plan over the next three years. REACH's role in the implementation of the Action Plan will be to work with residents to organize the events and activities that will achieve the goals set forth by the Plan. REACH will recruit local non-profit businesses and public agencies to act as partners in these activities.

Julia Glisson of REACH is coordinating the implementation of the Belmont Action Plan. She says that REACH sees their role as building capacity in a neighborhood to empower them to reach their goals. REACH facilitates this by pulling together partners from the community to create and implement the plan and identifying and supporting leadership from within the community. REACH also directly implements some aspects of the plan by creating affordable attractive housing in the target area and seeking grant money.



A community garden was developed on a vacant lot in the West Clinton area

Piedmont Neighborhood Plan

The Piedmont neighborhood is a historic area in Northeast Portland. It has one of the most diverse mixes of residents in Portland. The Piedmont Neighborhood Association began their neighborhood plan in 1990 as part of the Albina Community Plan. One of the most active Piedmont residents who worked on the plan was Julie Greene, a board member of the Piedmont Neighborhood Association.

Julie and her husband David plunged into the planning process with enthusiasm. "I have lived in other cities and no one ever asked my opinion before." Julie had lived in Piedmont for only 3 months when she attended her first neighborhood meeting. At that meeting, a city planner gave a presentation on the the City's Historic Resources Inventory and potential historic districts. "I was immediately hooked". Julie traveled extensively in the Southeastern United State for her job and she scouted out the older neighborhoods and historic districts. Several months later, Julie volunteered to chair the Piedmont Neighborhood Plan. Julie felt that public involvement is a critical factor in planning. Julie's participation in the process of developing the Piedmont Neighborhood Plan as well as the Albina Community Plan led her to make some suggestions both to the City and to others undertaking a planning process.

Julie felt that the key is to get people involved. Issues need to be highlighted that people can relate to their daily lives. Activities that lead to tangible, positive results in the neighborhood should be undertaken during the development of the plan. People are very busy and may only have time to address issues that directly affect them. Several suggestions that Julie had in this regard are:

- *Personalize the plan. Identify possible issues/opportunities that would directly impact residents and businesses. Summarize the major issues.*
- *Be proactive on controversial issues. Use it to your advantage to educate the public and get them involved. If people get excited and involved in the early planning stages it gives time for discussion, understanding, and consensus to be reached.*

Julie said that the largest turnouts at neighborhood meetings were when door-to-door deliveries were made with colorful eye-catching simple flyers that stated the issues directly impacting neighborhood residents. Mailings and flyers should look official and yet be designed so they're not overlooked as one more piece of junk mail.

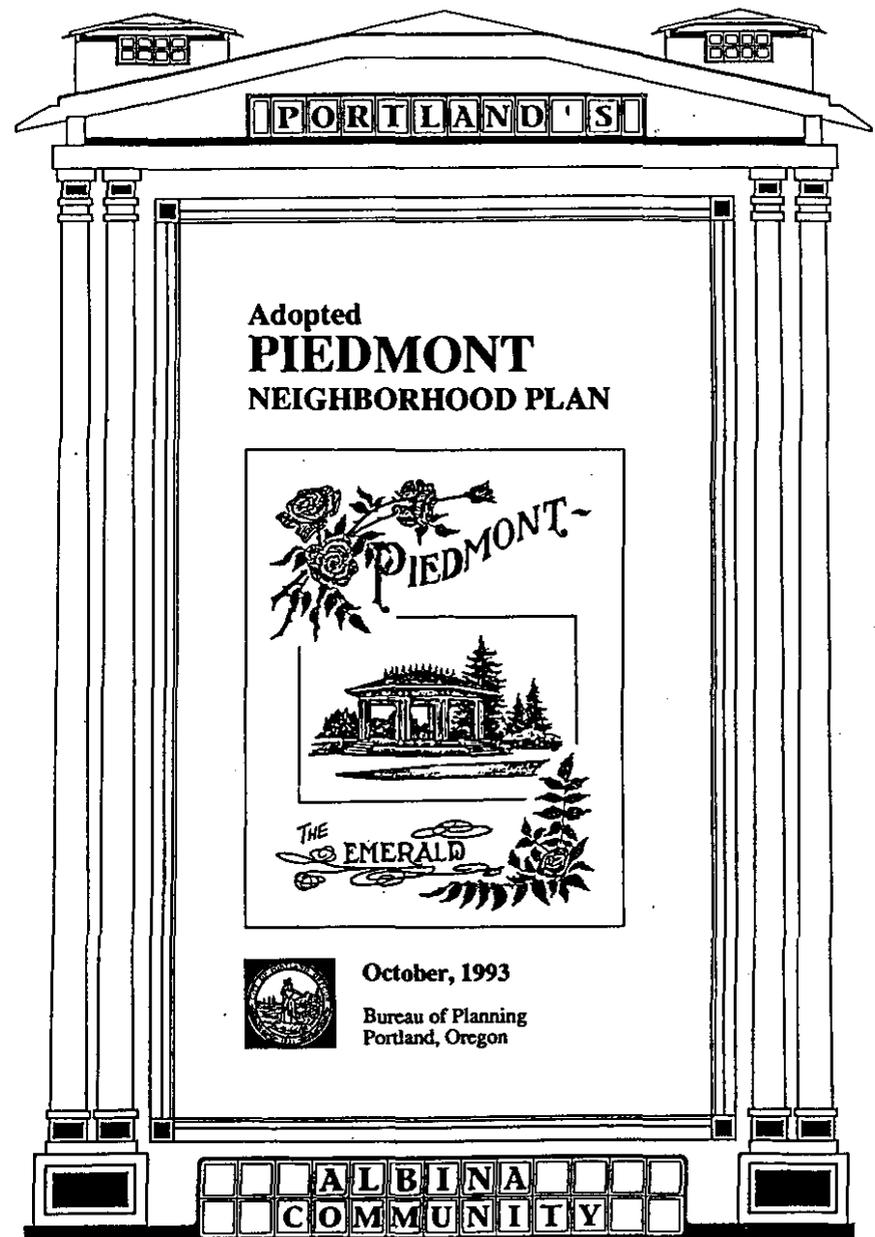
Julie said, you cannot make people attend meetings or force them to become involved. The objective should be to reach as many people as possible and to try and get a good representation of the area through the people who choose to participate. When representation of certain groups is lacking, special outreach efforts may be required. If this is done, no one can fault you. The fault would lie with the citizens who didn't exercise their democratic right to be involved in the process.

Julie felt that it was important to provide opportunities for area residents and business people to learn about and discuss the issues and opportunities for the Piedmont neighborhood.

The Piedmont Neighborhood Association conducted extensive outreach efforts. Ongoing articles were published about the Albina Community Plan in the neighborhood newsletter. Since the newsletter mailing list included only 800 addresses and there are over 2,000 homes in Piedmont, they did door-to-door deliveries of the newsletter when any important event was to occur.



Typical houses in the historic Piedmont Subdivision. A Piedmont Historic Design Zone was established through the efforts of the Piedmont neighborhood. (Drawings by Sandi McDowell and Sue Middleton)



Dawson Park Rowhouses

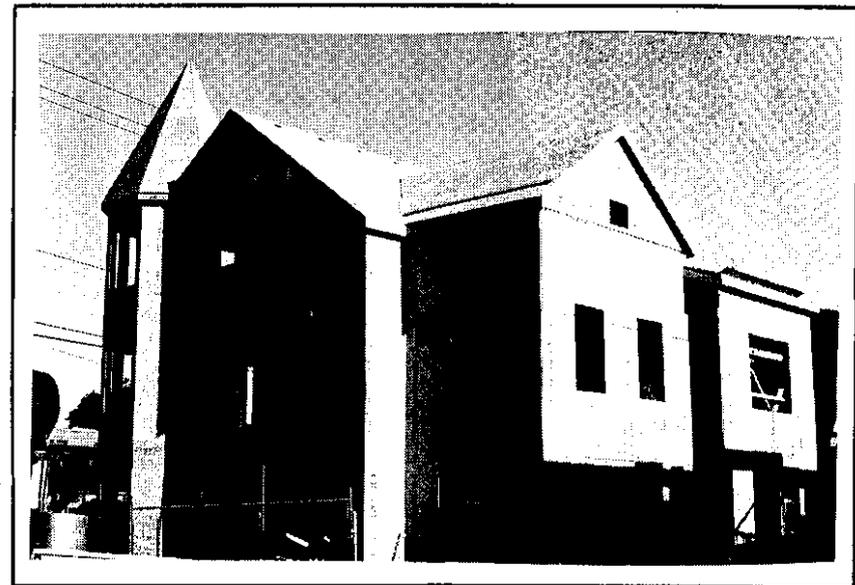
At the beginning of the Albina Community Plan process, the Housing Committee of the Portland Chapter of the American Institute of Architects (AIA) spoke with several groups who were trying to strengthen the community by rehabilitating vacant and run-down houses. These groups felt that they had a weakness in design in part because their tight budgets prevented them from hiring architects. The Housing Committee, headed by Peter Wilcox, undertook to develop guidelines that would identify the specific physical elements that encourage interaction between neighborhoods and the sense of community. This would allow the beneficial character of these neighborhoods to be respected and enhanced with future renovations and additions. The guidelines were intended to help maintain the cultural, racial, and financial diversity of the Albina neighborhoods.

One of the key parts of the development of this project were several long evening walks that the Housing Committee took through five inner northeast neighborhoods. The walk participants were struck by the richness and diversity of the populations in the neighborhoods and the way the physical environment created by the houses created unique public and semi-public spaces.

The Housing Committee discovered the value of tapping the knowledge that residents have about the character of the area and how it functions. For example, people in the Albina community continue to think of the porch and street as part of their social and family life. The results of the committee's work is *The Ten Essentials for North/Northeast Portland Housing: A Book of Guidelines for Renovations and New Construction*. This workbook strives to point out the patterns that exist, not discourage individual experimentation and expressions.

In connection with the development of the Ten Essentials, the AIA held a housing competition. The two top designs that emerged would be built through a joint effort of the AIA, the City of Portland, local banks, PDC, and non-profit housing developers.

One of these projects, Dawson Park Place will be ready for occupancy in Fall 1994. The project consists of seven rowhouses. Six are priced at between \$65,000 and \$69,000. The seventh unit will be priced at approximately \$105,000. The units will be marketed to local residents and at least four of the buyers will be low to moderate income.



Dawson Park Place under construction, July 1994.

DAWSON PARK PLACE

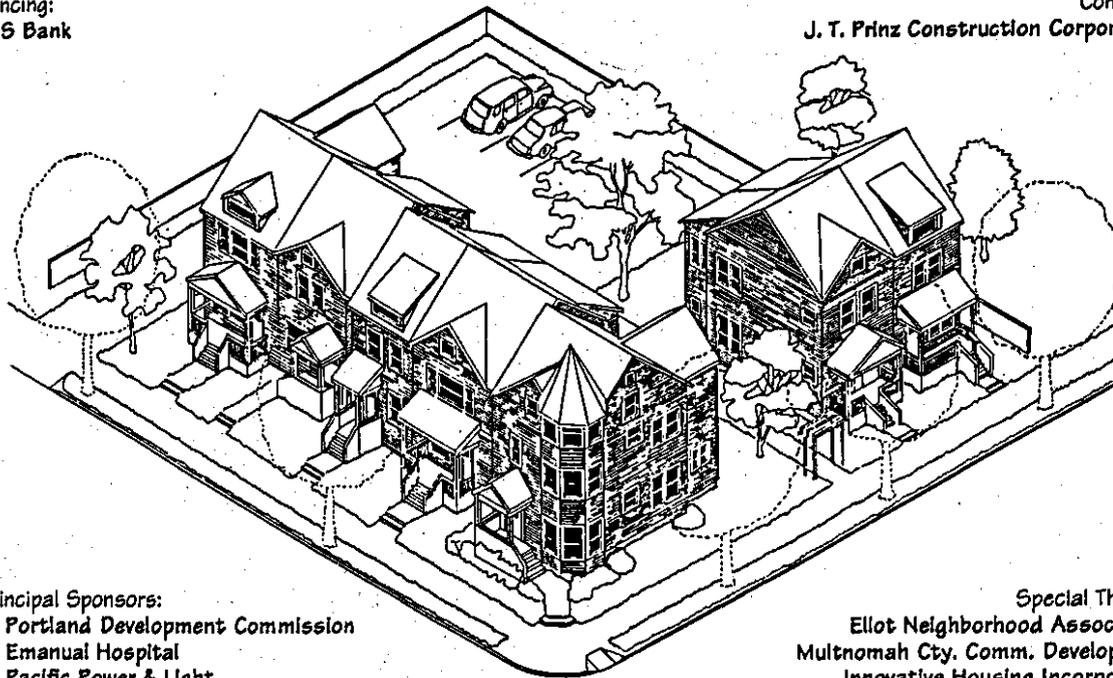
SEVEN NEW ROWHOUSE HOMES

Developers:
Portland Community Design and HOST Development, Inc.

AIA Competition Winner/Project Architect:
Mike Moedrizer w/Portland Community Design

Financing:
US Bank

Contractor:
J. T. Prinz Construction Corporation



Principal Sponsors:
Portland Development Commission
Emanuel Hospital
Pacific Power & Light
Portland Chapter AIA Housing Committee
The Architectural Foundation of Oregon
US Bank

Special Thanks To:
Ellot Neighborhood Association
Multnomah Cty. Comm. Development
Innovative Housing Incorporated
Commissioner Gretchen Kafoury
Michael Harrison, District Planner
Peter Wilcox, Portland Comm. Design

FOR INFORMATION ON PURCHASING ONE OF THESE NEW HOMES, CALL 331-1752

Kenton Neighborhood Plan

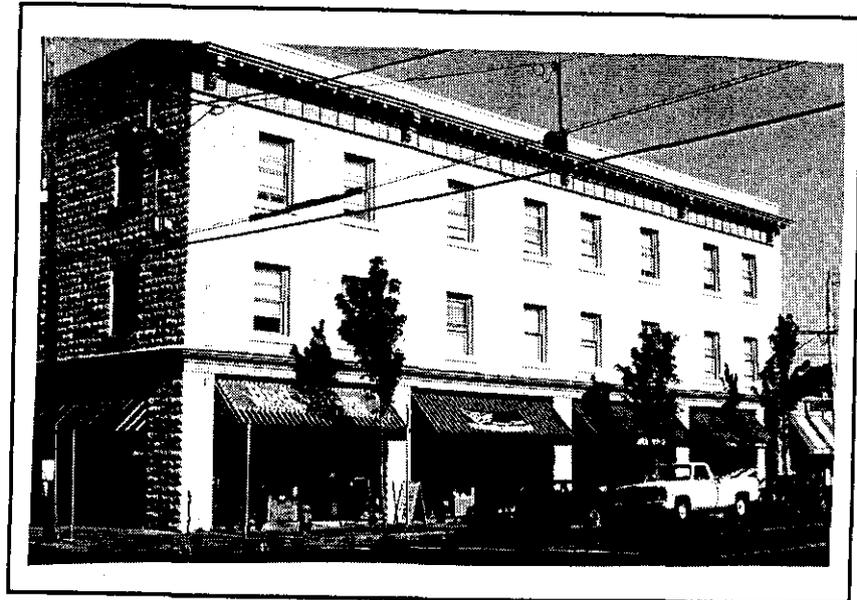
The Kenton Neighborhood Association (KNA) embarked on a neighborhood planning process in 1990 as part of the Albina Community Plan. In the planning workshops, people were very concerned with Kenton's image and felt that the business district on Denver was a problem. There was a perception of danger, people felt uncomfortable and threatened by the presence of street drunks. There were dirty, empty store fronts and thirteen bars in a four block area. The people at the workshops and in the planning committee meetings developed a list of what their vision for Denver Avenue would be and a list of potential projects such as street tree plantings and facade improvements. Many people were also interested in pursuing designation of Kenton as a Historic District.

The Kenton Hotel, on Denver Avenue, is a key building in the Kenton Historic District. The hotel was built around 1910 by the Swift Meat Packing Company as part of their company town. The building was vacant for 12 years and was in such poor condition that the City's Bureau of Buildings wanted to have the structure torn down. The demolition was put off several times while the Kenton neighborhood tried to find a way to save the building and rehabilitate it. Several different groups came forward with proposals which the Kenton Neighborhood Association supported but these proposals always seemed to fall through.

Mr. Graziano, who was in the asbestos abatement business was hired by the building's owner to remove some asbestos from the Kenton Hotel. Mr. Graziano saw the potential for this neglected building and joined together with John Condon to purchase the building and begin plans for renovation. The KNA worked with the new owners to prevent the imminent demolition of the building and develop a plan for its renovation as a mixed use building. At the same time the neighborhood was creating a Kenton Neighborhood Plan as part of the Albina Community Plan. One of the priorities for Kenton residents

was the revitalization of the Denver Avenue commercial district. A meeting was held with property and business owners that included a tour of the Kenton Hotel. The hotel's interior had been cleared out for the most part. The renovation of the hotel sparked interest in other people that something could happen to improve the area. Other property owners began to make improvements to their buildings as well.

The Kenton Neighborhood was selected for a Self-Enhancement grant from the Bureau of Housing and Community Development to develop an action plan for revitalization. Taking off from the information developed through the Kenton Neighborhood Plan, the Kenton Action Plan was developed. One accomplishment was being able to make seventeen grants for facade improvements on Denver Avenue.



Introduction

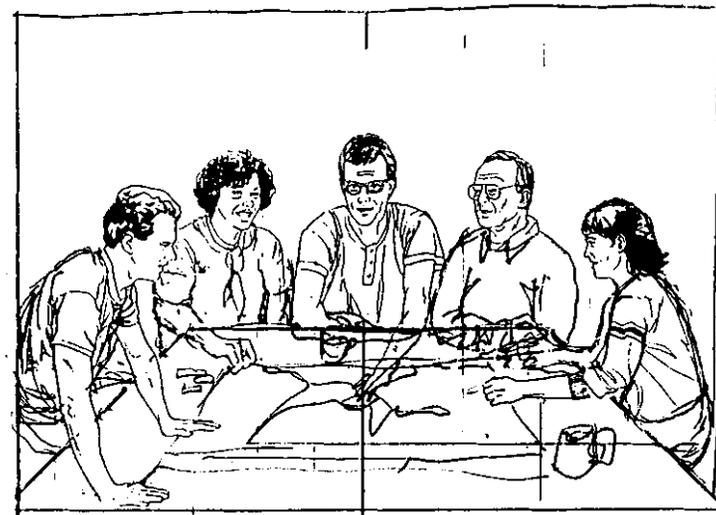


Introduction

Citizen energy, leadership and dedication have made neighborhood planning a Portland success story. The Neighborhood Planning Handbook will help citizen groups develop plans that best meet the needs of their community. This information will empower you to embark on a successful planning process.

Neighborhood planning is a dynamic process that will challenge you to understand and work effectively with your neighbors and with the City. Neighborhood plans that have been completed in Portland have evolved to take a similar form but each planning process will be shaped by its own dynamics. Ideally, you will add to the planning toolbox with creative and effective techniques for effecting change.

The focus is on the creation of neighborhood plans but you can use the handbook to develop a process and a plan that meets the specific needs of your group or community. For example, you may be part of a group interested in the historic character of your area and its preservation. Business associations and neighbors might be planning for the future of a neighborhood commercial area that extends through several neighborhoods. The boundaries of the plan may be other than those of established neighborhood associations but the planning process will be similar.



COMMUNITY AND NEIGHBORHOOD PLANNING PROGRAM

In May 1994, City Council adopted the Community and Neighborhood Planning Program directing that community and neighborhood planning be the primary vehicles for the update of the City's Comprehensive Plan Map. The Portland Comprehensive Plan provides the policy framework needed to guide the future development and redevelopment of the City of Portland. Community and Neighborhood Planning will update the Comprehensive Plan addressing topics such as land use, housing, open space, transportation, public safety, urban design and historic preservation. A discussion of the Comprehensive Plan begins on page 63.

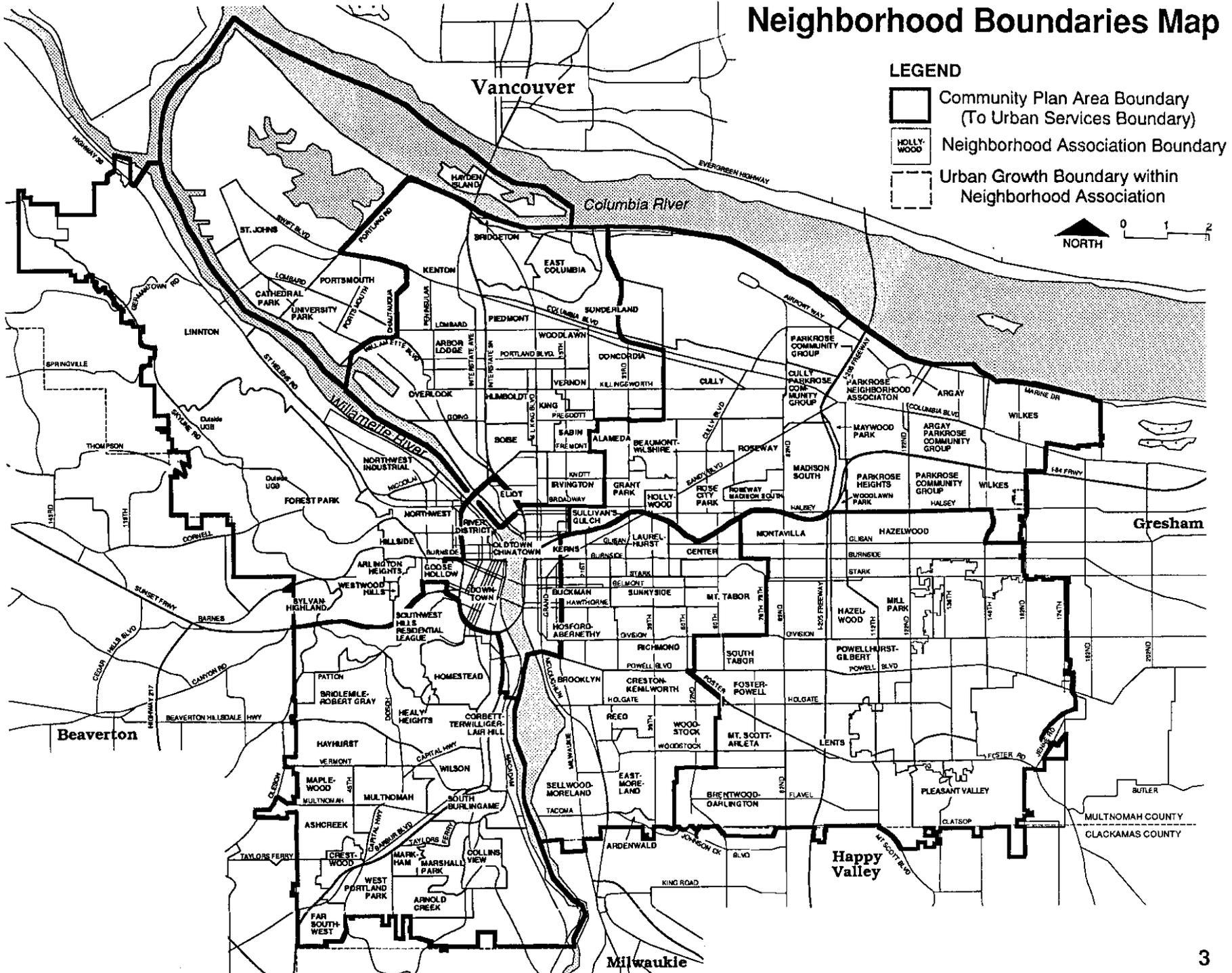
The Community and Neighborhood Planning program divides the city into eight separate plan areas. Two Community Plans, Central City and Albina, are completed and a third, Outer Southeast, will be completed in 1995. The Southwest District Plan began in July, 1994. Each community plan will take three years to complete and will incorporate individual neighborhood plans.

Community Planning Process and Neighborhood Plans

A neighborhood association may choose to do a neighborhood plan while the broader district-wide study is occurring. A neighborhood should be prepared to commit many hours of volunteers time to effectively produce a plan, as well as participate in the development of the district plan. Community Planning seeks broad-based participation. Neighborhood associations will be asked to provide leadership in representing their community while looking at the broader district-wide and City-wide issues.

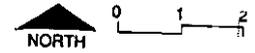
The neighborhood planning process is appropriate for an active, highly motivated association dealing with a wide range of issues. Neighborhoods with a variety of land uses, a range of housing types, a complex street system pattern, aging structures and redevelopment pressures should consider all the issues comprehensively. For these neighborhoods, specific adopted policies, written to address specific problems or needs, can guide an area in transition. In contrast, neighborhoods developed primarily with single dwellings, with a modest mixture of land uses and no redevelopment pressures should consider the use of a Needs Assessment/Action Plan to identify wanted improvements. A neighborhood may choose to focus all its participation to the development and review of the Community Plan that includes the neighborhood.

Neighborhood Boundaries Map



LEGEND

- Community Plan Area Boundary
(To Urban Services Boundary)
- Neighborhood Association Boundary
- Urban Growth Boundary within
Neighborhood Association



Neighborhoods who choose to undertake a neighborhood plan will be assisted by planning staff to ensure on-going coordination and consistency with the greater community plan issues. However, through the approval of the Community Planning Program, City Council stated a desire that an agreement be established that describes the responsibilities of both Planning staff and citizen volunteers. This will help keep expectations constant and timelines on schedule. Because of the limited staff available, the neighborhood participants will have to facilitate the process and produce working documents. Staff will be available as an information contact, to review work and provide comments. Staff will assist in the preparation of the proposed plan to the Planning Commission and will facilitate the hearings process before the Planning Commission and City Council.

Community Plans take approximately three years to complete. Neighborhood plans developed during that process will be taken to the Planning Commission and City Council as a package. Because neighborhood planning will occur concurrently with the district-wide planning effort, there will be the need to develop a consistent document format. This will reduce possible confusion for the review bodies. For example, all the Albina neighborhood plans had similar report covers and policy, objective and action chart formats.

Under the umbrella of Community Planning other planning approaches are also available. Below is description that compares the function and merits of different planning approaches that would serve a neighborhood.

Sub-Area Planning

Often an issue affects more than one neighborhood. In this instance a sub-area plan is more appropriate than individual neighborhood plans. For example, the Terwilliger Parkway Plan crosses through the Corbett-Terwilliger-Lair Hill, Homestead and Healy Heights neighborhoods. An update of the parkway plan may result in the development of sub-area policies adopted as part of the Community Plan policies. The Central City and Outer-Southeast Community Plans contain sub-area policies.

Needs Assessment/Action Plan

A needs assessment/action plan allows a neighborhood to identify wanted projects or programs to improve its neighborhood. The action plan sets a timeframe for improvements and identifies the groups or agencies who would implement the action. An action plan would require less citizen effort but it would be adopted through resolution for implementation. The action plan, similar to the action charts in neighborhood plans would provide a guide for implementation. Planning staff will review the action plan to ensure it is consistent with the overall policies and objectives of the Community Plan.

Comparison of Planning Options

	Community Planning	Sub-Area Planning	Neighborhood Planning	Needs Assessment/ Action Planning
Study Area Boundary	<ul style="list-style-type: none"> one of eight districts that cover the entire City 	<ul style="list-style-type: none"> limited location/geographic area crosses neighborhood boundaries 	<ul style="list-style-type: none"> neighborhood boundaries recognized by ONA 	<ul style="list-style-type: none"> neighborhood boundaries
Scope/ Issues to be Addressed	<ul style="list-style-type: none"> Broad policy areas: housing, transportation, public safety, historic preservation, urban design, economic development, comprehensive plan map 	<ul style="list-style-type: none"> focused agenda (commercial area, historic district) 	<ul style="list-style-type: none"> broad mix of land use types complex street system (varied classifications) recurring controversial land use cases 	<ul style="list-style-type: none"> priority-setting for projects, programs
Trends/Changes Experienced by Area	<ul style="list-style-type: none"> demographic shifts development growth or decline legal/legislative mandates 	<ul style="list-style-type: none"> development pressures economic shifts 	<ul style="list-style-type: none"> demographic shift growth/redevelopment vacancy/decline 	<ul style="list-style-type: none"> relatively stable
Planning Tools Produced/Used	<ul style="list-style-type: none"> adopted goals and policies Comprehensive Plan Map amendments/zoning changes implementation action charts Vision Zoning Code amendments Design districts 	<ul style="list-style-type: none"> limited zone changes adopted goals & policies action plan/implementation chart design or historic districts 	<ul style="list-style-type: none"> limited zone changes, need to balance comprehensive goals; district and City-wide needs vision Adopted goals and policies implementation Action Chart land use inventory 	<ul style="list-style-type: none"> City bureau and other agencies reviewing and accepting priority setting actions list 20 year implementation action list
Estimated Timeframe	<ul style="list-style-type: none"> 3 year per plan projected completion by 2010 	<ul style="list-style-type: none"> 1.5-2.5 years 	<ul style="list-style-type: none"> 1.5-2.5 years 	<ul style="list-style-type: none"> less than 1 year
Advantages	<ul style="list-style-type: none"> comprehensive approach staff and process is set-up to conduct a three year project 	<ul style="list-style-type: none"> focused to address limited issues or specific area less time consuming fits within Community Planning context useful when topic/issues crosses neighborhood boundaries 	<ul style="list-style-type: none"> comprehensive in addressing neighborhood issues tailored to represent values and desires of neighborhood establishes action agenda 	<ul style="list-style-type: none"> less time consuming product-oriented gets priorities set for improvements/programs fits within Community Planning district-wide context
Disadvantages	<ul style="list-style-type: none"> long wait for some districts requires on-going participation by neighborhoods plan areas are large many constituencies to work with 	<ul style="list-style-type: none"> may not adequately consider other related areas/issues 	<ul style="list-style-type: none"> too limited in focus, issues cross neighborhood boundaries rezoning is discouraged because of broader district and city-wide issues and housing balance very demanding of citizen volunteers 	<ul style="list-style-type: none"> may not encourage long-range vision for area

NEIGHBORHOOD PLANNING AND NEIGHBORHOOD ASSOCIATIONS

Portland's system of neighborhood associations is a model for cities throughout the country. The Office of Neighborhood Associations (ONA) provides services to citizens and 92 neighborhood associations through seven District Coalitions. Each Coalition is an independent non-profit organization that contracts with ONA for City general funds to provide citizen participation and crime prevention services. The staff of the Office of Neighborhood Associations and your District Coalition office may be able to provide technical assistance and support for your plan.

Neighborhood associations are the means for developing individual neighborhood plans. Since 1969, the City has adopted twenty-one neighborhood plans. Eight more neighborhood plans will be adopted as part of the Outer Southeast Community Plan in 1995. There are also several neighborhood plans underway independent of the Community Planning process. The City of Portland's Comprehensive Plan was adopted on October 16, 1980. Since that time, neighborhood plans have been designed to enhance and conform to the Comprehensive Plan's goals and policies. Neighborhood plans adopted by City Council are part of the Comprehensive Plan. For a complete list of adopted neighborhood plans, see Appendix A on page 89.

HOW TO USE THE HANDBOOK

The Neighborhood Planning Handbook focuses primarily on the neighborhood planning process. Over time, a consistent format and process has emerged for neighborhood plans. There is also information on conducting a shorter term process called neighborhood needs assessment and action plan which you may want to consider as an option to a neighborhood plan. The handbook is intended to give you the basic information you will need to develop a neighborhood plan. It can also help you to:

- Evaluate your need to plan and determine what type of planning process would be appropriate.
- Conduct a needs assessment and develop an action plan.
- Strategize for getting action on neighborhood issues.
- Find resources and programs to help your neighborhood.
- Decide whether to call City staff for assistance and action.
- Find solutions for unresolved needs and ongoing problems.

SECTIONS OF THE HANDBOOK

Why Plan? (Page 9)

Although this handbook focuses on neighborhood plans, it is important to also consider whether a shorter term approach might be more productive for your neighborhood's issues. The advantages and disadvantages of a neighborhood plan are discussed.

Planning Success Stories

Throughout the document are stories of how neighborhoods or community groups have organized to prioritize and accomplish their goals.

Neighborhood Planning Process (Page 18)

This section covers the basic steps and requirements for conducting a citizen participation process, holding workshops, building consensus among stakeholders in your plan and turning citizen input and background information into policies, objectives, and actions.

Neighborhood Plan Formats (Page 29)

A neighborhood plan can range from an internal agenda for a neighborhood to one that is adopted by City Council and requires a coordinated set of implementors to carry out. This section gives examples of different plans.

Neighborhood Plan Elements (Page 32)

This section lists the elements typical of neighborhood plans such as policies, objectives, maps.

Adoption of a Plan by City Council (Page 40)

Discusses the process and timeline of adoption of a plan as part of the City's Comprehensive Plan.

Needs Assessment and Action Plan (Page 43)

A Needs Assessment is a short term process to approach a problem or opportunity in a community. It can be an alternative to a long range neighborhood planning process or the first step in beginning a plan.

Background Information (Page 51)

This section describes how to gather information that will help you understand your neighborhood such as land use maps, demographics, surveys, etc.

Citywide and Regional Goals (Page 63)

This section discusses the City's Comprehensive Plan and how neighborhood plans relate to it. There is also discussion of other policy and planning efforts that are important to long range planning in neighborhoods and in the region.

Resources (Page 73)

The reference section provides a list of city and other organizations that may be of assistance in solving a problem or in formulating a neighborhood plan.

Glossary (Page 81)

In the back of the document is a glossary to help you understand planning terms and other forms of "bureaucratese".



WHY PLAN?

Plans are physical products of the planning process. There are many reasons a citizen group may want to create a plan. The process of coming together as a community and thinking through issues and solutions is just as important as the product. Many neighborhoods have used a planning process as a catalyst for citizen activism.

Planning allows a community to become pro-active in response to neighborhood issues instead of reactive. A neighborhood plan that expresses a common vision and lays out clear objectives will allow a neighborhood to give a timely and well-supported response to projects or programs that are proposed. Many neighborhoods are motivated to begin plans because of an issue that focused widespread neighborhood attention on development pressures or transportation issues.

Your concerns may be short-term, responding to an immediate need or you may be looking at long term issues of neighborhood livability. Your planning process, the steps to developing a plan, should be designed to identify concerns, evaluate alternative solutions and get action in a way that best suits your goals. A plan can be an effective way to organize your group to get action and to work successfully with the City's bureaus. You will need to evaluate whether your issue is short-term or long-term:

- **Short-term issue example:**
Speeding on local streets.
- **Long term issue example:**
Maintaining the livability of a neighborhood in the face of change such as population increases or rapidly rising housing costs.

The neighborhood planning handbook describes a short term process called a needs assessment as well as neighborhood plans. These range from an internal action plan for your group to a neighborhood plan that is adopted by City Council as part of the City's Comprehensive Plan.

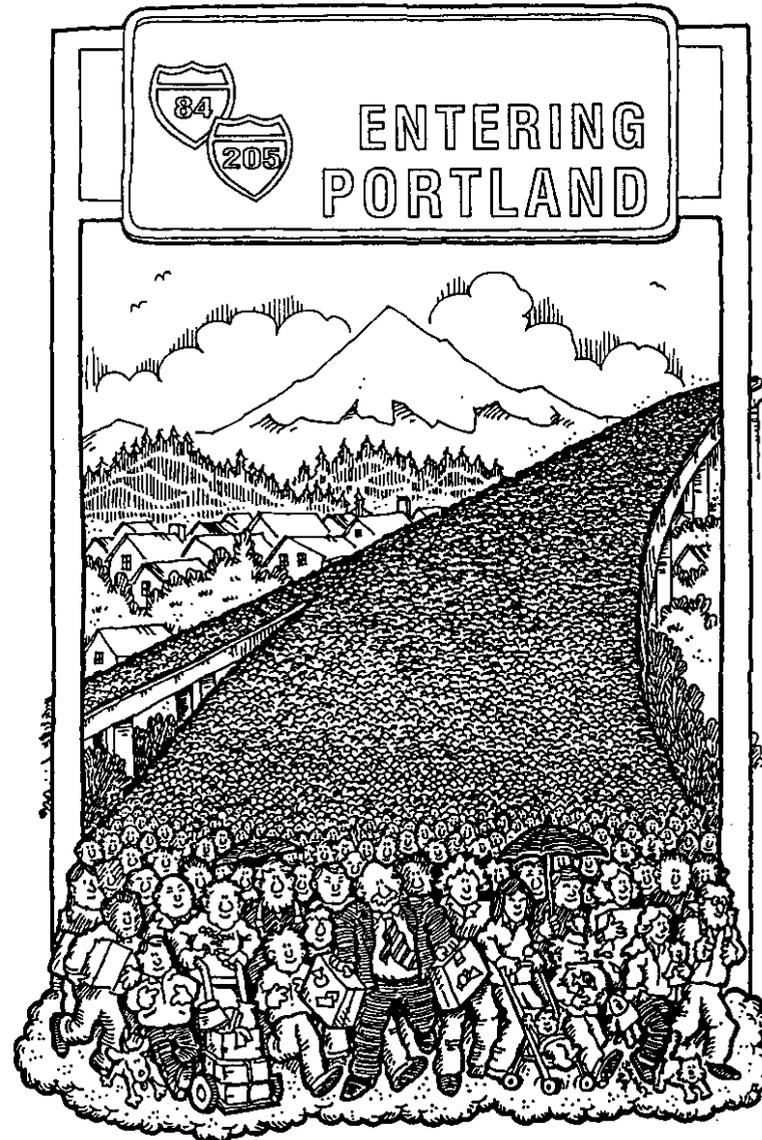
CITYWIDE AND REGIONAL ISSUES

Many current planning efforts and city policies are intended to address the impacts of demographic trends projected for the city and the region. Maintaining the Urban Growth Boundary (UGB) and reducing reliance on the automobile are two goals being pursued by local governments that respond to projected growth in Oregon.

Strategies need to be developed that can accommodate and benefit from increases in population while preserving the livability of neighborhoods, the city, and the region.

- The Portland/Vancouver metropolitan population is projected to increase by at least 500,000 by the year 2010.
- Multnomah County is projected to increase by 66,000 people.
- The number of households is expected to grow by 17% while household size will decline from 2.3 persons per household in 1980 to 2.14 in 2010.
- The largest increase in household types will be single person households.

We can expect increasing demand not only for more housing but for housing that meets the needs of smaller households.



State Transportation Planning Rule

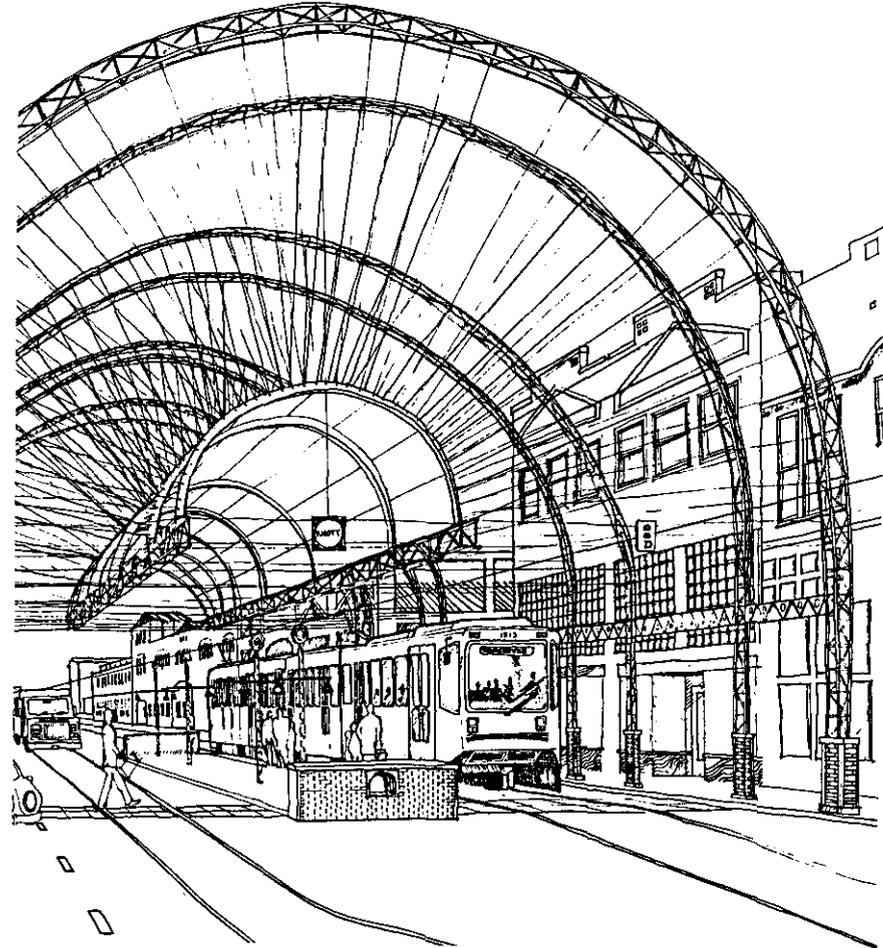
The state has mandated through the Transportation Planning Rule that the city find ways to reduce the number of automobile miles traveled by 20 percent over 30 years. The rule is intended to foster the development of land use patterns and transportation improvements that reduce reliance on the automobile and support the growth of developments that are less dependent on the automobile.

Metro 2040

The Metro 2040 process conducted by Metro, the elected regional government, has been asking citizens in the Portland region about what they value in this area and how we can preserve the quality of life in the face of substantial growth. This process will guide decisionmakers in the region in areas from land use and transportation to recreation and the environment. For more information on Metro 2040 call 797-1888.

Further Information

Information on trends for Portland and the metro areas are available from Metro and the Population Center at PSU. (See Resources, page 73)



Neighborhood Plans



Neighborhood Plans

WHAT IS A NEIGHBORHOOD PLAN?

In general, a neighborhood plan takes a long range perspective of issues in your neighborhood. A neighborhood plan will involve your neighborhood in a process to identify issues, develop policies, objectives and implementation actions. There are a variety of neighborhood plans that range from developing an internal agenda for your group to a plan adopted as part of the City's Comprehensive Plan. A neighborhood plan results from an extensive citizen participation program that gives an opportunity for residents, business and other stakeholders in your area to participate and comment. A neighborhood plan will examine alternative solutions to problems. A neighborhood plan will provide an opportunity to work with agencies and organizations who can help you develop actions that resolve neighborhood issues. Most neighborhood plans will be reviewed by the Planning Commission and adopted by City Council as part of the City's Comprehensive Plan. Adoption as part of the Comprehensive Plan means that the vision, goals and objectives of your plan are part of official City policy and impact land use decisions as well as policy and program proposals by individual City bureaus.



IS A NEIGHBORHOOD PLAN THE BEST WAY TO ACCOMPLISH YOUR NEIGHBORHOOD'S GOALS?

- **Your neighborhood organization should carefully consider whether a neighborhood plan is the best way to accomplish your goals.**

Do your concerns cover a broad range of areas that effect the quality of life in your neighborhood? A neighborhood plan will address long range development in the neighborhood. If your issues are limited to one or two specific concerns the best solution may be to deal directly with the agency in charge of resolving the problem. For example, if speeding cars and pedestrian safety are your main concerns, you may want to begin working with the Office of Transportation to develop solutions. You may not want to wait the two to three years that it could take to have your plan adopted to begin to deal directly with this issue. Another option is to develop a prioritized list of neighborhood needs. This list would then be the basis for discussion with the responsible agencies.

However, you may discover that you need to address your issue on several fronts. You may not be able to determine the best course of action until you have been through the process of identifying problems

and concerns and receiving comment from your neighbors, local businesses, and representatives of government agencies whose actions may be required to make the changes your plan calls for.

- **Creating a neighborhood plan requires a large investment of time and energy by a neighborhood.**

This document will help you to evaluate your neighborhood's ability to see your plan through to completion. You may find it useful to contact other neighborhoods that have recently completed neighborhood plans. The District Coalition for your neighborhood may also provide advice and assistance. Check with the Bureau of Planning staff to see what resources are available to assist you in conducting a citizen based planning process. A sample timeline of a neighborhood planning process appears on page 20.



- A neighborhood plan takes a long range view of areas such as land use, housing, transportation and economic development.

Your plan will be a mix of short and long term goals for your neighborhood. Neighborhood planning creates a forum for cooperation and coordination between the neighborhood and the agencies charged with setting priorities and budgeting for capital improvements. They also may help to build a sense of shared objectives and community in your area.

- Neighborhood plans accomplish goals if there is an active group that transfers history and information to new members.

Without on-going participation, a short-term approach such as needs assessment may be best. A neighborhood plan documents the history of your neighborhood, its problems and the solutions proposed by the neighborhood's existing leadership. This will provide guidance for future decisionmakers from both the neighborhood and the City.

PIEDMONT NEIGHBORHOOD PLAN

GENERAL PLANNING WORKSHOP & Children's Workshop
Saturday, May 5th
9:00 A.M.-1:00 P.M.
Holy Redeemer School, 127 N. Portland Blvd.

The City of Portland is working on a plan to guide development within NNE Portland for the next 20 years. **AND THEY WANT YOUR INPUT!** The planning workshops are being held to get your views on housing, crime, jobs, family services, education, training, parks, recreation, transportation, and traffic.

FOCUSED PLANNING WORKSHOPS
7:00-9:00 P.M.
Peninsula Park Community Center, 6400 N. Albina

Focused Planning Workshops will concentrate on specific topic areas. Guest speakers will provide information on issues and opportunities facing our neighborhood.

- Wednesday, May 9th **TRANSPORTATION**
- Thursday, May 10th **JOBS, EMPLOYMENT, BUSINESS GROWTH & DEVELOPMENT**
- Monday, May 14th **EDUCATION AND FAMILY SERVICES**
- Wednesday, May 16th **LAND USE, HOUSING, HISTORIC PRESERVATION & ENVIRONMENT**
- Thursday, May 17th **PUBLIC SAFETY, PARKS & RECREATION**

The Planning Workshops are sponsored by the Piedmont Neighborhood Association and the Planning Planning Bureau. Reservations are being provided by local businesses.

Poster developed and distributed by the Piedmont Neighborhood to inform residents of a series of neighborhood planning workshops.

-
- **Neighborhood plans should serve as a consensus building process in your community to determine specific improvements or programs you would like to request.**

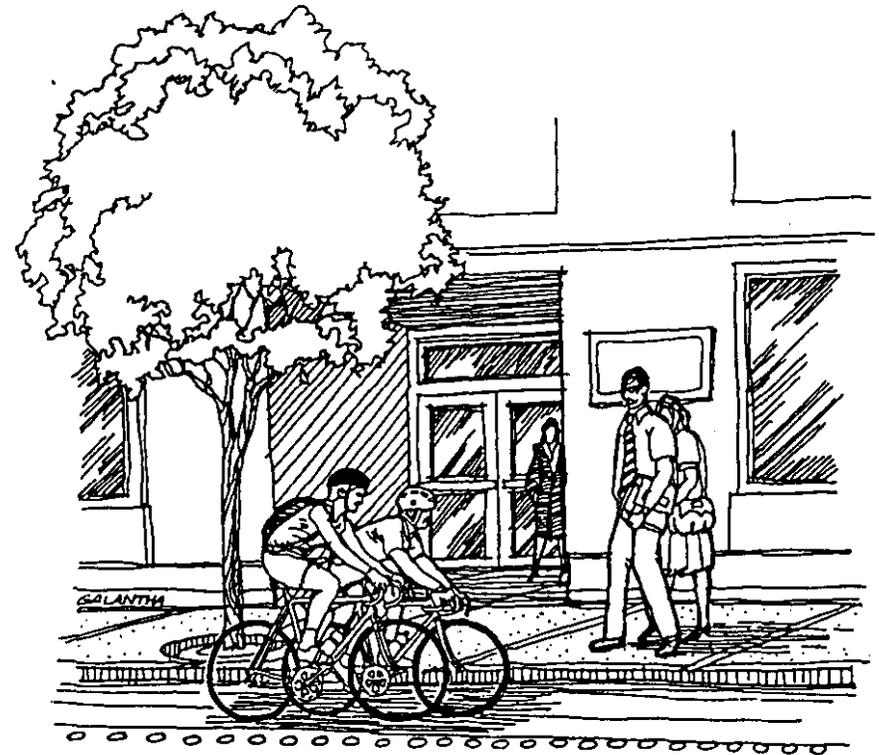
Determining a list of specific needs that is backed up with citizen support will put you in a good position to be considered by bureaus in their budgeting and/or capital improvement program process.

Neighborhood and business groups need to work with the responsible government agencies to identify solutions to problems that are practical, safe and reduce the risk of creating other problems or adversely affecting another neighborhood or group.

It is important to keep in mind that if you begin a plan that proposes to alter the comprehensive plan or zoning map you will be part of a city process to update the comprehensive plan in conformance with citywide goals. This has implications for housing density, transportation planning, economic development and other areas. A more detailed discussion of the City's Comprehensive Plan begins on page 63.

A plan will not be adopted if it conflicts with existing adopted policies. For example, changing residential zoning to create larger lots will reduce the potential density of a neighborhood. This action would conflict with the City's goals of creating housing opportunities and accommodating

ten percent of the region's expected growth. Rezoning a neighborhood must consider a balance of objectives focused on the neighborhood and City-wide objectives.



WHAT IS THE ROLE OF NEIGHBORHOOD PLANS?

The City of Portland supports community based planning projects. An active partnership between Portland's citizens and its public servants is critical to the growth and health of the city. If the City is to successfully meet the challenges of the future, we must increasingly draw on the grassroots energy and wisdom of citizens.

Neighborhood and business district plans are an important way to establish the goals of your neighborhood and coordinate the neighborhood's activities with those of the City. Such a plan serves a number of functions for both those preparing it and the city.

A neighborhood plan:

- Stimulates a partnership between public and private interests to stabilize and improve neighborhoods.
 - Builds a sense of shared values, objectives and community.
 - Improves understanding and communication between citizens, City bureaus and decision-makers.
 - Can be an action plan. It helps your neighborhood rank future community based and public projects and capital improvements in order of importance.
- Helps your neighborhood guide and monitor change.
 - Guides decision-makers on issues vital to neighborhood livability.
 - Guides your neighborhood when commenting on land use cases. The plan provides a consistent basis for making decisions.
 - Involves you in the City's decision-making process.
 - Encourages community leaders to undertake projects and to use community resources from neighborhood businesses and residents in these efforts.
 - May become part of the City's Comprehensive Plan. As part of the Comprehensive Plan a project or program in your neighborhood that must meet the policies and objectives of the city-wide Comprehensive Plan must also comply with your neighborhood plan's policies and objectives.

STARTING YOUR PLANNING PROCESS

Before beginning to design a planning process and workplan it would be useful to:

- Read through the section on needs assessment (page 43) There is useful information that can be applied to any planning process. In particular, there are questions to help you evaluate your strengths and weaknesses as a group.
- Request copies of completed neighborhood plans from the Bureau of Planning to give you examples of how other communities have accomplished projects. Contact other neighborhoods that have completed neighborhood plans.

The following are steps to begin planning for your neighborhood.

1. Organize a neighborhood plan steering committee.

The steering committee should be a core group committed to carrying out the tasks necessary for developing your plan. Make sure that various neighborhood interests are represented including: homeowners, renters, business owners and property owners. You should also recruit representatives of local institutions and nonprofit community organizations active in your neighborhood. Your steering committee is charged with developing a neighbor-

hood plan that reflects as many neighborhood interests as possible.

You may want to establish sub-committees to address land use and transportation issues and strategies for citizen involvement. Those invited to be on the steering committee should be those who think a plan should be developed.

2. Identify one person on your steering committee to be a contact person and coordinator.

3. Think about what type of plan format, elements and adoption process you would like to pursue.

Discussions of formats, the elements of a neighborhood plan and the process and timeline for plan adoption by City Council begin on page 40. Get some sample neighborhood plans from the Bureau of Planning. Contact people in other neighborhoods who have worked on their own plans.

4. Establish a work plan.

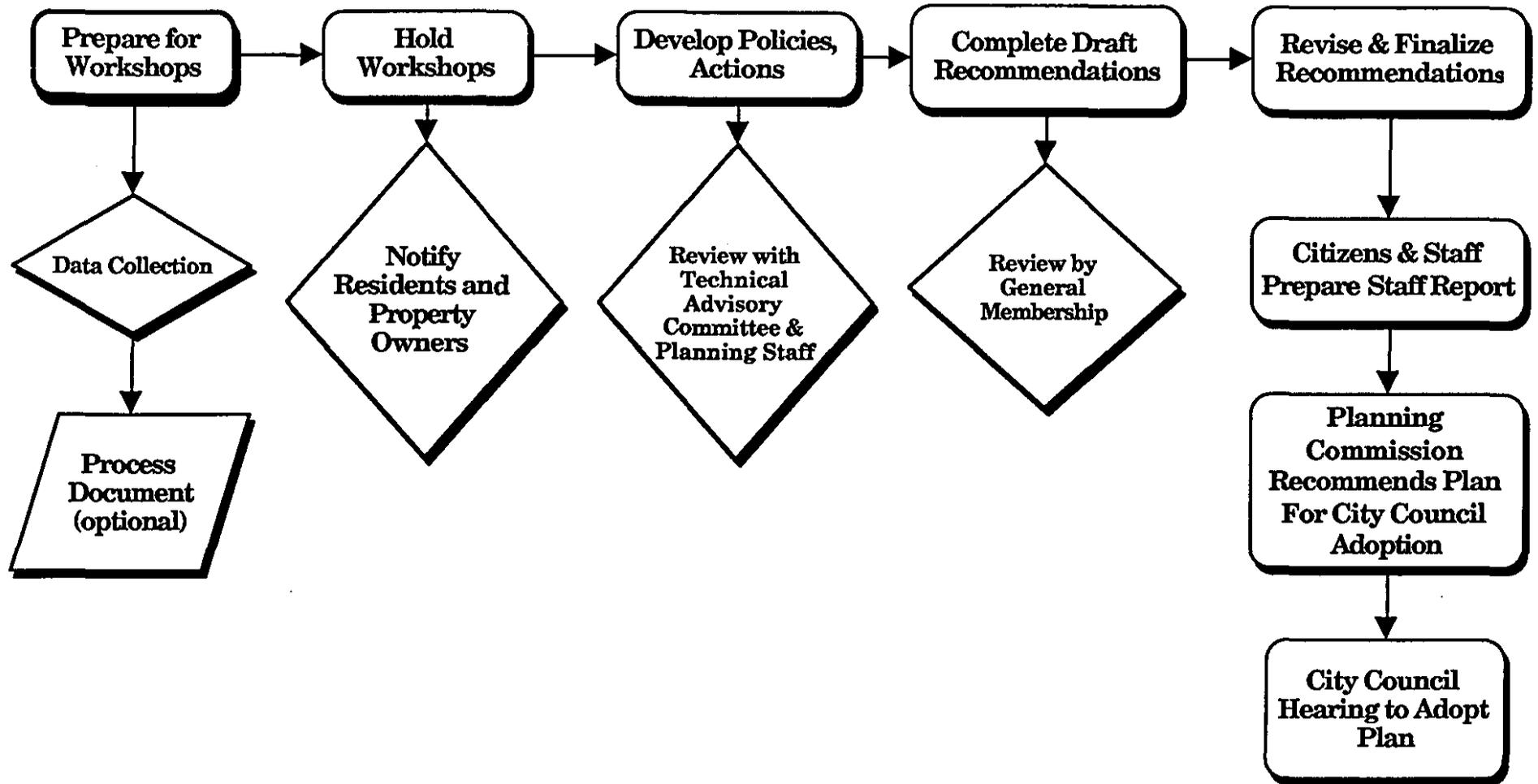
The steering committee and sub-committees should establish a work plan and timeline for completing your neighborhood plan. Arrange and organize regular meetings of the steering and sub-committees that allow a reasonable amount of time to complete the work plan.

5. Consider developing a process document

Develop a document which includes your planning process, timeline, and objectives for your plan. The objectives will set forth the general policy areas that you will examine as part of your planning process. The objectives identify the issues the plan is to address and the problems the plan is seeking solutions to. The set of objectives should lead the timelines and activities of your planning process. The City and citizens should be involved in refining these objectives.

Richmond Neighborhood Plan Development Time Line

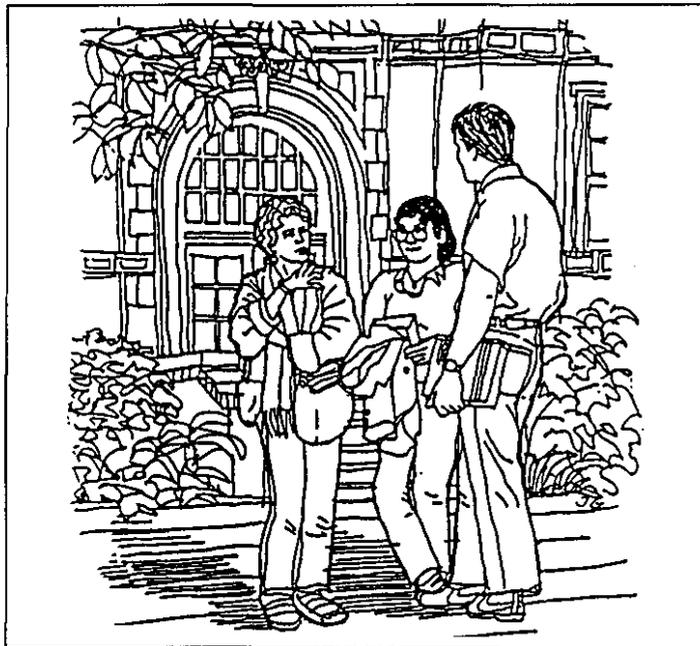
<i>Neighborhood Plan Steering Committee (NPSC) Meeting</i>	8/91
<i>NPSC Meeting - Planning</i>	9/91
<i>NPSC Meeting - Grant Development</i>	10/91
<i>NPSC Meeting - Survey Draft</i>	11/91
<i>NPSC Meeting - Grant and Meeting Plans</i>	1/92
<i>NPSC Meeting - Notice/Survey Preparations</i>	2/92
<i>NPSC Meeting - Meeting Preparations</i>	3/92
<i>Vision Meeting</i>	3/92
<i>Issues Workshop</i>	4/1 & 4/4/92
<i>Issues Committee Orientation Meeting</i>	4/7/92
<i>Issues Committee</i>	4/92- 7/92
<i>Editing Committee</i>	7/92- 1/93
<i>NPSC Meeting</i>	7/7/92
<i>Public Notice via Newsletter Mailing of 9/92 Meeting</i>	
<i>NPSC Meeting - Draft Review</i>	9/92
<i>RNA Board Meeting - Presentation of First Draft</i>	9/92
<i>NPSC Meeting - Draft Review</i>	10/92
<i>RNA General Meeting - Approve Final Draft</i>	11/92
<i>RNA Board Meeting - Approve Finished Draft</i>	1/93
<i>Planned Submission to City Council</i>	



Example of Planning Process Leading to Adoption of a Plan By City Council

6. Identify community resources

Identify Community Resources that may assist in the development and implementation of a neighborhood plan. These may include organizing volunteers for running workshops and doing outreach such as neighborhood surveys, and mailings. Contact local businesses, organizations and institutions to encourage their involvement. Portland State University students in the Department of Urban Planning provided a starting place for successful neighborhood planning efforts in the HAND, Kerns and Sullivan's Gulch neighborhoods and have provided assistance in research and land use surveys for other neighborhood planning processes.



7. Secure the goods, services and financial assistance necessary to complete the neighborhood plan.

In the past, neighborhoods have received assistance from local businesses, banks, local utilities and City Bureaus. Check to see whether your neighborhood plan may be eligible for funding from the Bureau of Housing and Community Development, 823-2375.

8. Meet with City staff.

Staff from both the Bureau of Planning and Transportation will be able to answer questions you may have and provide assistance in the development of your plan. You may also want to have preliminary meetings with the Bureau of Environmental Services if sewers are a concern or other agencies such as the Bureau of Housing and Community Development. Refer to the Resource List on page 73 to identify what agencies have responsibility for issues and problems in your area.

9. Develop and maintain a mailing list.

Your list should include the names and addresses of all people who attend a meeting or workshop as well as groups that are stakeholders in the outcome of your plan such as business associations and local institutions.

CITIZEN PARTICIPATION PROCESS: BUILDING CONSENSUS

The process of creating your neighborhood plan should build consensus and support from those directly affected by the plan. You will also be building support from those who will implement the actions of the plan. An effective outreach program will be needed to bring together a cross section of opinion and energy from the neighborhood.

Outreach to citizens as part of neighborhood planning in Portland goes beyond the statewide planning requirements for notification of a legislative process. Your goal should be to give reasonable opportunity for people to be informed of the plan and to be able to respond and become involved. Part of your outreach effort should include a mailing or door to door distribution of information on the plan, public meetings and other opportunities to participate. Many neighborhoods have done this through their newsletters or a one time door to door distribution of flyers.

If you want your plan to be adopted by City Council, you will have to demonstrate that you have contacted and encouraged interest groups in the neighborhood to participate in developing the plan — home owners, renters, business owners and business associations and property owners who may or may not live in your neighborhood. You should also contact and involve institutions, social service and other non-profit organizations in your area.

To facilitate coordination of implementors, a Technical Advisory Committee (TAC) coordinated by the Planning Bureau reviews each neighborhood plan. Staff from city agencies such as the Bureaus of Buildings, Transportation, Parks, Environmental Services, Police, the Portland Development Commission, and Housing and Community Development are members of the Technical Advisory Committee.

The TAC also includes representatives from other jurisdictions such as Multnomah County, the Portland School District and Metro. The membership of the TAC may vary to ensure that all potential implementors of your plan have an opportunity for comment. The TAC review of your plan will assure that your final document is in conformance with city policy and that you have agreement from implementors on the actions and timelines for action that you propose.

You can gather information on what your neighbors feel is important about your neighborhood and what you should include in the plan in a variety of ways.

PLANNING WORKSHOPS

- 1. Most neighborhoods hold planning workshops to gather opinions and ideas for the community's future.**

Typically workshops are held in the evening or on Saturday. A workshop will usually take from 2- 4 hours depending on the size of the group and the types of activities you plan on completing. See sample agenda on page 26.

- 2. Although the primary goal of the workshops is to generate ideas and comments, the workshop is also a way of informing workshop participants of various activities and opportunities in your neighborhood.**

Does your neighborhood have an annual clean-up day, safety patrol or community picnic? The workshops also create opportunities for the steering committee to recruit the help of others interested in the plan's development.

- 3. Select a location for your neighborhood meeting that is large enough to accommodate participants and is handicapped accessible.**

Reserve a space that will allow you to move tables and chairs around to accommodate both large and small group activities.

WORKSHOP AGENDA AND ACTIVITIES

- 1. It is useful to have a presentation at the beginning of the workshop.**

The presentation should update workshop participants on the activities of the steering committee and background information that you have gathered. You will need to give an overview of the planning process and what the anticipated outcome will be.

- 2. You should develop an agenda that provides time and opportunity for every workshop participant to feel they have had their say.**

It is useful to develop a list of topics for discussion that spring from the steering committee's ideas about what are potential policy areas for the plan. These might include housing, transportation, historic preservation and economic development. You may want to have two time periods with discussions of the topic areas so that someone who attends the housing discussion in the first period can attend the transportation discussion in the second. Often people will come with one issue that they are really concerned about. Consider having persons from outside your planning group facilitate the discussions.

How to Facilitate a Group Discussion

Introduction - Catch the Attention of the Audience and Include a Stated Purpose!

1. Clarify the purpose of the small group discussion and the goals to be achieved.
2. Focus your thinking on the group, not yourself.
3. Come prepared with facts, background material and visual aids that will stimulate discussion.

Body - Talk - Listen - Record, Get the Information You Need to Achieve Your Goal!

1. Present the topic areas in broad and general terms, but let the agenda flow from the group, so that responses will reflect their priorities and needs.
2. Refrain from: speaking "bureaucratese", over-analyzing and diagnosing response. Your role is to lead, clarify and record.
3. Be prepared for periods of silence. There is nothing bad or wrong with lulls in the discussions; however, it may become necessary to recharge the conversation by rephrasing a point or asking a question.
4. Use the participants' names during the discussion. This action shows respect and recognizes them as individuals.

5. Reassure the participants that you're interested in hearing from each group member, but encourage them to use the "Comment and Question sheet" to record information that may not get included during the discussion.
6. Keep the group focused. It may be necessary to restate the goal and redirect the participants to the subject matter if you notice individual members and/or the total group beginning to stray.
7. Develop a sense of timing by pacing the discussion to get maximum use from responses.
8. If you don't know an answer, say so, but remember to follow-up at a later date.
9. Use concise sentences, words, phrases and names when recording responses. The notetaker should feel comfortable reading the response back to the group for clarification purposes.

Conclusion - Leave Your Group Pleased They Participated in the Process!

1. It is important for group members to feel a sense of accomplishment. This can be done by making a statement like, "The group has covered a lot of issues, every attempt will be made to incorporate your ideas." In some instances referrals to other bureaus or outside agencies may be necessary. Encourage participants to use the comment and question sheet so that follow-up will occur.
2. Restate main points when summarizing work from the session.
3. Thank the group for participating and encourage similar interaction when the total group reconvenes.

-
- 3. Whether you have discussions in large groups or divide into smaller groups by topics, you should be prepared to facilitate the discussion.**

It is useful if you provide your facilitators with a prepared list of questions or topics that need to be covered. Record all comments from workshop participants. An effective way to do this is on pads of paper on easels. You can hang the sheets on the wall as they are filled. This gives everyone an opportunity to see that their comments are accurately recorded. One way to begin this discussion is to ask people what they like about their neighborhoods, what they don't like and what the potential solutions are.

- 4. You may want to have people rank the importance of ideas and concerns that are recorded on the sheets.**

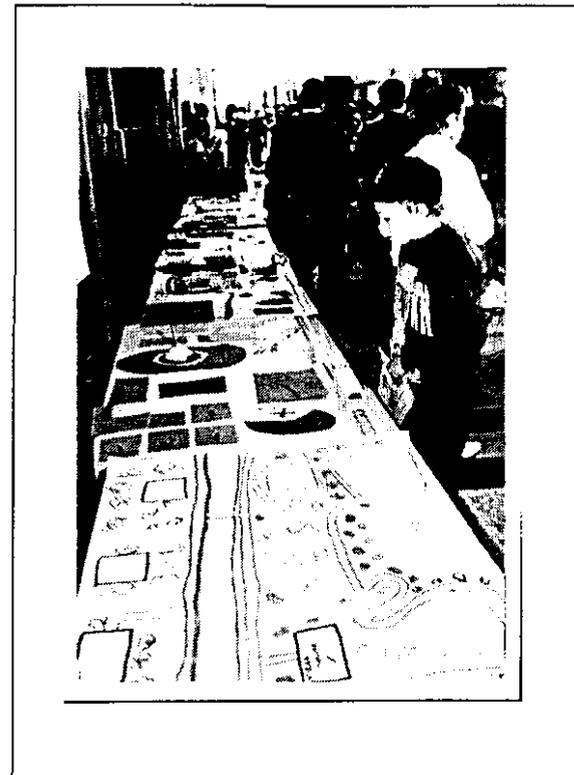
This can be done by providing colored adhesive stick on dots for participants to use to mark their top priorities on the sheets.

- 5. You may want to take a base map of your area and allow people to indicate where problems are.**

Provide people with pens and a legend that might indicate symbols for traffic problem or areas where opportunities exist for development or a neighborhood gateway.

- 6. Keep workshop participants informed of what will be done with their ideas and how they can continue to participate in the planning process.**

This should include the process and timelines for the plan as well as future opportunities for citizen involvement.



SYNTHESIZING WORKSHOP RESULTS

1. Debrief After Your Workshops

- The steering committee should debrief after the workshops. You may want to ask yourself the following questions:
- Were issues adequately addressed?
- Did workshop participants represent a cross-section of your neighborhood?
- What additional information is needed to allow you to go forward with the creation of your plan?
- Are there any issues that should be included in your plan that did not get discussed or were given low priority?
- How can you make future citizen involvement events better?

Agenda

Outer Southeast Community Plan
**Montavilla Neighborhood
Planning Workshop**

Montavilla United Methodist Church
232 SE 80th Avenue
April 5, 1994

- | | |
|---------|--|
| 7:00 pm | <u>Paul Scarlett, City Planner</u> <ul style="list-style-type: none">• Outer Southeast Community Planning Process• Alternatives 1 & 2 Zoning proposals for Montavilla |
| 7:30 pm | <u>Dianne Dickson Lawrence</u> <ul style="list-style-type: none">• Slide Show on Montavilla Neighborhood |
| 7:45 pm | <u>Presentation of Montavilla Neighborhood Plan</u>
Kathleen Brophy, Housing and Neighborhood Livability
Joanna Wilson, Historic Preservation and Urban Design and Public Safety
Oskar Hess, Economic Development
Vern Bowers, Transportation and Parks and Open Space |
| 8:15 pm | <u>Questions and Answers</u> |
| 9:00 pm | <u>Adjourn</u> |

2. Identify major topic areas that surfaced during the workshop.

Use the notes recorded during your facilitated groups. Develop a work schedule that spans the duration of your future planning process. This schedule should include discussion topics, date, time and place. You may want to hold additional workshops on particularly hot or complex topics. You may want to assign the topic areas to subcommittees to develop policies, objectives and actions for each.

3. Identify neighborhood problems, needs, issues, assets and opportunities.

This could include identification of historic resources or areas in particular need of city services.

4. Develop goals, policies and actions to address identified problems.

This task is at the center of developing your neighborhood plan document. This would be a good time to have a city planner work with you to see that you are in compliance with the relevant policies of the Comprehensive Plan.

5. Identify potential implementors.

Arrange to meet with those agencies who you propose to have carry out your actions. You may discover that there are alternative ways of accomplishing an action that will cause you to change the wording of your action or add new actions.

6. Develop a draft of your plan.

See section on Plan Formats and Elements beginning on page 29.



REVIEW OF THE DRAFT PLAN

1. Provide opportunities for review of your draft plan by the community.

A second round of workshops and meetings would be appropriate. Use the mailing list that you have developed during the earlier phases of your citizen outreach process. You may want to use the regularly scheduled neighborhood meeting.

2. Provide copies of draft plan to the Technical Advisory Committee (TAC) for their review.

The TAC are representatives of City bureaus and other agencies who are potential implementors for the plan. The TAC will review your policies, objectives and actions for compliance with city goals and policies and provide feedback on appropriate programs to carry out your actions. The Bureau of Planning Community Planning section provides coordination for the TAC.

3. Revise the draft based on comments by the TAC and your community.

There will probably be some areas of disagreement with the draft plan. The steering committee should continue to try to reach consensus. There may be some issues where compromise can be reached and others where the steering committee feels strongly about carrying forward a part of the plan which will

leave some parties unsatisfied. What is critical is that you can demonstrate that you have worked with those with opposing views and have reached a position which you can defend as supportive of your community's and the City's overall goals.

4. Create a final draft.

This draft should include appropriate maps, background information and any illustrations and photos to liven up the document.

5. Have final draft accepted or adopted by your group.

6. Submit Plan to Bureau of Planning.

If your plan is to go on to Planning Commission and then to City Council for adoption, it should now be submitted to Bureau of Planning Staff for review and preparation of a staff report to the Planning Commission.

TYPES OF PLANS AND PLAN FORMATS

You can take several approaches if you decide to do a neighborhood plan. The physical product, the neighborhood plan, will contain the outcomes of your lengthy citizen planning process. It will provide the record to guide both the City and future members of your neighborhood. You can tailor the parts and format of your neighborhood plan to meet the unique concerns and solutions that you identify. You should plan on doing at least one draft version of the plan that you will revise based on review by the neighborhood, city bureaus through the Technical Advisory Committee and Planning staff.

In this section are examples of different types of neighborhood plans and formats. The following list increases in complexity and amount of time and effort that will be necessary to complete them. You may want to borrow ideas from different plans to create a plan that best suits your goals. The elements of neighborhood plans are discussed beginning on page 32.



Buckman Neighborhood Plan

Bureau of Planning
Portland, Oregon
August, 1991

Adopted by City Council July 24, 1991
Effective August 23, 1991
Ordinance No. 164489

Policies and objectives are adopted by Council as part of the City's Comprehensive Plan and action items or agendas are adopted by resolution.

Adoption as part of the Comprehensive Plan means that your plan's policies and objectives are an official part of City policy and the City is bound to comply with them in many of its decisions. Actions are adopted by resolution and are not part of City policy. This action means that City Council supports the plan's action agenda and the implementation of these actions by City bureaus. The action agenda is not adopted by ordinance because this action by Council is not meant to approve specific programs or projects with budget implications.

The following list gives examples of different levels of plans. Contact the Bureau of Planning for copies of the noted plans.

- 1. A neighborhood plan that primarily guides the neighborhood association in its activities and review of land use cases. (Example: Woodlawn Neighborhood Plan)**

This type of plan may or may not be adopted as part of the comprehensive plan. Your neighborhood association may approve parts of any neighborhood plan to set an internal agenda for the neighborhood. A plan that guides the neighborhood in review of land use cases should have policies related to land use adopted as part of the comprehensive plan.

- 2. A plan that addresses policies and objectives and contains a series of strategies. (Example: Richmond Neighborhood Plan)**

These policies and objectives will become part of the Comprehensive Plan after approval by Planning Commission and City Council. The strategies are general action oriented statements intended to provide guidance for the city and neighborhood to fulfill the objectives and policies of the plan. The strategies may provide a basis for developing an action agenda. The final adopted Richmond Neighborhood Plan will show actions and timelines developed from the strategies.

- 3. A plan that contains policies, objectives, and an action chart. (Example: Irvington Neighborhood Plan).**

The policies and objectives of the plan would be adopted by ordinance and become part of the comprehensive plan. The action items are adopted by resolution and are not part of the comprehensive plan.

4. A plan that contains policies, objectives and action items or strategies as well as proposals for changes to land use zoning. (Example: Eliot Neighborhood Plan)

If you are developing a proposal for changes to zoning, you will have to provide a land use inventory of every lot in the area proposed for change. Any proposals for change to residential zoning must be in compliance with the City's no net loss of housing policy. Residential densities must remain at or move towards the levels for the city mandated by Goal 10 of the State Land Use Laws. Documentation of how changes to zoning meets or exceeds these goals must be provided if the neighborhood plan is to be accepted by the Land Conservation and Development Commission (LCDC). LCDC is a state agency empowered by Oregon State legislation to establish and enforce state-wide planning goals and guidelines and coordinate land use planning for the state of Oregon. LCDC has established goals in 19 substantive areas that are binding on local governments throughout the state. Each goal is accompanied by a set of guidelines listing the suggested directions that would aid local governments in achieving the goals.

A plan at this level of complexity will require more support from planning staff than plans that do not impact land use zoning.

5. A plan that addresses issues of an area or community that is not defined by official neighborhood boundaries. (Example: Hillsdale Community Vision Plan-completion due in Fall of 1995.)

This type of plan might focus on an area that overlaps several neighborhood boundaries or a boundary might be drawn to include several neighborhoods that share some common identity such as a commercial or historic area. It will be very important to develop a boundary for this type of plan that is based on the issues that you wish to cover.

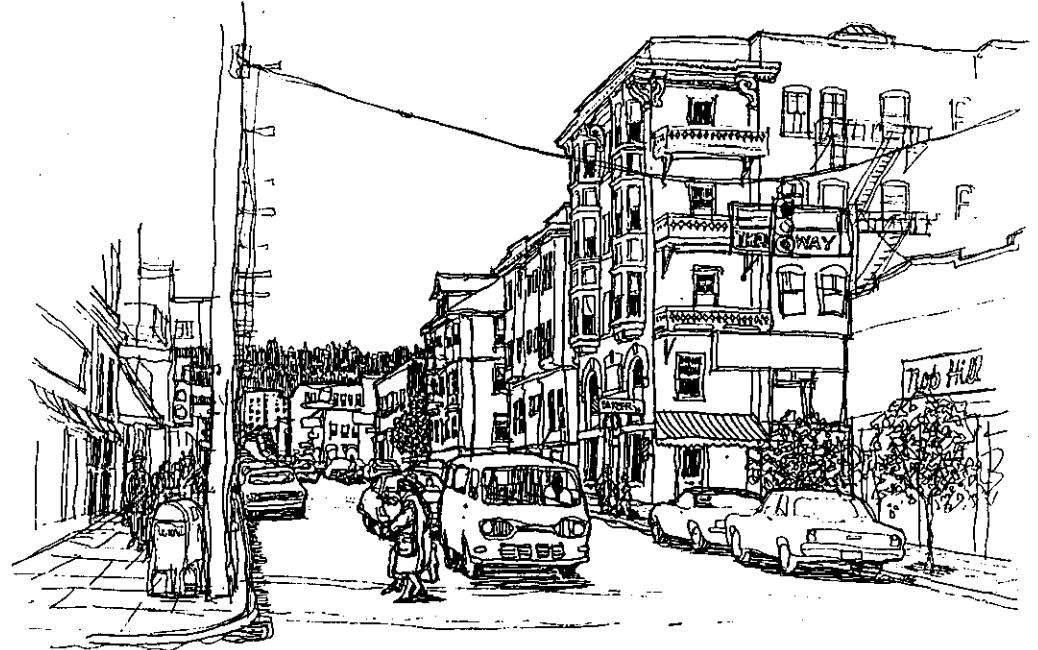
6. A plan that addresses one issue such as historic preservation. (Example: Ladd's Addition Historic District)

A plan can focus on one area of your neighborhood to accomplish a goal such as establishing a historic district. This type of plan establishes a boundary and design guidelines for a historic design zone that will be adopted by ordinance by City Council.

THE ELEMENTS OF A NEIGHBORHOOD PLAN

As more neighborhood plans have been done in Portland, a basic set of elements and formats have evolved. Those elements will be discussed in detail in this chapter:

- **Policies, Objectives and Action Charts**
- **Vision Statement**
- **Urban Design Elements**
- **Background Information**
- **Maps**



POLICIES, OBJECTIVES, AND ACTIONS

The core of your planning document will be the policies, objectives and action charts.

Most neighborhood plans will contain policies, objectives and actions. These should clearly lay out the direction for activities in your neighborhood, targets for accomplishments, and specific actions with timelines. These elements will be developed from the results of your citizen participation process. Your neighborhood plan should cover the areas that you have identified as important. Portland's neighborhood plans consider a broad range of policy areas. These may include:

- Housing
- Transportation
- Parks, Recreation and Open Space
- Neighborhood Livability/Environment
- Business Areas
- Economic Development
- Public Safety
- Institutions
- Family Services & Education
- Arts and Culture
- Historic Preservation
- Urban Design



Historic areas in neighborhoods can be a focus of community pride and revitalization. is located in the Eliot neighborhood.

WHAT IS A POLICY?

A policy is an overall statement that the objectives and actions in a neighborhood plan implement. Policies set long-term priorities which can be accomplished over the life of the plan. Your planning group should develop a list of broad policy areas. The policy statement should be a general statement of your goal in an area such as housing or transportation. A housing policy might state:

- **Maintain and reinforce the quality and character of the neighborhood's housing stock for a diverse and lively urban environment.**

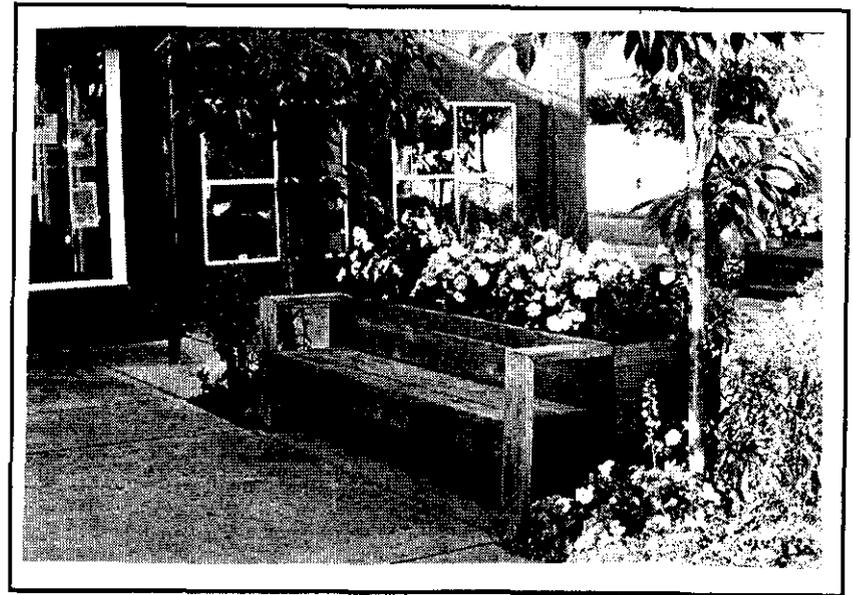
Policies are adopted as part of the City's Comprehensive Plan and must not conflict with existing Comprehensive Plan Policies or Oregon's goals for planning. (see page 63)

WHAT IS AN OBJECTIVE?

Objectives will be more specific statements about your goals in a policy area. Ideally, your objectives should be measurable. Objectives are independent of the time, resources, and energy necessary to carry them out. For example, a housing objective might state:

- **Encourage programs and activities that will increase homeownership to 60%.**

City Council adopts objectives as part of the City's Comprehensive Plan.



WHAT IS AN ACTION?

Actions are statements of specific activities to be carried out by an identified implementor. These actions should directly tie to your policies and objectives. An identified implementor is an agency or group who has agreed to take on the task stated in the action. They are the nuts and bolts of achieving your plan's objectives. A housing action might state:

- **Establish a non-profit community development corporation to rehabilitate housing for home ownership.**

The actions you develop will be listed along with a timeline for implementation and a list of implementors. If you use abbreviations or acronyms (such as BES for Bureau of Environmental Services), you should include a key at the end of your document. City Council adopts actions by resolution. Actions do not become part of the Comprehensive Plan.

As you develop a list of action items for your plan, you should also be identifying implementors to carry out those actions. The success of your neighborhood plan depends on getting the buy-in of an implementor on specific actions and a timeline. You will need to become knowledgeable about who does what in local government as you create your list. You should be in contact with any agency or groups that you think are potential implementors.

Action Chart Example

Action Chart: Housing

#	Actions	Time				Implementors/ Advocates
		Adopted With Plan	On- Going	Next 5 Yrs	6 to 20 Yrs	
	PROJECTS					
H1	Foster the development of innovative housing types including attached single-dwelling and manufactured housing.		X			AIA, CDCs, EH, PVT
H2	Foster the use and acceptance of alternative ownership forms such as cohousing, limited equity cooperatives and mutual housing associations to provide affordable housing.		X			NAs, Lenders
H3	Consider the development of housing at the Kennedy School site		X			CNA

VISION STATEMENT

If you have developed a vision statement as part of your planning process, you should include it at the beginning of your neighborhood plan. The Vision Statement paints a picture of what you imagine the

neighborhood would be like when the elements of your plan are completed. The Vision Statement for your neighborhood plan may become part of the Comprehensive Plan's vision statement.

Eliot Neighborhood Vision Statement

Eliot's Future: A Vision

In the future, Eliot will be a neighborhood of individuals and families who share a sense of community. They will enjoy living in Eliot and will feel that it is a good place to put down roots and a secure place to live, work and enjoy life. Eliot will also be a lively and active neighborhood providing a setting for commerce, recreation, employment and education throughout the day, week and year.

The diversity of activity will reflect the harmonious mix of uses that lend vitality to the neighborhood's strong residential core without disturbing its quiet residential streets. Neighborhood sidewalks, walkways and bikeways form a pleasant system of tree-lined streets that link the neighborhood's residential areas to nearby shopping, schools, jobs and the surrounding city. Transit service has been improved, including the development of a northern light rail transit line which serve the Eliot Neighborhood.

Eliot will maintain and build upon its strong sense of history by preserving historic structures and emphasizing the neighborhood's historic character. Attractive ornamental lighting standards that complement the historic quality of the district have been installed at key locations and utilities moved underground in some areas. Much of the Eliot Neighborhood is included within historic design zones which require design review to ensure that development is compatible with the neighborhood's historic character. Public improvements will be designed to respect and add to the historic quality of the neighborhood.

Those residing in Eliot will continue to be both ethnically and economically diverse. Employment of neighborhood residents will be high as will their confidence and ambition. Residents of Eliot will be untroubled by major problems that are external to their individual lives. Many will find time and interest to participate in grass-roots organizations, innovation and experimentation. As a community, Eliot's residents will know how to have a good time and find occasion for celebrations and other events that bring them together.

URBAN DESIGN ELEMENTS

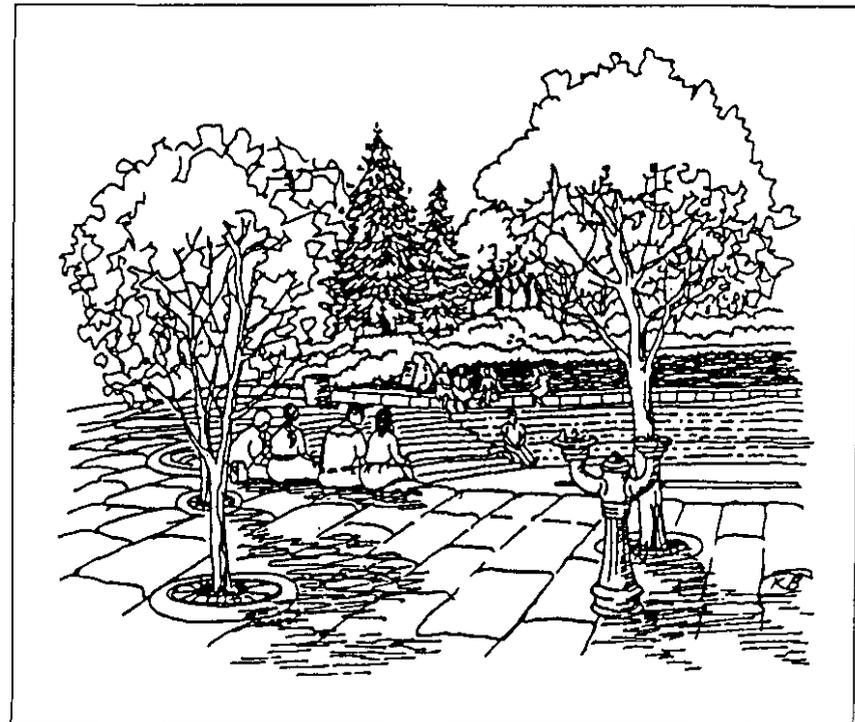
You may wish to identify design elements of your neighborhood as part of your plan. These would include existing physical characteristics of your neighborhood such as parks, recreational trails, gateways, or focal points as well as siting new urban design elements. The following is a list of elements you may want to consider.

Proposed Open Space:

Locations where development of additional public open space is proposed. Methods other than park development may be used to provide this open space.

Park Improvements:

These are locations where improvements in existing public parks are called for.



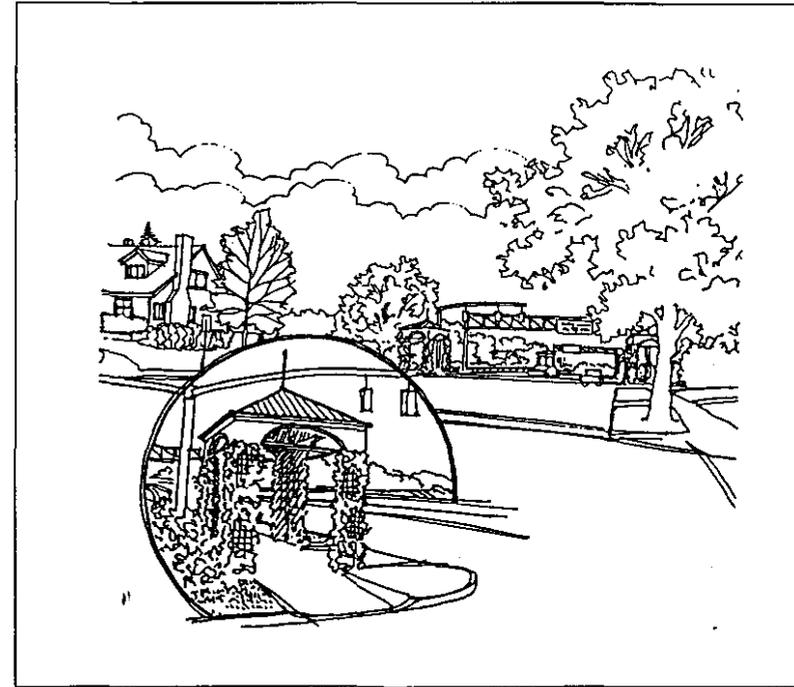
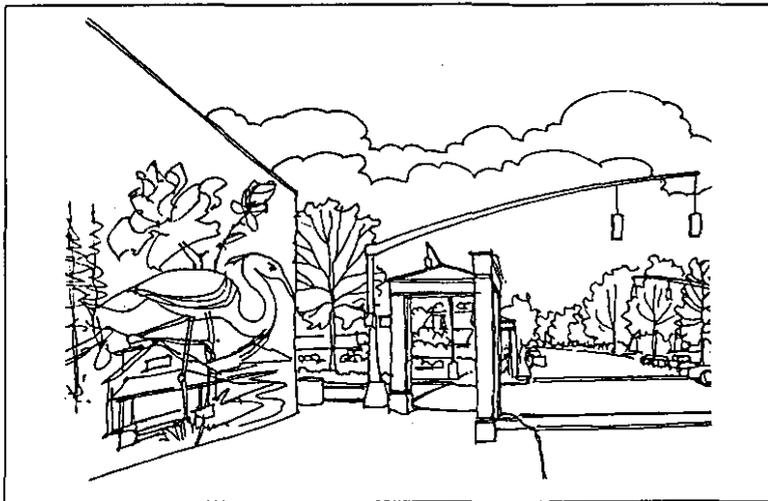
Gateways:

Highly visible entrance points to the neighborhood, historic design zones or other subareas. You may want to target these for improvements to enhance the entrance to your neighborhood.

Focal Points:

Focal points are highly visible locations that often serve as meeting places and centers of activities for the residents of one or more neighborhoods or have a clear identity as landmark locations. They may serve as a kind of village square, a location where people go to meet informally with others, to shop or recreate.

Wall Murals and kiosks at corners can create gateways to special areas of the city.



Sketch of a possible gateway designed for the Albina community.

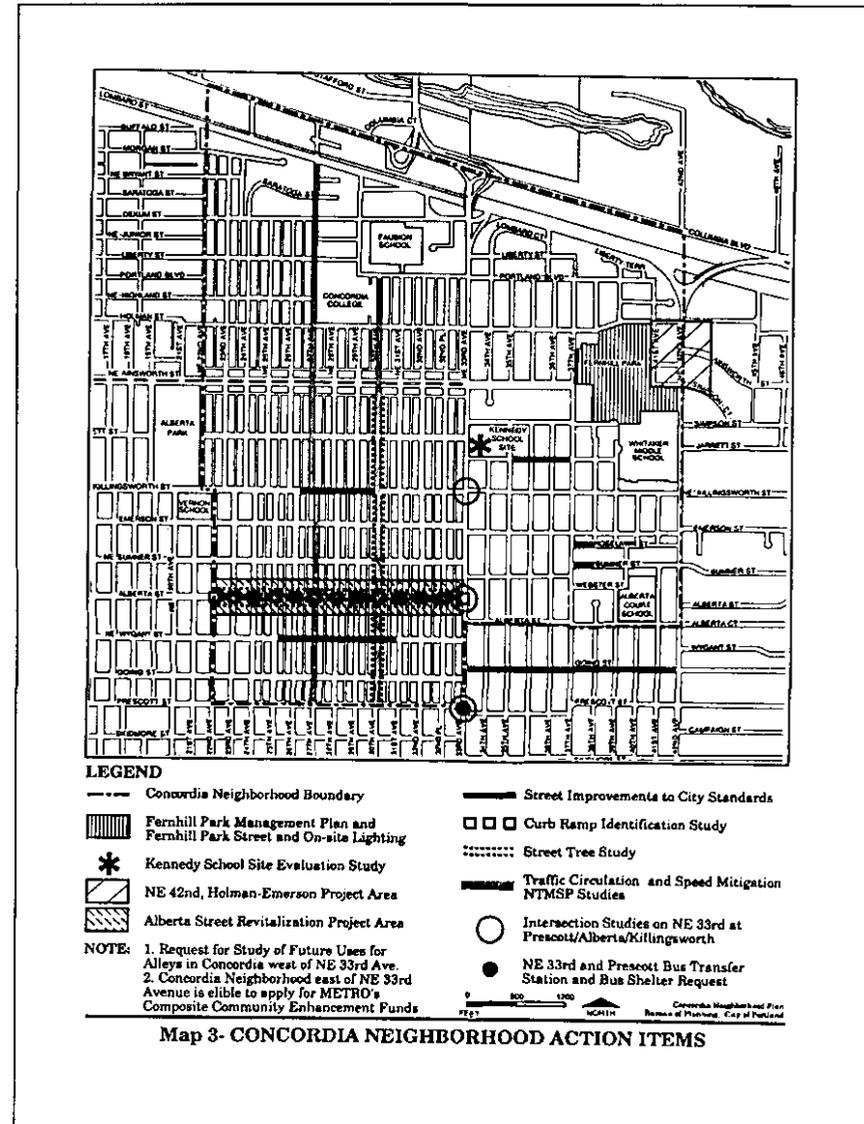
BACKGROUND INFORMATION

The steering committee needs to document the background research they did to support the plan. Background information will be necessary to support specific policies and proposals. Background information that may be important is: land use survey, demographics, historic resources inventory update, market analysis, history of the neighborhood. It is important that you document the problems and issues that you identify in your planning process. This will enable users of the neighborhood plan to understand why you have developed particular policies and actions. This will be of particular use to implementors so that they can properly respond to your concerns. This could be part of an introduction in your document

Information on how to gather background data is contained in the section beginning on page 51.

MAPS

Maps are a useful way to present information in your plan. In addition to an urban design map, you may want to include maps that show the boundaries of your neighborhood, zoning and comprehensive plan map designations, boundaries of a historic design zone and historic resources in your neighborhood.



CONCORDIA NEIGHBORHOOD ACTION ITEMS

PROCESS & TIMELINE FOR CITY COUNCIL ADOPTION

How long it may take for your plan to be adopted depends on many factors. The adoption process begins with obtaining the approval of the neighborhood association for your proposed neighborhood plan. Some plans may accomplish their objectives by adoption by the neighborhood. Many neighborhoods will want their plans implemented by city agencies.

You should submit your neighborhood plan to the Bureau of Planning for a final review. You will be involved in staff's development of final recommendations for the Portland Planning Commission and City Council.

Both the Planning Commission and City Council will hold public hearings. Planning Commissioners and City Commissioners may decide to amend parts of the neighborhood plan. Citizens may request amendments to the plan through oral testimony or in writing. If parts of your plan address design or historic issues, the plan will also need to be reviewed by the Design and Historical Landmarks Commission.

You should expect to testify for the adoption of your neighborhood plan before the Planning Commission and City Council. You may disagree with the Bureau of Planning's staff recommendations over particular items in the plan. These should be noted. However, the steering committee members need to support adoption of their neighborhood plan if they wish to see Council adopt it.

The Planning Commission will adopt a recommended neighborhood plan and direct staff to prepare ordinances and resolutions for review by City Council. Typically your plan's policies and objectives will be adopted by ordinance and your action items will be adopted by resolution. Adoption by ordinance means that the policies and objectives become part of the City's Comprehensive Plan. Adoption by resolution of action items gives Council approval and support while retaining flexibility to deal with individual items through an open budgeting and Capital Improvement Plan process.

A copy of the plan plus findings prepared by staff must be submitted to LCDC for their review and approval. Any person with standing as part of the planning and hearing process can appeal the plan for up to 30 days after the plan's adoption by Council.

Once City Council adopts your neighborhood plan, the neighborhood association should plan for ongoing monitoring of the plan. You should ensure that your neighborhood association performs the actions that you are an implementor for.

Copies of the plan will be available at the Bureau of Planning and you should make copies available to interested persons who have contributed to the plan.

The neighborhood association ensures that new neighborhood businesses and local business association members are aware of the plan and use it as a guide to development in the neighborhood.

STATE LAND USE GOAL 1: CITIZEN INVOLVEMENT

If your neighborhood plan changes or adds to the City's Comprehensive Plan or plan map designations, your planning process must comply with Oregon's citizen involvement goal. The goal states that a citizen involvement program must include the following:

1. Provide for widespread citizen involvement.
2. Assure effective two-way communication.
3. Provide the opportunity for citizens to be involved in all phases of the planning process.
4. Assure that technical information is available in an understandable form.
5. Assure that citizens will receive a response from policy-makers.

Your neighborhood planning group would be responsible for the first objective and the city would be responsible for documenting compliance with the rest. You should document citizen involvement in the plan or a cover letter accompanying the plan. You will need to show that:

- You have contacted and encouraged interest groups in the neighborhood to participate in developing the plan — home owners, renters, business owners and business associations. You should also contact and involve institutions, social service and other non-profit organizations in your area.
- Your draft neighborhood plan has been adopted by the neighborhood in the manner described in your neighborhood association's by-laws.
- City staff has reviewed your neighborhood plan. This includes a review by the Planning Bureau to make sure that items in the plan do not conflict with Portland's Comprehensive Plan and a review of policies, objectives and action items by City Bureaus who are potential implementors.

Typically, outreach to citizens as part of neighborhood planning in Portland goes beyond the legal requirements for notification of a legislative process. Your goal should be to give opportunity for people to be informed of the plan and to be able to respond and become involved if they choose to. Part of your outreach effort should include a mailing or door to door distribution of information on the plan, upcoming public meetings and other opportunities to participate. You may want to include a survey as part of this notification process to gain input from those who may be unable to attend workshops or meetings. Many neighborhoods have done this through their newsletters or a one time door to door distribution of flyers.

BUCKMAN VOICE

THE NEWSLETTER OF THE BUCKMAN COMMUNITY ASSOCIATION

APRIL 1990

HELP SHAPE BUCKMAN'S FUTURE

We're looking for Buckman neighborhood residents, property owners, business owners and employees, parents of neighborhood schoolchildren, parishioners at neighborhood churches, and others interested in contributing to the guidance of Buckman's future. Come and voice your opinions on Buckman's past, present and future at two community planning workshops:

Saturday, April 28, 1990
9:00 a.m. to 1:00 p.m.

Topics for Discussion

Places to Live and Work
Housing, Population Mix, Historic Preservation,
Uses of Land, Central Eastside Industrial Area,
& More

Safety

Personal Safety: Perceived and Actual Crime
Social Safety: Drugs, Homeless Population,
Racism & More

Saturday, May 12, 1990
9:00 a.m. to 1:00 p.m.

Topics for Discussion

Livability
Education, Urban Design, Recreation,
Businesses in Relation to the Neighborhood,
Social Services, Amenities and Necessities,
& More

Traffic, Transportation & Parking

A steering committee of Buckman neighbors is working on the design of a neighborhood plan (see article inside). The ideas that you share at this workshop will be included in this plan. A set of goals, issues and objectives designed to help the city make decisions in Buckman will be adopted by Portland City Council. These same goals, issues and objectives will be the basis of a neighborhood action plan which outlines short- and long-range resolutions to neighborhood visions.

All workshop participants will be able to share ideas on all topics.

Make plans now to participate in this exciting vision for Buckman.

Share Your Dreams . . .

Come to the Buckman
Neighborhood Plan Workshops

Needs Assessments



Needs Assessments

WHAT IS A NEEDS ASSESSMENT?

A needs assessment identifies, evaluates and prioritizes your neighborhood's current status, problems and opportunities. Conducting a needs assessment gives neighborhoods the power and ability to identify issues and find the services and resources that will solve the problem quickly.

A needs assessment can be an end in itself or it may be the first step in a more formal planning process that leads to a neighborhood plan and City Council adoption. A needs assessment does not go through the City Council adoption process. Problem and resource identification are a crucial part of any product that provides solutions. Many of the elements of needs assessment could also be an important part of a neighborhood planning process.

ELEMENTS OF A NEEDS ASSESSMENT

A neighborhood needs assessment is a process that you can use to identify short term issues, evaluate the resources available to resolve problems, and develop a prioritized list of needs and/or an action plan. The information contained in this section could be useful as part of a neighborhood planning process as well. The description of the needs assess-

ment process was developed by Nancy Biasi as part of Conducting Needs Assessments, published by the Office of Neighborhood Associations in 1992.

WHAT IS A NEED?

A need is an identifiable condition or situation which limits a neighborhood's or community's success. Needs generally fall into four categories:

- **Physical** - neighborhood appearance, infrastructure, land uses, traffic, housing and other facilities which define the character of the neighborhood.
- **Social** - health and welfare of residents, special needs such as day care for young children or senior services.
- **Economic** - job opportunities, commercial vitality and development and access to resources.
- **Communications** - the flow of information between neighbors, businesses, agencies, and the City. Promoting the park's recreation program to the neighborhood and communicating neighborhood support of the program to the City are examples of communication needs.

HOW ARE NEEDS MET?

Problems are solved with resources such as money, staff or volunteer time or materials and services. In the City of Portland, the resources that address community problems are allocated through programs which are administered by a specific bureau, or through a targeted effort which may involve several bureaus and programs. You may also draw on the resources of non-profit organizations or the district coalition offices. The efforts of your neighborhood volunteers may be your most valuable resource in solving many problems. Neighborhood problems may need one of the following kinds of resources:

- **Current services**

A service now provided by a specific bureau and for which a clear process for getting that service exists. For example abandoned cars are towed by the Bureau of Buildings Neighborhood Nuisance Division. Citizens must call to report the location and license number of abandoned autos to access this service.

- **Capital improvements**

Physical improvements which need to be funded. Parks improvements, new streets and sidewalks, or buildings that house recreation programs are examples of capital improvement projects. Capital improvement projects may take several years to be budgeted and scheduled for completion.

- **Program**

A program is funded and staffed by a bureau to solve a particular kind of problem in a variety of situations. The Neighborhood Traffic Management Program is an example of a resource that employs a process, different strategies, and specific actions to solve traffic problems in different neighborhoods.

Many problems require a range of strategies and solutions. We know that graffiti can be removed or painted over when it appears in your neighborhood. However, eliminating the cause of graffiti is more complex and may require target programs for youth employment and recreation opportunities, capital funds to replace damaged properties, criminal prosecution, and social service programs for families and at-risk youth who may be the source of the graffiti.

Many neighborhood plans result in citizen planners organizing their own service programs such as foot patrols, student mentoring, or tree planting programs.

Obviously, neighborhoods are not responsible for all the solutions but identifying the need, prioritizing identified problems and sharing responsibility of implementing some of the solutions make a coordinated effort more effective. No one knows your neighborhood better than you and your neighbors. Your involvement in assessing its needs and finding solutions is crucial.

STEPS IN CONDUCTING A NEIGHBORHOOD NEEDS ASSESSMENT:

1. Defining goals
2. Understanding your neighborhood
3. Designing the needs assessment

Defining Goals

Neighborhood goals can be long or short term. Long term goals are made up of a series of short term goals. Long term goals will require a strategy that builds toward meeting that goal.

Short term goals may address needs that can be addressed directly, where solutions are identifiable and accomplished in a short time frame. Short term goals may build toward solutions that are more complex and long-range.

Goal setting can be as simple as creating a short list of goals that a group uses to develop a strategy or it may involve a community-wide process of identifying community goals and appropriate strategies to meet them.

The following is an example of a small group process that could be used:

1. Divide participants into small working groups (5-8 in each group)
2. Ask the group to write down responses to the question "What would you like to see accomplished in our neighborhood in the next few years?" Give members five minutes to record their ideas.
3. Go around the group and record ideas on a pad. Proceed until all ideas are recorded.
4. Discuss the ideas to clarify and eliminate duplication
5. Have group members identify 3 to 5 highest priorities either with dots or some kind of mark, or verbally as individuals. These will be the group's long-term goals.

-
-
6. Ask the group “What should we do now in the planning process to accomplish the long-term goals”? Record and prioritize the ideas as in steps 3-5. These will be short term goals.
 7. Reconvene in a large group and have each group report their ideas. You may want to have each group give one goal each, continuing around the room until all ideas are listed. Eliminate duplication and have participants prioritize lists if necessary.
 8. Make sure each participant receives a list of the goals that have been defined and use the list for conducting the planning process.

The list of goals can guide you in designing a neighborhood needs assessment or be the basis for goals and objectives of your neighborhood plan

UNDERSTANDING YOUR NEIGHBORHOOD

Leadership:

- Who makes the major decisions in the neighborhood or the neighborhood association?
- Who are the “opinion leaders”?
- What groups are they affiliated with?

- Will there be a tendency for key individuals to agree or disagree on goals, needs, and priorities?
- Do lead groups and individuals have a history of working together?

Participation:

- How difficult will it be to get people involved in the assessment and in carrying out projects?
- Do most people belong to neighborhood organizations?
- What major groups are under-represented?
- Do the same people always volunteer for neighborhood projects?
- Do neighbors come to public meetings on topics of importance to the community?

Resources:

- Are the resources (dollars, expertise, information, volunteers) available to conduct a needs assessment?

Results:

- How difficult will it be to convince the City or other decision-makers about your neighborhood’s needs?

DESIGNING THE NEEDS ASSESSMENT

Once you understand your neighborhood's goals, capabilities and characteristics, and some different ways to conduct an assessment, your neighborhood's assessment process can be designed. The table on this page illustrates this process with a few common goals.

All neighborhoods will have different goals, characteristics and capabilities and may use a different method for assessing needs. The common thread in the table is the degree of person-person contact in the techniques when community organizing and consensus-building are important, the needs assessment will emphasize open interaction among neighbors. When quick action on problem spots is the goal, well-informed activists can document the needs and work directly with the City for action.

Goal	Neighborhood Characteristics	Techniques
Getting action on a single problem (crime spots, traffic, etc.)	Well-organized, strong ties to City Hall and other key agencies, many volunteers.	Inventories, Literature searches reports, plans, etc.)
	Largely unorganized, few ties with City Hall, few volunteers.	Meetings, outreach
	Mostly unorganized, or with one or more active organizations.	Workshops, Surveys (esp. interview)
Developing a comprehensive list of needs	Many active neighborhood organizations and participants	Meetings, workshops, literature
	Few organizations, little participation from neighborhoods	Meetings (churches, schools, etc.) Interviews
Developing priorities among competing needs	Several strong and independent organizations	Workshops, Interviews.

NEEDS LIST

Below is an example of a Needs List developed from the needs assessment. This working list of goals, actions and assigned responsibilities can be developed in to an organizational workplan or can become part of a neighborhood plan or action plan.

Needs Statement	Type of Issue	Identified by:	Who is affected?	Goal	Priority rating	Possible solutions and neighborhood action
Curbs and sidewalks on SW 50th between Dover and Gray	Capital improvement	50th St. Block Captain	Residents and children walking to the school on Gray	improve pedestrian pathway, better drainage for stormwater	Medium #2	Contact Office of Transportation to find options; talk to school district; raise money in neighborhood for improvements.
Seniors need help with yard debris in fall	New Program/project	Senior center	Senior homeowners (40% of residents are over 62)	Help seniors maintain and stay in home, reduce crime and fire danger	High #2	Contact youth employment programs, survey residents to determine extent of need, conduct neighborhood cleanup.
Speeding traffic during rush hour on Burger Lane	Current service/Program	Dr. Anderson, 666-6565	Burger Lane homeowners	Make street safer for children and residents, let homeowners exit onto street	Medium #3	Conduct Speed Watch, form traffic committee, move to Beaverton
Graffiti on vacant buildings on Commercial	Current service	Commercial St. Merchants	Entire neighborhood	Improve appearance of district, reduce crime, market Commercial St. buildings	High #1	Call property owners, report to nuisance bureau, hold neighborhood cleanup day
More recreation programs in Summer Park for teens	New program	PTA	Neighborhood teens	Reduce loitering, vandalism and noise in park.	Low	Call Park Bureau to ask for more programs, publish info in newsletter
Historic District in Summerhill	?	Neighborhood Plan Committee	Summerhill residents and Commercial St.	Preserve old homes, protect street trees, control infill design	Low	Ask Summerhill residents to conduct research and inventory resources.

ACTION PLANS

An action plan focuses on timelines and implementors to carry out activities in a targeted area. An action plan is similar to the action charts contained in neighborhood plans. The action plan, however, is not a policy document but focuses on a shorter, task-oriented timeline. The information gathered through the needs assessment process can be developed into an action plan as a final step. The Kenton Action Plan and the REACH's West Clinton Action Plan are good examples of action plans. The Kenton Action Plan was triggered in part by the Kenton Neighborhood Plan and focuses on the historic commercial strip on Denver Avenue. The West Clinton Action Plan was initiated by REACH, a non-profit housing developer working with this southeast neighborhood.



KENTON ACTION PLAN

APRIL 1992

Gathering Background Information



Gathering Background Information

Background information provides several functions in a planning process:

- Broadens your understanding of your neighborhood and the nature of its problems. You may find that your assumptions about your neighborhood are altered in some ways by looking at land use patterns on a map or by researching neighborhood history.
- Background information provides the support and documentation for your proposed policies and actions.
- Provides additional tools for working with your neighbors. A land use map can be the basis of a discussion in a workshop. Demographic data can be used to design a citizen survey or outreach program.

MAPS

Maps are a useful and necessary part of looking at your neighborhood, its land use, zoning, and transportation patterns. This section will explain to you about the types of maps available to you, how to read the information contained on the maps, and how to create additional maps.

SABIN COMMUNITY ASSOCIATION

**WHAT IS YOUR VISION OF THE SABIN
NEIGHBORHOOD OF THE FUTURE?**

**What are the Positives, Problems and
Possibilities?**

**Will there be apartments next door to you? Urban gardens? Will
traffic increase/decrease on your street? Will you be able to afford
housing in Sabin in the future? Does a new park in the neighborhood
sound good?**



SABIN VISION

Neighborhood Planning Workshop

Saturday, March 31, 1990

9:00 am - 12:30 pm

R.L. SABIN SCHOOL, 4013 NE 18th at SHAVER

**ALL THOSE WHO LIVE, WORK, GO TO SCHOOL, OWN BUSINESSES OR
PROPERTY IN SABIN ARE WELCOME.**

SPECIAL CHILDREN'S PLANNING WORKSHOP FOR AGES 6-16
CHILD CARE PROVIDED FOR CHILDREN UNDER 6



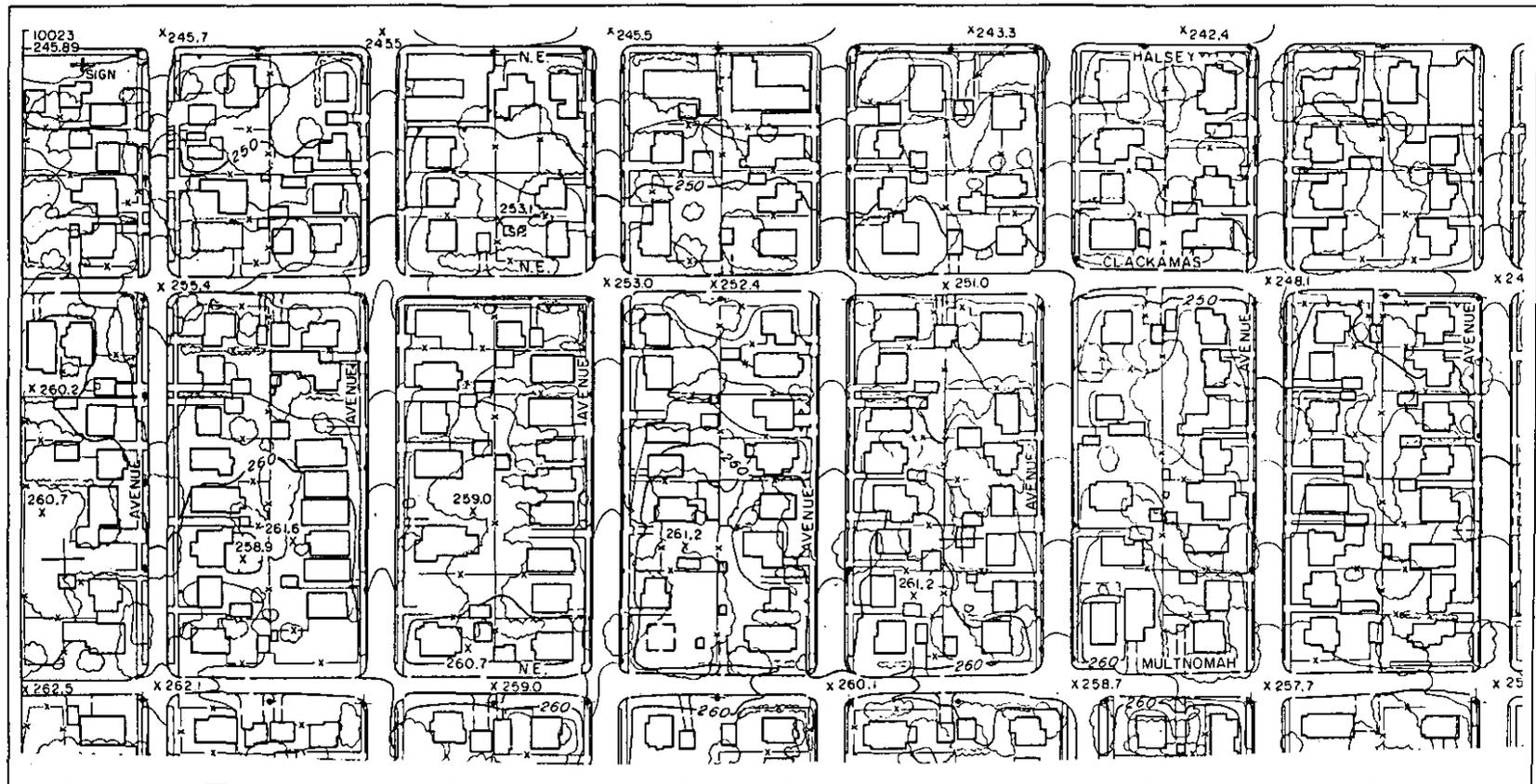
NEIGHBORHOOD MAPS

These maps reflect the boundaries of neighborhoods recognized by the Office of Neighborhood Associations. The maps are available from the Portland Printing and Distribution Division located at 124 SW Madison, 823-2679. The maps show neighborhood boundaries, streets, lot lines and building footprints. Building footprints are outlines of the shape of buildings on the lots that are derived from aerial photos. These maps are available at two scales: 1" = 200' per inch and 1" = 400' per inch. Neighborhood maps are useful for creating land use maps, for reflecting other information such as historic resources or public facilities and as a tool to record information about the neighborhood at a meeting or workshop.



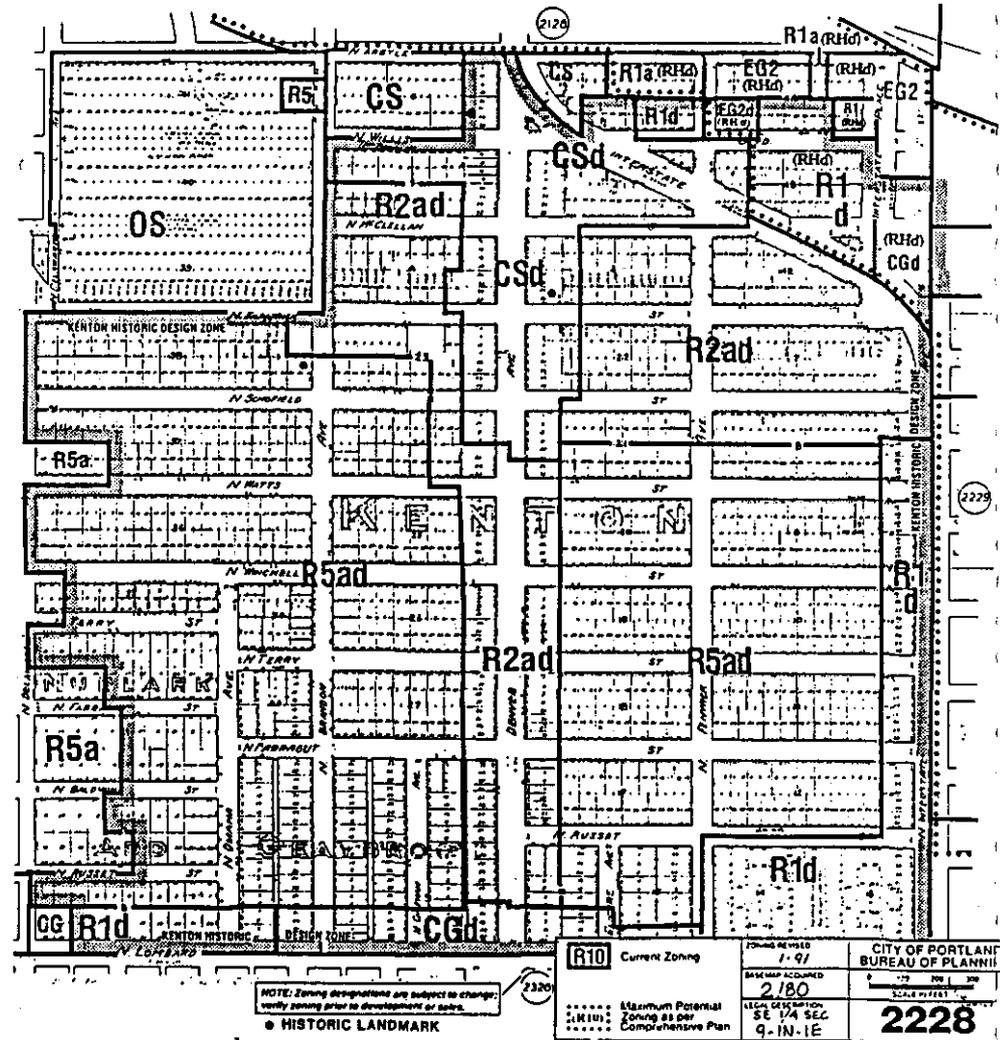
AERIAL TOPOGRAPHIC MAPS

These maps were done by BES and are available from General Services. They give excellent information and are quite recent. All topographic lines are shown at 10 foot contours to indicate sloped areas and lowlands. Also found on these maps are building outlines, vegetation, light poles, fences, parking lots, and elevation of building roofs.



QUARTER SECTION MAPS

Quarter Section Maps show 1/4 of a section as determined in the USGS mapping system. Quarter section maps are available in the Permit Center, 1st Floor, 1120 SW 5th. The maps follow a grid and a 4 digit numbering system. Most neighborhoods will have a series of quarter sections that cover their area. These maps are at 1"= 200' scale. Quarter sections contain up-to-date information on zoning, comprehensive plan map designations and addition, block and lot numbers. They also provide legal descriptions, dimensions of lots, right-of-way locations, and identify where lots have been combined into one ownership



LAND USE INVENTORY & MAP

A land use survey records the types of uses existing on each lot. You can use this information to create a map that will give you an overall picture of uses in your neighborhood. A neighborhood plan that proposes changes to the City's Comprehensive Plan Map must consider many policy and land use impacts. A land use inventory is critical in land use and transportation planning. It is also very useful for the identification of vacant and redevelopable land.

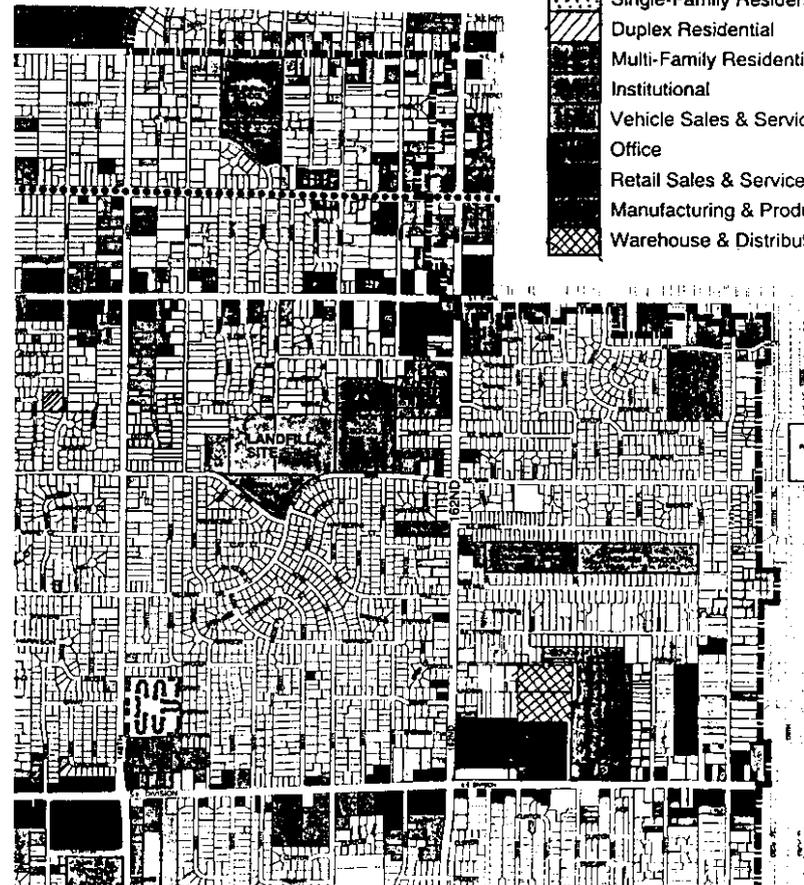
A land use map identifies uses that are present in an area. The legend of uses that you record should conform to the use and zoning categories contained in the Portland Zoning Code, Chapter 33.920. Use categories would be things like single unit dwelling, light industrial, retail and office. Zoning categories are in Chapters 33.100 through 33.140. (Copies of these portions of the code are available in the Permit Center, 1st Floor, 1120 SW 5th).

Typically the land use information is recorded on a map containing lot lines and building footprints. Neighborhood maps of this type in two scales (1": 200' and 1": 400') are available through the City's Printing and Distribution section at 823-2679. The Albina Community Plan land use map is an example of a color coded land use map and is available from the Bureau of Planning. Individual blocks can be enlarged and used for marking.

Field observations should be made and recorded by two person teams. Training of the teams should occur in a group so that teams are consistent with each other.

Land Use Legend

-----	Outer Southeast Community Plan Boundary
□	Vacant Land
□	Open Space
□	Single-Family Residential
□	Duplex Residential
□	Multi-Family Residential
□	Institutional
□	Vehicle Sales & Service
□	Office
□	Retail Sales & Service
□	Manufacturing & Production
□	Warehouse & Distribution



NEIGHBORHOOD HISTORY

A neighborhood history provides important information on your neighborhood's identity. Including a history in your neighborhood plan along with photos and maps will add to the interest of the document. You may also choose to update your neighborhood's Historic Resources Inventory. A good place to begin your research and obtain historic photos of your neighborhood is the research library of the Oregon Historical Society, 1200 SW Park Avenue, 222-1741. Oral histories can add to the written and photographic record.

Updating of Historic Resources Inventory

Statewide Planning Goal 5 requires cities and counties to "conserve open space and protect natural, cultural, historic and scenic resources". In order to comply with State Goal 5, the City must:

1. Inventory resource sites,
2. Analyze the economic, social, environmental, and energy (ESEE) consequences of conflicting uses on the resource, and
3. Determine the level of protection required for the resource.

The City of Portland completed an inventory of the historic homes and commercial buildings throughout Portland's neighborhoods in 1984. You may want to review the resources in the Historic Resources Inventory (HRI) in your neighborhood and identify historic buildings or sites that you feel should be added to the HRI. For additional information on the Historic Resources Inventory, contact the Bureau of Planning, 823-7700.



Lombard and Greeley Avenue, February, 1927. (OHS)

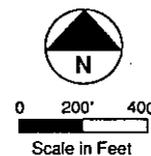
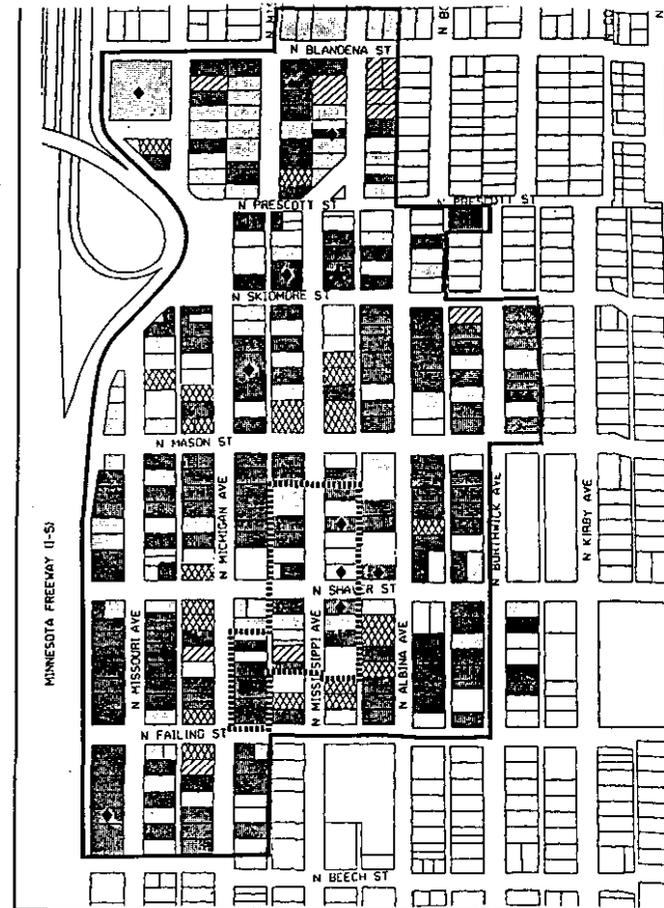
Beginning the Inventory

The first steps in updating your neighborhood's HRI are:

1. Obtain a list and inventory sheets of those resources already on the inventory.
2. Determine whether the resources already on the inventory still exist. Check to see whether the exterior has been altered.
3. Develop a history of your neighborhood.
4. Identify potential additions to the HRI based on your neighborhood history and a visual survey of the neighborhood's buildings.
5. Complete inventory sheets for potential additions to the inventory.

Additions to the inventory are evaluated based on architectural and historic significance. The Landmarks Commission will review those resources considered worthy of landmark status and addition to the inventory.

Each addition to the HRI must be evaluated against State Goal 5 and an ESEE (Economic, Social, Environmental and Energy) analysis must be conducted. Planning Bureau staff is responsible for preparing recommendations to the Landmarks Commission and ESEEs.



MISSISSIPPI HISTORIC DESIGN ZONE	
LEGEND	
	Primary Historical Significance (Contributing) 1884-1913
	Secondary Historical Significance (Contributing) 1914-1940
	Compatible/Non-Contributing
	Non-Compatible/Non-Contributing
	Vacant Land: Surface Parking; Outdoor storage: Garden Space
	Identified Ensembles in 1984 Portland Historic Resources Inventory
	Site listed in 1984 Portland Historic Resources Inventory
	Designated Landmark and/or listed on National Register
	Proposed Historic District Boundary
	No Boundary Suggested in 1984 Historic Resources Inventory

October 1993, Bureau of Planning, City of Portland, OR

This map was used to develop a boundary for the Mississippi Historic Design Zone in the Boise neighborhood

DEMOGRAPHICS

Obtain demographic information on the people who live in the neighborhood. Census data is a good source of demographic information such as numbers of people in your neighborhood, their ethnic, educational and economic composition as well as data on housing conditions and costs. Census data is available from the Population Research and Census Center at Portland State University, 725-3922. The Office of Neighborhood Associations has a copy of neighborhood profiles that contain 1990 census data. Critical information can be obtained from census data. The most recent census data available is from 1990. It can be very useful to compare data from past decades to the 1990 information. The planning section of Metro may be a source of regional data that could be useful in getting an overview of your neighborhood's place in the metropolitan area.

Crime statistics on Portland's neighborhoods are available on a quarterly basis from the Police Bureau or from the police officer assigned to your neighborhood association as a community policing liaison.

COMMUNITY FACILITIES

Location of community facilities including public open space, fire stations, libraries, schools, neighborhood facilities and churches. You may want to evaluate the adequacy of community facilities currently and for the future of your neighborhood.

MARKET ANALYSIS

If a commercial area is a critical part of your neighborhood you may want to conduct a market analysis to identify business opportunities in your community. The Bureau of Planning has a copy of the Oregon Downtown Development Association workbooks for doing a market analysis.

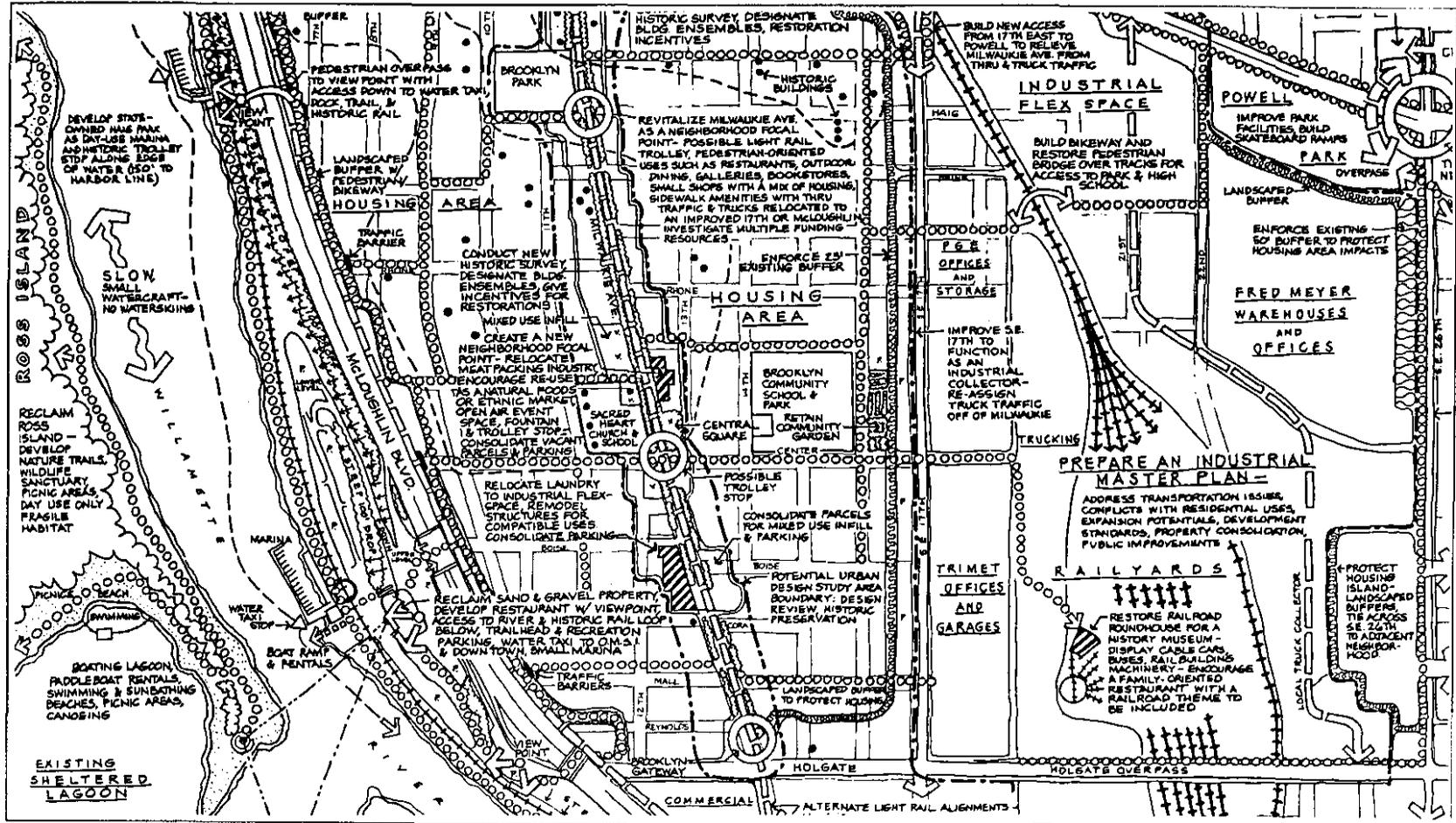
TRAFFIC COUNTS

Information on daily traffic counts on arterials and collectors is available from the Bureau of Traffic Management, 823-5185.

URBAN DESIGN MAP

An Urban Design Map would document physical design elements of your neighborhood that you have identified. Items that might be included on your legend are listed.

BROOKLYN NEIGHBORHOOD



Urban Design Concept Map Adopted as Part of the Brooklyn Neighborhood Plan

QUESTIONNAIRES AND MAIL SURVEYS

The number of people that can be reached through a workshop or other public meeting setting is limited. Questionnaires and mail surveys can be an important part of gathering information and building involvement and consensus for your process.

A questionnaire can be used in a one-on-one interview, as a mailed survey, or as part of a neighborhood newsletter or flyer providing information on your planning process. Think through whether you have the ability to adequately analyze the survey results.

STEPS IN DEVELOPING A QUESTIONNAIRE:

1. Determine the goals for the questionnaire.

- What do you really need to find out?
- A needs assessment would focus primarily on issues related to the neighborhood or organization. A neighborhood plan would include questions on broader issues as well.
- Eliminate questions that can be gained from other sources. However, you may want to include a few questions that duplicate information in the U.S. Census so that you can compare your self selected sample with the Census figures.

2. Establish the sequence of questions.

- Consider moving from the easier and more general questions to the more challenging or personal.

3. Develop a mix of questions to keep the respondent interested. General types of questions are:

a. Multiple choice or checklist are the best to use for an interview. For example:

Which of the following are major issues in the business district? Please circle.

- *Parking*
- *Rents*
- *Vacancy Rates*
- *Need for major improvements*
- *Other* _____

b. Intensity or frequency scales:

These ask the respondent to rate features based on a graduated scale. The question asked may be how good, how often, how much, etc. For example, on a scale of one-to-ten, with ten being the best:

How would you rate the following city services in this neighborhood?

- ____ *Public Transit*
- ____ *Garbage Removal*
- ____ *Police Protection*

c. Ranking:

These ask the respondent to rank factors from a list. Depending on the number of factors, these may be difficult to use in an interview. For example:

Please rank the following neighborhood issues from the most urgent, 1, to the least urgent, 5.

- ____ *Traffic*
- ____ *Crime*
- ____ *Zoning*
- ____ *Schools*
- ____ *Parks*

d. Essay questions:

Ask the respondent an open-ended question for their interpretation and response. For example:

What do you like best about this neighborhood?

4. Review the list of questions.

Test them on friends or a random group of neighbors. Analyze the results to determine:

- a. Whether any questions need to be rewritten because of misinterpretations.
- b. If you will be able to tabulate the responses.
- c. If the questions meet the survey goals.

5. Write an introduction which explains the purpose of the questionnaire and a closing statement, which thanks the respondent and tells them how to get the survey results.



Relationship of Your Neighborhood Plan to the City's Comprehensive Plan and State Land Use Goals



Relationship of Your Neighborhood Plan to the City's Comprehensive Plan and State Land Use Goals

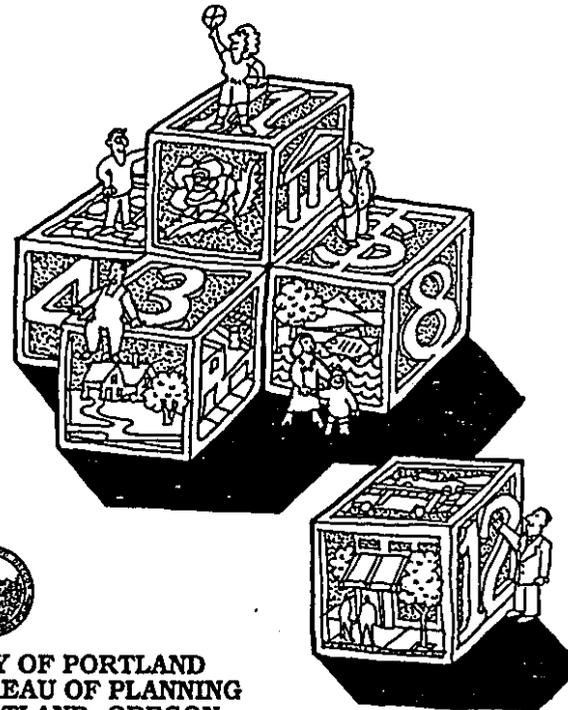
The City of Portland's Comprehensive Plan Goals and Policies provide a coordinated set of guidelines for decision-making.

The Comprehensive Plan guides the future growth and development of the city. Under state law, comprehensive plans and any ordinances or regulations implementing the plans must comply with the state-wide planning goals. The adoption of Senate Bill 100 (ORS Chapter 197) in 1973 required comprehensive planning in Oregon.

The City of Portland's Comprehensive Plan was adopted by City Council on October 16, 1980. The Plan provides the City with:

- A set of Land Use and Public Facilities Goals and Policies to guide the development and redevelopment of the city.
- A Comprehensive Plan Map and a set of regulations for development, including revisions to the Zoning Code, to carry out the Policies.
- A guide for the major public investments required to implement the Plan.
- A process for review and amendment of the Plan.

COMPREHENSIVE PLAN GOALS AND POLICIES



CITY OF PORTLAND
BUREAU OF PLANNING
PORTLAND, OREGON

Adopted: October 1980
Latest Revision: December 1993

The Comprehensive Plan was developed with the participation of city staff, citizens, and local, regional and state agencies.

The goals and policies of the Comprehensive Plan provide the context and guidance for future City programs, major capital projects and other funding decisions. State law requires that policies and land use decisions are consistent with the City's Comprehensive Plan. The goals and policies responded to the needs and conditions which existed at the time of adoption of the comprehensive plan and provided the initial guidance for decision-making within a twenty year time-frame. Physical conditions, economic factors, environmental considerations and citizen's attitudes do not remain static but change over time.

The goals and policies of the Comprehensive Plan must be reviewed periodically and modified when necessary to respond to changing conditions.

Several large scale citizen participation processes have been conducted to update portions of the Comprehensive Plan and Map. These include the Central City Plan, the Albina Community Plan, and the update of the Transportation Element of the Comprehensive Plan. The City Council has decided that the district planning process will be the primary vehicle for updating the Comprehensive Plan Map.

City Council adopts neighborhood and business area plans' policies and objectives by ordinance and the plans become part of the City's Comprehensive Plan.

Your neighborhood plan's policies and objectives for your neighborhood must support and not conflict with the City's Comprehensive Plan and the State's Goals for land use planning if it is to be adopted by Council as part of City policy. The twelve goals of the comprehensive plan cover areas similar to those that you may cover in your neighborhood plan such as housing, economic development, urban design, transportation, and the environment. Copies of the Comprehensive Plan Goals and Policies are available at the Bureau of Planning, 1120 SW 5th, 10th Floor, 823-7700. It is also important for you to review the Transportation Element of the Comprehensive Plan that contains policies, street classifications, maps, truck policies and implementation strategies.

COMPREHENSIVE PLAN POLICIES

Each of the individual policies of the Comprehensive Plan has a series of objectives. A complete set of the policies and objectives are available from the Bureau of Planning. The Transportation Element of the Comprehensive Plan is a separate document and is available from the Bureau of Transportation.

Goal 1: Metropolitan Coordination

The Comprehensive Plan shall be coordinated with federal and state law and support regional goals, objectives and plans adopted by the Columbia Regional Association of Governments and its successor, the Metropolitan Service District, to promote a regional planning framework.

Goal 2: Urban Development

Maintain Portland's role as the major regional employment, population and cultural center through public policies that encourage expanded opportunity for housing and jobs, while retaining the character of established residential neighborhoods and business centers.

Goal 3: Neighborhoods

Preserve and reinforce the stability and diversity of the City's neighborhoods while allowing for increased density in order to attract and retain long-term residents and businesses and insure the City's residential quality and economic vitality.

Goal 4: Housing

Provide for a diversity in the type, density and location of housing within the city consistent with the adopted City Housing Policy in order to provide an adequate supply of safe, sanitary housing at price and rent levels appropriate to the varied financial capabilities of city residents.

Goal 5: Economic Development

Increase the quantity and quality of job opportunities through the creation of an environment which promotes and supports business and industry and attracts new investment.

Goal 6: Transportation

Provide for and protect the public's interest and investment in the public right-of-way and transportation system by encouraging the development of a balanced, affordable and efficient transportation system consistent with the Arterial Streets Classification Policy (ASCP).

Goal 7: Energy

Promote a sustainable energy future by increasing energy efficiency in all sectors of the city by ten percent by the year 2000.

Goal 8: Environment

Maintain and improve the quality of Portland's air, water and land resources and protect neighborhoods and business centers from detrimental noise pollution.

Goal 9: Citizen Involvement

Improve the method for citizen involvement in the on-going land use decision-making process and provide opportunities for citizen participation in the implementation, review and amendment of the adopted Comprehensive Plan.

Goal 10: Plan Review and Administration

Portland's Comprehensive Plan will undergo periodic review to assure that it remains an up-to-date and workable framework for land use development. The Plan will be implemented in accordance with State law and the Goals, Policies and Comprehensive Plan Map contained in the adopted Comprehensive Plan.

Goal 11: Public Facilities

Provide a timely, orderly and efficient arrangement of public facilities and services that support existing and planned land use patterns and densities.

Goal 12: Urban Design

Enhance Portland as a livable city, attractive in its setting and dynamic in its urban character by preserving its history and building a substantial legacy of quality private developments and public improvements for future generations.

STATE TRANSPORTATION PLANNING RULE

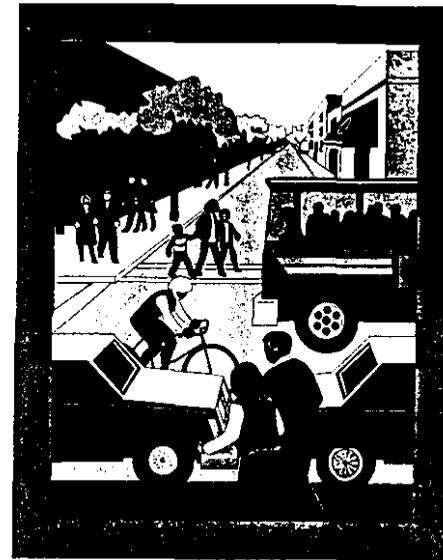
The Transportation Planning Rule requires zoning and planning actions that will lower the number of vehicle miles traveled in urban areas and lower the number of parking spaces per person. The City of Portland is developing a Transportation System Plan (TSP) to comply with the Transportation Planning Rule. The primary goal of the TSP is to “Accommodate growth while preserving the livability of our neighborhoods, and reduce our reliance on the automobile, by making transit, bicycling, and walking more viable alternatives.”

The State Transportation Planning Rule requires TSPs to describe how transportation needs will be met. It set the following targets for 30 years from TSP adoption:

- Reduce Vehicle Miles Traveled (VMT) per person by 20%, and
- Reduce the number of parking spaces per person by 10%

Any plans adopted by Council as part of the Comprehensive Plan must conform to this rule. One way that the city is looking at meeting this goal is by increasing the number of people using mass transit by encouraging new housing to be built close to transit lines. The City also encourages new development, especially multifamily development, within a quarter of a mile of public transit and along transit streets.

TRANSPORTATION ELEMENT



COMPREHENSIVE PLAN

Office of Transportation ♦ City of Portland, Oregon

STATE GOAL 10 AND THE NO NET LOSS POLICY

The State's housing policy mandates levels of housing development that the City of Portland must maintain. Overall the comprehensive plan map must maintain zoning designations that average ten dwelling units per acre. The city's no-net loss policy requires that loss of housing or mixed use potential must be compensated for. The Comprehensive Plan provides several ways to maintain housing potential:

- Rezoning existing commercial, employment, or industrial land to residential;
- Rezoning lower-density residential land to higher-density residential land
- Rezoning to the CM zone which requires that one square foot of residential be built for every square foot of commercial.
- Building residential units on the site or in a commercial or employment zone if there is a long term guarantee that housing will remain on the site.
- Provide as necessary, for a housing pool credit system, to allow for mitigation of the loss of potential housing units in certain circumstances.

A neighborhood cannot shift housing density or the potential for housing units to an area outside of their boundaries. If there are areas that you feel should be zoned at lesser density or be zoned for commercial not residential, you must find a way to compensate for this downzoning within your neighborhood.



LIVABLE CITY GROWTH CONCEPTS

The Planning Bureau's Livable City project developed growth concepts that propose ways that the city might accommodate additional development while preserving the livability of city neighborhoods. Growing Better: A Report to the Planning Commission on Phase I of the Livable City Project provides information on the concepts. This document is available from the Planning Bureau. Growing Better contains an analysis of trends for growth and development in Portland over the next twenty years. You may want to consider how the growth concepts might be applied in your neighborhood. You can identify development opportunities based on these concepts. Four of the concepts are briefly described in the next part: Opportunity Sites, Main Streets, Designed Infill, and Transit Stations.

1. Opportunity Sites

Scattered throughout the City are sites that are opportunities for the development of residential or mixed-use projects. Mixed use projects combine commercial and residential uses. Development of these sites has the potential to improve the surrounding neighborhood. The sites range from vacant, weedy, abandoned lots to under used or boarded up commercial properties, to large tracts of land that may be in transition such as rail yards and old gravel pits.

Opportunity sites are:

- All vacant properties zoned for a nonresidential use which have potential for residential or mixed use development.
- Developed but under used properties which are zoned for nonresidential use that could be redeveloped for residential or mixed-use.
- Developed residentially zoned property that is not in residential use, but which has the potential for redevelopment for residential or mixed-use. An example might be a school site that is no longer required for use as a school and which is zoned residential.
- Residentially-zoned property which is developed for residential use and has the potential for redevelopment at a higher residential density.
- Vacant residentially zoned parcels.



2. Main Streets

The Main Streets concept encourages higher density mixed-use development along arterials, with a minimum impact on nearby neighborhoods. If properly designed, a Main Street can benefit an entire neighborhood with convenient local shopping, professional services and community facilities. Main Streets are mixed use corridors with frequent transit service.

3. Designed Infill

Designed infill would increase the number of residential units in residential zones, while preserving the single-family character of these areas. Carefully designed infill development would be compatible with and enhance existing neighborhoods.

4. Transit Stations

The Transit Stations Area concept would accommodate a mix of commercial and multifamily development. The transit stations area would focus on encouraging higher density transit-oriented land uses and design features around existing and future light rail stations.



COMMUNITY & NEIGHBORHOOD PLANNING BENCHMARKS

The Portland City Council adopted community and neighborhood planning benchmarks in May 1994. Benchmarks are a measure of results rather than efforts. These benchmarks are the measure the city will use in determining the success of individual neighborhood plans. The benchmarks listed below are those which relate most directly to neighborhood planning.

- Adopt neighborhood plans for 60% or more of all neighborhoods within a Community Plan area.
- Secure implementors for each community and neighborhood plan action in the action charts. At least 50 percent of listed implementors should be community based.
- Increase by 10% the number of acres within a caln area zoned for land use activities which encourage greater use of alternative travel modes.
- Increase Portland's existing housing potential by 10% city-wide by FY2004/2005 through changes in the application of Comprehensive Plan Map designations and zones.

- Increase existing housing potential within 1/4 mile of "Neighborhood Focal Points/Village Squares".
- Increase existing housing potential along City major transit streets.
- Increase existing housing potential within 1/2 mile of light rail stations.

(For a complete list of the benchmarks and community planning objectives see the "Adopted Community and Neighborhood Planning Program" available from the Bureau of Planning.)

Resources and Important Contacts

Multnomah Co. Assessment & Taxation, 610 SW Alder, 248-3326

Information on individual properties: ownership, property taxes and assessment for land and improvements, records of deeds, etc.

Environmental Services, 1120 SW 5th, Room 400, 823-7740

Environmental Services provides city residents with water quality protection, sewage treatment, wastewater collection and oversees solid waste collection and recycling services

Housing and Community Development, 808 SW 3rd, Suite 600, 823-2392

Oregon Historical Society, 1200 SW Park, 222-1741. Historical research and photo archives

Portland State University

Dept of Urban Affairs, 725-4043. The urban studies department is a good source for student interns. Sometimes classes will take on a term-long project to assist neighborhood planning projects.

Population and Research Center, 725-3922. The Pop Center has information on U.S. census data and does other types of trending and projections for the metro area.

Buildings, 1120 SW 5th, 9th Floor, 823-7300

The Bureau of Buildings has responsibility for issuing building permits and inspecting work for which permits have been issued. The Bureau of Buildings keeps lists of vacant and abandoned buildings and tries to get compliance from owners and landlords to restore these buildings to use.

General Information, 823-7300

Permit Information, 823-7310

Building, Electrical, Heating, Ventilation, Plumbing Inspection (After permit has been obtained), 823-7000

Planning, 1120 SW 5th, 10th Floor, 823-7700

The Planning Bureau handles land use cases, works on long range planning issues, and reviews site plans for compliance with the zoning code as the first step in the building permit process.

The Permit Center is located on the 1st Floor of the Portland Building. Information is available on the zoning code, zoning maps, land use applications.

Metro, 600 NE Grand, 797-1700. Metro is the elected regional government responsible for the Zoo, the Oregon Convention Center, solid waste disposal and planning for the region.

Office of Neighborhood Associations, (ONA) 1220 SW 5th, 823-4519

ONA is an agency of the City of Portland whose purpose is to facilitate citizen participation and improved communication among citizens, Neighborhood Associations, District Coalitions and the City.

The following is a list of District Coalition Offices:

Central Northeast Neighbors, 5540 NE Sandy, 823-3156
Downtown/Burnside Office, 520 SW Yamhill, Suite 1000, 224-8684
East Portland Neighbors, 220 SE 102nd, 256-0014
Neighborhood Mediation Center, 4815 NE 7th, 823-3152
Neighborhoods West/Northwest Office, 1819 NW Everett, 223-3331
North Portland Neighborhood Office, 2410 N. Lombard, 823-4524
Northeast Neighborhood Office, 4815 NE 7th, 823-4575
Portland/Multnomah Commission on Aging, 1120 SW 5th, Room 518, 823-5269
Southeast Uplift Office, 3534 SE Main, 232-0010
Southwest Neighborhood Office, 7688 SW Capitol Hwy, 823-4592

Office of the Omsbudsman, 1220 SW 5th, Room 303, 823-4147. This section of the mayor's office takes questions and complaints from citizens which are then directed to the correct bureau and followed up on by the omsbudsman.

Portland Development Commission, 1120 SW 5th, Room 1100, 823-3200

Bureau of Traffic Management, (BTM) 1120 SW 5th, Room 730, 823-5185

The Neighborhood Traffic Management Program (NTMP) is working to increase the safety and livability of residential neighborhoods. It is one component BTM's "Reclaiming Our Streets" program, a collaboration of City residents, and other agency efforts to reduce the impact of traffic on neighborhoods. Under the program BTM works with residents within neighborhoods to evaluate the type and severity of traffic problems. If the required approval by residents and City Council is obtained, the City installs traffic management devices such as traffic circles, diverters or speed humps to manage the pattern and flow of neighborhood traffic.

Office of Transportation, 1120 SW 5th Avenue, Room 702, 823-7001

The Office of Transportation has responsibility for policy, programs and projects related to transportation planning and engineering.

Street Maintenance - 823-1760

The City of Portland maintains fully improved streets and provides limited maintenance to partially improved roads that were previously maintained by county agencies.

Property owners abutting an unimproved street are responsible for its maintenance.

Who Pays for Street Construction

The City of Portland pays for the construction of major streets, such as arterials and collectors. The City does not pay for the construction of local residential streets.

Property owners along unimproved streets share the responsibility to pay for the costs of improving local residential streets to City standards. There are 3 options for improving local streets. For more information on these options call the number following each option.

Local Improvement Districts 823-7046

Standard Street Construction Permits 823-4087

Substandard Street Construction Permits 823-7043

Street Trees - The City Forester issues permits for planting trees in existing planting strips as well as for pruning and removing street trees. The City Forester will visit the site and advise you on the best tree for the site before issuing a permit. There is no charge for the permits. 823-4489

Sidewalks and Pathways - The City of Portland has made a commitment to improving access for people on foot. To that end the City is helping to install some sidewalks and pathways on collector and arterial streets, particularly near transit stops and around major public buildings. The City also has funds to install curb ramps in key locations to improve wheelchair accessibility.

Sidewalk and pathway installation is paid for:

By the City on major arterials in key sites;

By property owners or developers using the standard permit process;

By property owners through the LID process, either as part of street improvements or as a stand-alone project.

Bicycle Program, 823-7082 The Bicycle program is working to make bicycling a more attractive transportation choice. There are three main approaches: planning a comprehensive network of bikeways; providing secure bicycle parking; and educating people about the benefits of bicycling as a means of transportation.

Nuisance Abatement

Debris, Obstructions, Garbage, Fences, and Trees

Appliance, Auto Storage in Yard or Blocking Street, Sidewalk, Grass, Vines, Fences Over Height, Encroaching on Public Property, Obstructions of Sidewalks and Public Places; Trash and Debris, Lack of Garbage Pickup or Accumulating In Yards, **823-7306**

Blocking Vision at Intersection, **823-5185**

Tree Planting, Removal, Pruning, **823-4489**

Fence Regulations, **823-7526**

Garbage, Solid Waste & Recycling Information, Collection and Complaints, **823-7202**

Zoning Enforcement, **823-7305**

Noise Control, **823-7350**

Dangerous Buildings or Substandard Housing, **823-7306**

Abandoned Autos, Large Trucks, Trailers, Boats & Campers parked in residential areas, **823-7309**

Vehicles Blocking Driveway, **823-5195**

Towed Autos, **823-0044**

AUTOS, TRUCKS, BOATS & BICYCLES

Abandoned Autos, Large Trucks, Trailers,
Boats & Campers Parked in Residential
Areas 823-7309
Vehicles Blocking Driveway 823-5195
Towed Autos: Police Bureau 823-0044
Bicycle Routes, Safety, Parking 823-7083

BUDGET AND FINANCE

City Budget, Grants, Contracts 823-5288
Citizen Bureau Advisory Committee 823-4519

BUILDING SAFETY

Building Information 823-7300
Permit Information 823-7310
Building, Electrical, Heating, Ventilation,
Plumbing Inspection
(After permit has been obtained) 823-7000

BUSINESS LICENSE

Business License Information 823-5157

**CITY MEETINGS, DOCUMENTS &
REGULATIONS**

Council Agendas 823-4085
Council Records, City Code &
City Charter (copies of) 823-4086
Liens and Assessments 823-4090 or 823-4041
Local Improvement Districts 823-4092

**DEBRIS, OBSTRUCTIONS & GARBAGE, FENCES,
HEDGES & TREES**

Appliances, Auto Storage in Yard or
Blocking Street, Sidewalk; Grass, Vines,
Fences, Encroaching on Public Property,
Obstructions of Sidewalks & Public
Places; Trash & Debris, Lack of Garbage
Pickup (for apartments & single family)
or Accumulating in Yards 823-7306
Blocking Vision at Intersection 823-5185
Tree Planting, Removal, Pruning 823-4489
Fence Regulations 823-7526
Garbage, Solid Waste, & Recycling
Information, Collection, and
Complaints 823-7202

ECONOMIC DEVELOPMENT

Portland Development Commission 823-3200

FIRE

Electrical Code Violations	823-7304
Fire Chief's Office	823-3730
Fire Marshal's Office, Fire Code Information, Juvenile Firesetters Intervention, Fire Inspection Westside	823-3700
Emergency Medical Services	823-3882
Fire Inspection, Eastside Office and Fireworks (Hazardous Material Storage)	823-3920
Hydrants, broken, leaking.	823-4874

FREQUENTLY REQUESTED INFORMATION

Annexation and Urban Services	823-6964
City Employment Division (recording)	823-4573

HOUSING

Housing Rehabilitation Loans	823-3200
Housing & Community Development	823-2375

INJURIES ON CITY PROPERTY

Risk Management	823-5101
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MAPS

Neighborhood Maps	823-4519
Zoning Maps	823-7526
METRO Data Resource Center	797-1700

NEIGHBORHOOD QUALITY

Home Occupation Permits	823-7305
Zoning Enforcement	823-7305
Noise Control	823-7350
Dangerous Buildings or Substandard Housing	823-7306

OFFICE OF NEIGHBORHOOD ASSOCIATIONS

ONA Administrative Office	823-4519
Central Northeast Neighbors	823-3156
East Portland Neighbors	256-0014
Peninsula Neighbors (North)	823-4524
Northeast Coalition of Neighborhoods	823-4575
Neighborhoods West/Northwest	223-3331
Southeast Uplift	232-0010
Southwest Neighborhood Information	823-4592
Neighborhood Mediation Center	823-3152
Downtown/Burnside Crime Prevention	224-8684

OUTAGES OR UTILITY EMERGENCIES

Sewers and Street Repairs: Weekdays and After Hours	823-1700
Water Bureau: 24 Hours	823-4874
Street Lights	823-5216
Traffic Signals	823-4111

PARADE & EVENT PERMITS

Parades, Running Events, Processions through Streets, Major Festival Coordination	823-4739
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PERMITS	
Permit Center Information	823-7310
Microfilm Records, Document Control, Plan Check Status, Fee Information, and Street Use Permits	823-7385
Plumbing, Electrical, Heat & Ventilation Permits	823-7363
Septic Tank & Cesspools	823-7790
Zoning, Variances, Conditional Uses	823-7526
House Moves, Street Vending	823-7002
Fire Code Questions, Information, and Plan Examiners	823-7301
Park Bureau Permit Center, Ball Fields, Gyms, Picnics, Weddings, Special Uses, and Vendor Permits	823-2525
Outdoor Park Programs	823-7365
Residential Parking Permits	823-7365
Meter Hoods	823-7365
Film & Video Production	
Permit Coordination	823-5141

PLANNING & ZONING	
City Boundaries, Urban Services	823-6963
Permit Center Information	823-7526

PORTLAND POLICE	
Police Information Line	823-4636
Accident Information	823-2103
Drug House Complaints	823-3784
Child Safety and Block Homes	823-0290
Elderly Crime Prevention Program	823-0291
Women Strength Self Defense	823-0296
Office of the Chief	823-0000

Central Precinct 1111 SW 2nd Ave	823-0097
Northeast Precinct 7214 N Philadelphia	823-2122
East Precinct 10000 NE 33rd Ave	823-4800
Southeast Precinct 10000 NE 33rd Ave	823-2143
To Report Stolen Property & Bicycles Police Non-Emergency Number	230-2121

RECREATION/CULTURAL	
Parks & Recreation Information	823-2223
Sports Info for Park Bureau Programs	823-5100
"Charge-A-Ticket" Memorial Coliseum, Convention Center, Performing Arts Center, Arlene Schnitzer Concert Hall, and Civic Auditorium	248-4496
Facilities & Grounds Maintenance	823-1600
Community Gardens	823-1612
Volunteer Services	823-5121

SENIOR SERVICES	
Commission on Aging	823-5269

SEWERS	
Sewer Rates & Connection Fees	823-7009
Sewer Connection Permits	823-7363
General Project Information	823-7006
Mid-County Sewer Project	823-4114
Industrial Waste Violations	823-7180
Storm Water Management	823-7100

SIDEWALKS	
Curb Ramps & Handicap Access	823-7082
Repair & Improvement	823-1700
New Construction, Curb Cuts	823-7002

STREETS

Closures: Transportation	823-7002
Maintenance: Street Repair, Leaf Removal, Cleaning, Emergency Clearing of Broken Glass or Obstructions; Weekdays	823-1700
Nights	823-4111
General Street Information	823-7002

TRAFFIC MANAGEMENT

Complaints, Information on Signals, Stop Signs, Traffic Flow, On-Street Parking Concerns, Speed Watch	823-5185
Traffic Light, Signal, Sign Repair	823-4111
Parking Enforcement (on street)	823-5195

WATER

Customer Service	823-7770
Credit, Collections, Paying Bills	823-7426
Move In/Out	823-7770
New Installation & Permits	823-7368

Glossary

Accessory Rental Unit: An additional living unit that is created through the internal conversion of a portion of the primary dwelling unit in areas zoned for single family use.

Arterial Streets Classification Policy (ASCP): A policy adopted by City Council which defines the transportation uses and level of activities on city streets. The ASCP is part of the Transportation Element of the Comprehensive Plan.

Attached Residential: Individual dwelling units sharing a common wall that can be owned along with their lots, commonly known as rowhouses. The lot line between two units is along the common wall.

Auto-Oriented Land Uses: Activities of two types: 1) Those that are auto-related such as gas stations and auto repair shops; and 2) those that by their design attract primarily customers and employees arriving by automobile.

Base Zone: The uses allowed and the development standards in areas covered by the designations of the zoning map. Examples: R5, CG. (See Appendix B for a list of zoning classifications and a general description.)

Building Codes: Legislative regulations that prescribe the materials, requirements and methods to be used in the construction, rehabilitation, maintenance and repair of buildings. Several national building codes have been established for adoption by individual states. Oregon has adopted the Uniform Building Code (UBC), developed by the International Conference of Building Officials.

Capital Improvement Program (CIP): Budgeting and planning done by Bureaus who make physical improvements to the City such as sewers and roads. The City's Bureaus adopt two year CIPs.

Citizen Involvement or Participation: LCDC Goal 1 requires that citizens be involved in all phases of the comprehensive planning process.

City Council: The City Council is composed of the Mayor and four Commissioners. Council members perform legislative, executive and quasi-judicial functions for the City. The mayor assigns a portfolio of bureaus and commissions to each commissioner. Commissioners are responsible for the policy direction and day to day functioning of their assigned bureaus.

Community Planning Program: The Bureau of Planning is updating the City's Comprehensive Plan Map through a series of district plans that divide the City into districts.

Comprehensive Plan: The current adopted Comprehensive Plan for the City of Portland. This land use plan is intended to guide the future growth and development of the city. In 1973, the state legislature adopted Senate Bill 100 (ORS 197) which mandates comprehensive land use planning by Oregon's cities and counties. The City's Zoning Code is a major implementation tool of the Comprehensive Plan but is not part of the plan.

Comprehensive Plan Map Designations: The Comprehensive Plan Map designates zoning for the entire City of Portland. The Comprehensive Plan Map Designations set forth zoning that complies with the needs for future development in Portland. Zoning and the Comprehensive Plan Map Designations are the same on most properties. In some areas the Compre-

hensive Plan Map Designations become the zoning through a land use process at the request of the property owner or through a legislative planning process. Comprehensive Plan Map Designations appear on zoning map in parenthesis following the zoning: R5(R2.5).

Conditional Uses: A use that is only permitted when certain conditions governing the development are established. Schools, churches and hospitals are common conditional uses in residential zones. Conditional uses are granted by the City through a land use review that examines the potential individual or cumulative impacts the use may have on the surrounding area. The conditional use review provides an opportunity to allow the use when there is minimal impact, to allow the use but impose mitigation measure to address identified concerns, or to deny the use if the concerns cannot be resolved. A conditional use review requires a public hearing. Notice is sent to property owners within 400 feet of the site as well as to neighborhood and business associations within 1,000 feet of the site.

Density: The average number of persons, households or dwellings per acre of land.

Design Commission: The Design Commission consists of eight members. The Design Commission provides leadership and expertise on urban design and architecture and on maintaining and enhancing Portland's historical and architectural heritage.

Design Guidelines: A set of design criteria for development which apply within a design overlay zone. The guidelines are adopted public statements of intent and are used to evaluate the acceptability of a project's design. There are design guideline documents developed to address the special design values of different areas of the City. Examples: Ladd's Addition, Central City Design Fundamentals, Albina Community Plan Design Guidelines.

Design Review: A land use review that ensures that development conserves and enhances the recognized special design values of a site or area.

Development Standards: The portion of the zoning code that sets out and regulates density, lot sizes, building height and setbacks, landscaping and parking regulations, etc. as required by the base zoning of a site.

District Coalition: A District Coalition is an independent non-profit corporation that contracts with the Office of Neighborhood Associations to facilitate

citizen participation and neighborhood crime prevention services to Neighborhood Associations and citizens within a geographically defined area. The Board of a District Coalition (DCB) is primarily composed of representatives from its member Neighborhood Associations.

Environmental Impact Statement (EIS): A requirement of the National Environmental Policy Act of 1970 that all governmental agencies and licensees must document the probable effects on the environment when undertaking new construction. An EIS is a requirement for projects built with federal funds.

Floor Area Ratio (FAR): A method for determining the maximum gross floor area permitted for all buildings or a building on a given site through the use of an assigned ratio. For example, given a ratio of 6:1 on a city block of 40,000 square feet, the maximum floor area permitted would be 240,000 square feet. This might translate into a 30-story building with each floor containing 8,000 square feet.

Historic Design Zones: An area containing a number of lots, blocks and buildings that has special historical, architectural or cultural significance as part of the heritage of the city. In Portland, these districts are identified by the Historical Landmarks Commission.

Historical Landmarks Commission: This Commission consists of eight members. The Historical Landmarks Commission provides leadership and expertise on maintaining and enhancing Portland's historic and architectural heritage. The Commission identifies and protects buildings and other properties that have historical value or historic preservation matters and coordinates preservation programs in the City.

Housing Opportunity: The number of housing units that would exist if an area was built out to the maximum allowed by the zoning.

Implementors: Those government agencies, non-profits, neighborhood and business associations, individuals, etc. who agree to carry out a program or project that carries out the policies and objectives of a plan.

Infill: Infill development is the construction on scattered lots in developed neighborhoods as opposed to building on large parcels of vacant land in relatively undeveloped areas.

Infrastructure: The utilities and basic services, such as roads and sewers, essential for the development, operation and growth of a city.

Land Conservation and Development Commission (LCDC): A state agency empowered by Oregon State legislation to establish and enforce state-wide planning goals and guidelines and coordinate land use planning for the State of Oregon. LCDC has established goals in 19 substantive areas which are binding on local governments throughout the state. Each goal is accompanied by a set of guidelines listing the suggested directions which would aid local governments in achieving the goals.

Land Use: The way in which land is used. Land use is generally described in terms of such things as the size of the lot, the size and location of the structure on the lot and the activities that take place within the structure. Activities not directly associated with land, such as housing construction, population growth, traffic flow and job development are influenced by the way land is used.

Land Use Reviews: The zoning code uses a combination of nondiscretionary and discretionary review to evaluate land use proposals for compliance with the use and development requirements of the code. The combination is necessary to provide a comprehensive set of implementation tools. The nondiscretionary review provides the certainty needed in most situations by providing straight forward clear, and objective standards. Discretionary

review provides needed flexibility by allowing more subjective standards and objectives, and providing for the modification of regulations in response to specific site conditions. Examples: Adjustments, Conditional Uses, Historical Landmarks.

Local Improvement District (LID): A system whereby adjacent and benefiting property owners share in the expense of public improvements.

Metro: A directly-elected regional government responsible for metropolitan aspects of land use planning and other regional services such as waste management.

Mixed-Use: Development on a site that combines residential uses with commercial or industrial uses.

Needs Assessment: A short term process for evaluating the problems in a neighborhood and developing an agenda for action and solutions.

Neighborhood Association: A neighborhood association is a group of people organized to consider and act upon any of a broad range of issues affecting the livability and quality of their neighborhood. A neighborhood association normally functions as a non-profit organization or is incorporated as a non-profit.

Neighborhood Maps: Maps available from the City which show official neighborhood boundaries, streets, lot lines, and building footprints.

Neighborhood Traffic Management Program: A program of Portland's Office of Transportation that works with neighborhoods to reduce speeding and traffic on local streets through the development of traffic management projects and traffic management devices.

No-Net Loss of Housing: City Comprehensive Plan Policy 4.8 Maintain Housing Potential states: Retain Housing potential by requiring no net loss of land reserved for, or committed to, residential or mixed use. When considering requests for amendments to the Comprehensive Plan Map, require that any loss of potential housing units be replaced.

Non-Conforming Use: A building or use that is inconsistent with the zoning regulations. If erected before the enactment of the regulations, it may continue its use, but a new use or different non-conforming use may not be substituted. Most zoning ordinances prohibit the enlargement of a non-conforming use. Many ordinances permit the rebuilding of the non-conforming premises when destroyed by fire. If the use is abandoned for 2 years or more the grandfathered rights are lost and the future use of the building must conform to the zoning.

Office of Neighborhood Associations (ONA): ONA is an agency of the City of Portland whose purpose is to facilitate citizen participation and improved communication among citizens, Neighborhood Associations, District Coalitions and the City.

Overlay zones: Overlay zones are special supplementary restrictions in the underlying zone. A parcel of land may have more than one overlay zone. These appear on zoning maps in lower case letters following the base zone designations.

Pedestrian-Oriented Development: Development that is designed with an emphasis primarily on the sidewalk and on pedestrian access to the site and building, rather than on auto access and parking areas. The building is generally placed close to the street and the main entrance is oriented to the sidewalk.

Plan Districts: Plan Districts consist of regulations that have been tailored to a specific area of the City. Examples: Albina Community Plan District, Johnson Creek Basin Plan District.

Planning Commission: The Planning Commission is composed of nine citizen members appointed by the Mayor and approved by City Council. The Commission's role is advisory to the City Council on land use related issues such as: land use develop-

ment, transportation, housing, economic development, zoning and the environment.

Portland Metropolitan Region: The urban portions of Multnomah, Clackamas, Washington and Clark Counties.

Principal Use: The main purpose for which land or a building is designated or occupied

Quarter Section Maps: Maps which are used to display zoning information.

Recognized Neighborhood Association: A recognized Neighborhood Association is one that meets the minimum standards of the City of Portland Code (Chapter 3.96) and applicable guidelines adopted by the Office of Neighborhood Associations and is currently recognized by ONA.

Sanborn Maps: These historic maps were developed for fire insurance companies. The Sanborn maps show building footprints and information on building materials. By using these maps from different periods one can track development of an area of the city from the 19th century.

Scenic Resources: Scenic Resources in the City of Portland have been inventoried and are regulated under the Scenic Resource zone. The Scenic Resource zone establishes development standards for designated view corridors and scenic corridors as well as regulating tree removal in Scenic Resource zones.

Statewide Planning Goals: The goals constitute the framework for a statewide program of land use planning. They are state policies on land use, resource management, economic development, and citizen involvement. There are 19 goals that can be placed in four broad categories: The first set deal with the planning process; Goal 1 Citizen Involvement and Goal 2 Land Use Planning. A second group, the conservation goals, deal with topics such as farm lands, forest lands, and natural resources. The third group is made up of goals that relate to development; Housing, Transportation, and Public Facilities and Services, for example. The fourth category contains the four goals that deal with Oregon's coastal resources.

Technical Advisory Committee (TAC): A group of representatives from relevant City Bureaus and other local public agencies that review proposed plan policies and action.

Transit-Oriented Land Uses: Activities which by their design attract, or have the potential to attract, a significant proportion of customers and employees by means of transit, bicycle or pedestrian modes. Such land uses have a lower demand for parking than auto-oriented land uses.

Transportation Element of the Comprehensive Plan: The Transportation Element incorporates the Arterial Streets Classification Policy (ASCP). The purpose of the Transportation Element is to establish a framework within which transportation projects and plans are developed and implemented within the City of Portland. The ASCP shows designations for traffic, transit, bicycles and pedestrians and indicates what kinds of improvements are appropriate on various kinds of streets and in different areas of the City.

Transportation Planning Rule (TPR): The TPR is a state administrative rule that requires all jurisdictions in Oregon to develop ways to reduce vehicle miles traveled by 20% over the next 30 years.

Units Per Acre: Used to measure the density of individual buildings or units of housing per acre of land. This measure is used both to tell what the existing density is as well as what density is allowed by the base zoning.

Urban Design: Urban Design is a branch of planning primarily concerned with the functional and visual relationships between people and their physical environment and the ways in which those relationships can be consciously improved. Urban Design is directly involved with many substantive areas of planning, including housing, transportation, open space, institutional services, commerce and industry.

Urban Growth Boundary (UGB): A line which delineates the future development of the urban area. Within the boundary, all the facilities and services necessary for urban development will be provided; outside the boundary, service extensions will be restricted and development restricted in intensity. The LCDC goal on urbanization requires that all incorporated cities in Oregon establish urban growth boundaries.

Vision Statement: A Vision Statement is a narrative of what an area or neighborhood would be like in the future when the goals and objectives of a plan are achieved.

Appendices

APPENDIX A: EXISTING NEIGHBORHOOD PLANS

Corbett/Terwilliger/Lair Hill (1977)
Northwest District Policy Plan (1977)
Marquam Hill Policy Plan (1977)
Cully/Parkrose (County 1986)
Hazelwood (County 1986)
Sullivan's Gulch Neighborhood Plan (1987)
Kerns Neighborhood Action Plan (1987)
Wilkes and Rockwood Corridor Plan
(County 1987)
Centennial Community Plan (County 1988)
Powellhurst Community Plan (County 1988)
Hosford-Abernethy Neighborhood Plan (1988)
Brooklyn Neighborhood Plan (1991)
Buckman Neighborhood Plan (1991)
Brentwood-Darlington Neighborhood
Plan (1992)
Cully Neighborhood Plan (1992)
Arbor Lodge Neighborhood Plan(1993)
Boise Neighborhood Plan(1993)
Concordia Neighborhood Plan(1993)
Eliot Neighborhood Plan(1993)
Humboldt Neighborhood Plan(1993)

Irvington Neighborhood Plan(1993)
Kenton Neighborhood Plan(1993)
King Neighborhood Plan(1993)
Piedmont Neighborhood Plan(1993)
Sabin Neighborhood Plan(1993)
Woodlawn Neighborhood Plan(1993)

The following plans are being developed as part of the Outer Southeast Community Plan. It is anticipated they will be adopted in 1995.

Foster-Powell
Hazelwood
Mill Park
Lents
Montavilla
Mt. Scott Arleta
Pleasant Valley
Powellhurst Gilbert
South Tabor

APPENDIX B; ZONING DESIGNATIONS

For reference, descriptions of zoning designations that appear on the City of Portland official zoning maps are listed below. The zones implement corresponding Comprehensive Plan Map designations. The Comprehensive Plan is the official long-range planning guide for uses and development in the city. The designations state the type of area each is intended for, general uses and development types currently desired.

- **Open Space.** The **OS** zone is intended for lands that serve an open space function, primarily public lands, but also some private areas. Lands intended for open space designation include parks, natural areas, golf courses, and cemeteries.
- **High Density Single-Dwelling.** The **R5** zone continues Portland's most common pattern of single-dwelling development. Single-dwelling residential will be the primary use. The maximum density is one unit per 5,000 square feet or 8.7 units per acre.
- **Attached Residential.** The **R2.5** zone allows a mixture of housing types of a single-dwelling character, including attached houses. Allowed densities for attached houses are higher than for detached housing. The maximum density is one unit per 2,500 square feet or 17.4 units per acre for attached housing.
- **Residential 2,000.** The **R2** zone is a low density multifamily zone. It allows one unit per 2,000 square feet or approximately 21.8 dwelling units per acre. Density may be as high as 32 units per acre if amenity bonus provisions are used. Allowed housing is characterized by one to three story buildings. The major types of development will be duplexes, townhouses, rowhouses and garden apartments.
- **Residential 1,000.** The **R1** is a medium density multidwelling zone. It allows approximately one unit per 1,000 square feet or 43 units per acre. Density may be as high as 65 units per acre if amenity bonus provisions are used. Allowed housing is characterized by one to four story buildings and a higher percentage of building coverage than in the R2 zone. The major new type of housing development will be multidwelling structures (condominiums and apartments), duplexes, townhouses, and rowhouses. Generally, R1 zoning will be applied near neighborhood collector and district collector streets and local streets adjacent to commercial areas or major streets.

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- High Density Residential. RH allows high density multidwelling structures and structures of an intense scale. Maximum density is based on a floor area (FAR) ratio, not on a units per square foot basis. Densities will range from 80 to 125 units per acre. The major types of new housing development will be low, medium and high rise apartments and condominiums. Generally, RH zones will be well served by transit facilities or be near areas with supportive commercial services.
 - Central Residential. The RX allows the highest density and most intensely developed multidwelling structures. Limited amounts of commercial uses are also allowed as part of new development. Development will generally be oriented to pedestrians. Maximum density is based on a floor area ratio, not on a units per square foot basis. Densities allowed exceed 100 units per acre. The Design overlay zone will be applied in conjunction with the RX zone.
 - Institutional Residential. The IR zone is applied to institutional campuses and establishes regulations for institutions. The Institutional Residential zone would be applied to implement the Comprehensive Plan "Institutional Campus" land use designation. This designation is intended for large institutional campuses that serve a population from a larger area than the neighborhood or neighborhoods in which the campus is located. Institutions eligible for the institutional campus designation include medical centers,

colleges, schools, and universities. Uses allowed within an area with the institutional campus designation are those that are part of the institution, or are accessory to the institution. The designation and zone are intended to foster the growth of the institution while assuring the continued livability of surrounding residential neighborhoods. Should the property not be needed by the institution or facilities related to the institution it may be developed, as a matter of right, for multidwelling residential under the regulations applicable to areas zoned R1.

- Neighborhood Commercial. The CN1 and CN2 zones are intended to allow neighborhood-oriented commercial uses in and adjacent to residential areas. In more densely developed neighborhoods, development should be oriented to pedestrians. The allowed intensity of development is low to maintain compatibility with the residential areas.
- Office Commercial. The CO1 and CO2 zones are intended for situations where a range of office uses may be appropriate, but not a broader spectrum of commercial uses. It is intended for low intensity development on small sites in or near residential areas, and for low and medium intensity developments near arterial streets.

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- Mixed Commercial/Residential. The CM zone promotes development that combines commercial and housing uses in a single building. The emphasis of the nonresidential uses is primarily on locally-oriented, retail service and office uses. Development will consist of businesses on the ground floor with housing on upper stories. Development is intended to be pedestrian-oriented with buildings close to and oriented to the sidewalk, particularly at corners.
 - Storefront Commercial. The CS zone is intended to preserve and enhance older commercial areas that have a storefront character. This zone allows for a full range of retail, service, and business uses serving a local and regional market area. Industrial uses are allowed but are limited in size to avoid adverse affects different in kind and amount than commercial uses and to ensure that they do not dominate the character of the commercial area. Development is intended to be pedestrian-oriented with buildings close to and oriented to the sidewalk, particularly at corners.
 - General Commercial. The CG zone is intended to allow auto-accommodating commercial development in areas already predominantly built in this manner and in most newer commercial areas. This designation allows a full range of commercial uses having a local or regional market. Development will mostly have an auto-orientation. It is intended for arterial streets and to be used for developing

areas and for larger, older areas which already have an auto-oriented development style. Industrial uses are allowed but are limited in size to avoid adverse effects different in kind and amount than commercial uses and to ensure that they do not dominate the character of the commercial area.

- Central Commercial. The CX zone is intended to provide for commercial development within Portland's most urban and intense areas. A broader range of uses is allowed to reflect Portland's role as a commercial, cultural and governmental center. Development is intended to be very intense with high building coverage, large buildings, and buildings placed close together. Development is intended to be pedestrian-oriented with a strong emphasis on a safe and attractive streetscape.
- General Employment. The EG zone allows a wide variety of employment opportunities without potential conflicts from interspersed residential uses. Industrial uses are emphasized and allowed with few limitations. Other business and commercial uses are allowed to support a wide range of services and employment opportunities. The development standards for each zone are intended to allow new development which is similar in character to existing development.

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- **Central Employment.** The **EX** zone provides for mixed-use areas in the center of the City that have predominantly industrial type development. It allows a full range of industrial and commercial uses. Residential uses are allowed but should be compatible with the surrounding nonresidential development. The intensity of development will be higher than in other employment designations and most commercial designations. The Design overlay zone will be applied in conjunction with the EX zone.
 - **General Industrial.** The **IG1** and **IG2** zones provide areas where most industries can locate, while other uses are restricted to prevent potential conflicts and to preserve land for industry. Development standards are intended to allow new development which is similar in character to existing development. The intent is to provide viable and attractive industrial areas.
 - **Heavy Industry.** The **IH** zone allows for uses where all kinds of industries can locate including those not desirable in other zones due to their objectionable impacts or appearance. Nonindustrial uses are limited to prevent land use conflicts and to preserve land for industry.