

**Attachment 2**

**DRAFT**  
**For**  
**Planning Commission Review**  
May 12, 2008

**PORTLAND PLAN**  
**Work Program Overview**

The following provides an overview of the proposed work program to prepare the comprehensive plan component of the Portland Plan. A detailed version will be available on June 3, 2008.

**PHASE I – Develop Work Program**  
**November 2007 to August 2008**

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

1. Identify key visionPDX values that will inform the City’s approach for developing the Portland Plan.
2. Identify current conditions and trends.
  - a. Identify current development, transportation, demographic, housing, environmental, economic, social, arts and culture, and public health conditions in Portland and the surrounding area.
  - b. Describe of how significant trends (e.g., potential climate change, globalization of the economy, population growth and increased diversity, and transition from the cheap oil era, etc.) are likely to influence Portland in coming years.
  - c. Given current conditions and trends, identify major issues and opportunities to improve Portlanders’ quality of life and further community goals.
3. Assess the current plans and regulations.
  - a. Evaluate the comprehensive plan, the Central City Plan, related studies and implementing regulations in light of:
    - state planning goals and periodic review requirements;
    - current conditions and trends; and
    - the needs and desires community residents have expressed thus far (e.g., though vision-PDX and other forums).
  - b. Prepare preliminary assessments of the comprehensive plan and Central City Plan, including overviews of conditions, trends, issues, opportunities and constraints. Identify the portions of the plans that are out of date, policy gaps and deficiencies.
  - c. Identify potential ways to reorganize and reformat the Portland Plan/Comprehensive Plan to improve readability and clarity.

4. Conduct a Planning Commission public hearing regarding the assessments. (*April 22, 2008 - the record was left open*)
5. Develop a preliminary work program, including a public engagement work program.
6. Conduct workshops in May 2008 to:
  - a. inform people about the project;
  - b. identify additional issues, needs and desires that the community wants addressed in the plan; and
  - c. provide people with an opportunity to review and comment on the draft assessments and preliminary work program.
7. The Planning Commission conducts a public hearing regarding the draft work program/public engagement work program, refines the draft work program and assessments based on public input, and makes a recommendation to the City Council. (*June 24, 2008 - hearing, July 8, 2008 - action*)
8. The City Council holds a public hearing regarding the draft work program. (*August 6, 2008*)
9. The City Council approves the work program (as amended) and submits it to the State Land Conservation and Development Commission. (*by August 20, 2008*)

## **PHASE II – Develop Alternative Futures for Portland**

### **Spring 2008 to Spring 2009**

The purposes of this phase are to perform research and analysis to establish the context for the plan and to work with the community to accomplish the following:

- generate ideas for addressing issues and opportunities;
- develop preliminary goals and guiding principles that will be used to shape the plan;
- develop a set of initial choices for addressing issues and opportunities that reflect the research and analysis and preliminary goals and principles;
- identify community preferences;
- identify criteria to be used to evaluate alternative plans and choices and, eventually, to measure progress in carrying adopted goals and objectives;
- narrow and refine the choices (i.e., scenarios and big picture goals and policies); and
- present the scenarios and big picture goals and policies to the City Council for direction.

### **Establish the Portland context**

1. Perform additional research and analysis as needed to provide a solid foundation for the planning effort, to inform scenario development (see task 7 below), goal and policy development and satisfy state periodic review requirements. This will include, for example, identification of existing conditions and trends; economic opportunities and constraints; capacity to accommodate projected growth (e.g., land supply, infrastructure and service capacity and limitations and physical constraints); housing and transportation costs; natural resources; social, cultural and public health conditions, issues and opportunities; relevant topic-specific research; and identification of project parameters (i.e., what can't be changed through the planning process).

2. Formulate preliminary, big picture goals and guiding principles for the plan. An initial list of goals and principles will be drawn from four sources: existing comprehensive plan goals that remain relevant; other adopted city goals; and goals, direction and themes drawn from public discussion and technical analysis. The preliminary goals and principles will be refined through public engagement.
3. Conduct public outreach to:
  - a. inform the community about the project;
  - b. identify issues and generate ideas for addressing issues and opportunities; and
  - c. identify/discuss preliminary goals and principles that will be used to shape and evaluate alternative strategies/scenarios for accommodating projected growth, addressing issues and realizing opportunities (see the public engagement work program).
4. Compile and analyze the public comments received to date. Identify the key messages, themes, big ideas, guiding principles/goals, and preferences that will be used to shape and evaluate alternative scenarios and policy choices.
5. Develop an initial set of evaluation criteria to be used to evaluate plan choices and scenarios. The criteria will be refined over the course of Phase II based on public input.

### **Develop initial choices and themes**

6. Develop organizing themes and general choices that respond to the issues, goals, criteria, and public input identified in tasks 1-5 above.
  - a. Explore and explain what these themes and choices could mean for defining alternative futures for Portland.
  - b. Identify and evaluate alternative approaches for addressing major issues.
  - c. Produce white papers that frame the major goal and policy choices, tradeoffs, and the feasibility and implications of alternative courses of action.
  - d. Prepare descriptions, images and analysis that illustrate the implications of and trade-offs among goal and policy choices.
7. Create alternative future scenarios. Depict and analyze the physical development implications of the themes and choices identified above through illustrative, broad brush, scenarios that identify viable options/alternative futures for Portland. This would include the “default future,” depicting what would likely occur if we built-out under the current regulations.
  - a. Identify the rationale for each scenario and underlying assumptions.
  - b. Perform a cursory evaluation of the alternative scenarios to identify major implications.
8. Work with the Planning Commission to refine the big picture alternative scenarios and frame the big picture goal and policy choices for public review.
9. Present the alternative scenarios, big picture goal/policy choices and the preliminary evaluation criteria (that will be used to evaluate refined scenarios) for public review and comment. Work with the community to evaluate the preliminary choices and brainstorm alternatives.

## **Narrow and refine the scenarios and choices**

10. Narrow and refine the alternative scenarios. Identify common themes and preferences expressed by the public (see task 9) and merge similar components to form a limited number (e.g., three or four) of alternative scenarios that effectively illustrate the differences and synergies between the big picture themes and choices; narrow and refine the choices; and enable evaluation of the trade-offs. Refine the preliminary big picture goals and policies.
11. Evaluate the alternative scenarios developed in task 10. Use a multi-disciplinary team (including staff knowledgeable in land use/urban/environmental planning, urban design, transportation, sustainability, housing and economic development) to evaluate the alternative scenarios relative to specific criteria reflecting public input.
  - a. Evaluate relative to key issues;
  - b. Identify the likely impacts; pros and cons; tradeoffs; rough, relative public costs; and implications of alternative scenarios;
  - c. Identify the relative land consumption in meeting population and job targets;
  - d. Identify broad policy choices and their implications;
  - e. Identify the areas likely to change the most;
  - f. Identify the impediments to achieving desired growth; and
  - g. Determine if sufficient capacity is available to accommodate projected housing and job growth. If the analysis of the land supply shows it to be deficient to meet forecast demand, identify areas suitable to meet the unmet need.
12. Refine the alternative scenarios and the goal and policy choices for public review.
13. Submit the refined scenarios and big picture goal/policy choices for public review. Work with the community to evaluate and further refine the scenarios and alternative approaches for addressing opportunities and issues, brainstorm other approaches, and identify preferences.
14. The Planning Commission reviews and refines the scenarios and preliminary, big picture framing goals and policies based on public input and makes a recommendation to the City Council.
15. City Council review and direction. The City Council reviews key trends and conditions that will influence Portland's future; the alternative development scenarios, their strengths and weaknesses, associated goal and policy choices and tradeoffs; a summary of public comments/preferences; and the Planning Commission's recommendation. The City Council decides on the scenario and big picture goals and policies that they want refined. This preferred scenario and the goal and policy framework will set the parameters for the plan development in Phase III.

## **PHASE III – Plan Development** **Summer 2009 to Spring 2010**

The purposes of this phase are to develop a concept plan based on the scenario and goal and policy framework preferred by the City Council; to refine the draft plan through public outreach; and adoption of the Portland Plan.

### **Develop a concept plan**

1. Staff “fleshes out” the preferred scenario and big picture goals and policies to form a draft concept plan, including maps, goals, objectives and policies.
2. The Planning Commission works with staff to refine the preliminary concept plan.
3. The public reviews and comments on the concept draft plan.

### **Refine and adopt the Portland Plan**

4. The Planning Commission and staff amend and refine the concept plan based on public input.
5. The Planning Commission conducts a formal public hearing on the refined draft. Based on public input, the Planning Commission works with staff to refine the draft and perform initial scoping of implementation program (i.e., identify what will be needed to implement the draft plan). The Planning Commission forwards their recommendation to City Council.
6. The City Council conducts a public hearing regarding the Planning Commission’s recommended draft plan.
7. The City Council refines the draft as desired and takes action. They also provide direction regarding the proposed implementation strategy.

## **PHASE IV– Implementation**

### **Spring 2010- 2011**

The purpose of this phase is to implement the Portland Plan.

1. Finalize the implementation work program.
2. Devise strategies and actions to implement the plan, such as code amendments, design guidelines, programs, strategic projects, partnerships and advocacy.