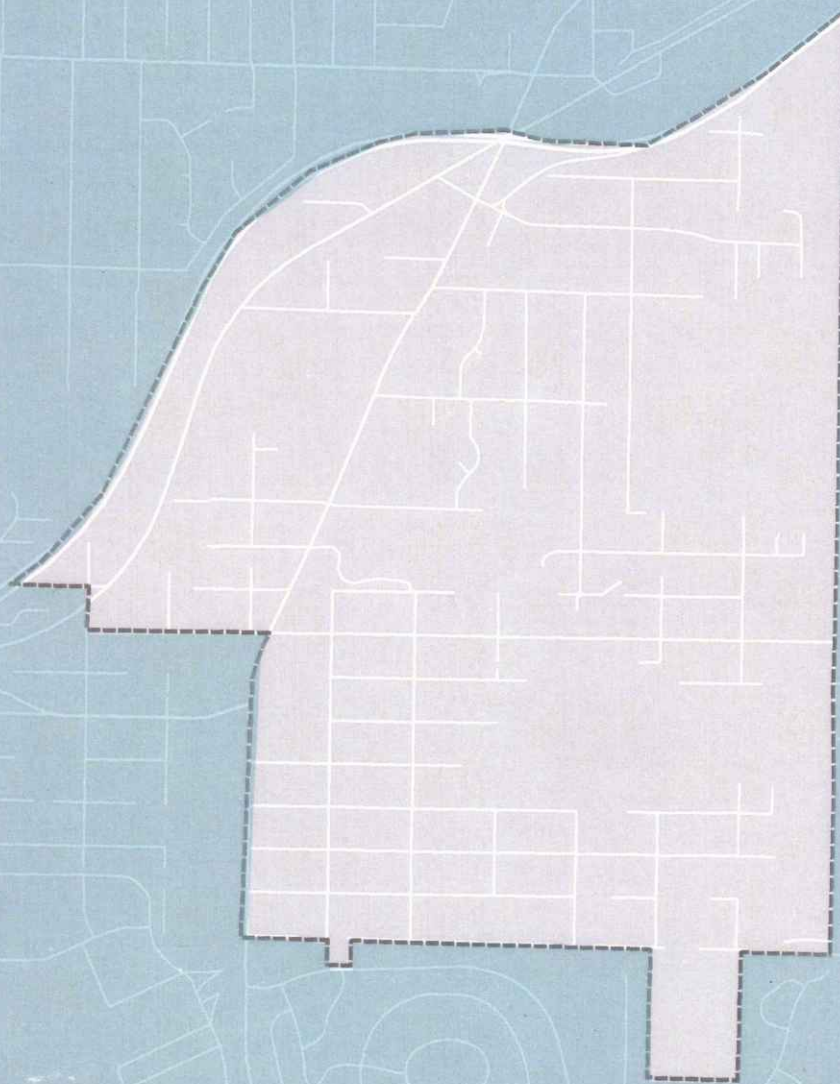


**20 MINUTES** in WEST PORTLAND PARK  
*opportunities for access*



**PROJECT PROPOSAL: PLANNING WORKSHOP 2009**

*Prepared for the West Portland Park Neighborhood Association by:*  
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## I. PROJECT OVERVIEW

### *Project Purpose*

Our intention in undertaking this project is to explore the concept of a 20-minute neighborhood and analyze the feasibility of applying the concept to the West Portland Park neighborhood. We propose to examine three aspects of 20-minute neighborhoods: physical, economic, and social. We selected West Portland Park as our study area because the topography, limited pedestrian infrastructure, and dispersed amenities create significant challenges to a transition to a 20-minute neighborhood.

A second purpose of this project is to engage the community in a meaningful discussion about the future of West Portland Park in order to build the connections and tools necessary to play an active role in future planning efforts.

### *Neighborhood Context*

West Portland Park (WPP) is located in the far southwestern quadrant of the city. It is generally bounded by the I-5 highway to the north and northwest, SW 35<sup>th</sup> Avenue to the east, SW Stephenson Street to the south, and SW 49<sup>th</sup> Avenue to the west (See Figure 1). The northern portion of the neighborhood is within the West Portland Town Center, as designated in Metro's 2040 Growth Concept. Like much of southwest Portland, West Portland Park has hilly terrain and many natural features including Falling Creek and tributary streams within the Tryon Creek watershed.

The neighborhood is predominately residential, with 76 percent of the area developed with a mix of single-family and multiple-family units. Commercial uses occupy eight percent of the neighborhood, including auto-oriented businesses at the intersection of SW Capitol Highway and I-5, and along SW Barbur Boulevard. There is an additional commercial node at SW Capitol Highway and Pomona Street. Sixteen percent of the land within the neighborhood boundary is considered vacant; however, much of the land deemed vacant is designated by the City of Portland as Open Space.<sup>1</sup> Civic uses located in WPP include Markham Elementary School, Jackson Middle School, and Capitol Hill Library, as well as the Rizwan Mosque, the Islamic School of Portland, and the Islamic Center of Portland. The Portland Community College Sylvania Campus is just outside the neighborhood boundaries at its southwestern corner.



*Islamic School of Portland*



*Markham Elementary*



*View north from SW Capitol*





Figure 1: West Portland Park

Source: RLIS  
2/2009





*Playground at Holly Farm Park*

In 2000, West Portland Park had 3,775 residents and 1,570 households, half of which were owner-occupied. According to the 2000 US Census, West Portland Park is relatively racially and ethnically diverse compared to the surrounding southwest neighborhoods and the rest of Portland. In WPP, 77.9% reported their racial background as white, compared to 89.5% in the surrounding neighborhoods. Hispanic and African Americans comprise the largest minority groups in the neighborhood at 6.8% and 6.6% respectively. The foreign born population was 17.8% and 22.1% spoke English less than very well compared to 16.9% in Portland. (See Appendix D for more demographic information).

### ***Problem Statement***

We selected WPP as a case study for the 20-minute idea because the neighborhood has several challenges to the application of this concept. WPP is an existing auto-oriented suburban neighborhood located in hilly southwest Portland. As illustrated in Figure 2 the area lacks pedestrian infrastructure including sidewalks and safe places to cross busy streets. In addition, the intersection of I-5, Barbur Blvd, and Capitol Hwy is a significant barrier between WPP and adjacent uses, creating a daunting and unpleasant pedestrian environment.



*Informal pedestrian path at SW Barbur*

The neighborhood has the beginnings of a civic center focused around Capitol Hill Library, Holly Farm Park, and Markham Elementary School. However, the neighborhood lacks a neighborhood-serving commercial center, requiring residents to travel elsewhere to fulfill most of their retail and service needs. In addition, there are few places for community members to gather and interact. The limited number of neighborhood uses and destinations may further deter residents from walking.

WPP faces many coming changes as a result of its designation as a town center under Metro's 2040 Growth Concept, and Metro's consideration of a high capacity transit project along Barbur Boulevard. In addition, the City is updating its Comprehensive Plan, which will shape all of Portland for years to come. However, West Portland Park is not currently positioned to participate effectively in these planning processes. The BPS West District Planner and the President of the Neighborhood Association report low participation in the WPP Neighborhood Association. WPP also lacks a business association to promote the needs of area businesses. This limited civic participation may impede the community's ability to play a proactive role in shaping the neighborhood's future. There is also a history in WPP and the surrounding area of difficult planning processes





**Figure 2: West Portland Park Sidewalks**

Sources: RLIS,  
PBOT 2/2009



with the City of Portland. As noted in the Regulatory Framework (see Section II), many plans and studies have been prepared for WPP and/or Southwest Portland, yet community residents have expressed frustration that little has resulted from these efforts. Some also worry that "cookie-cutter" approaches will be applied to the area without consideration of its specific assets, needs, and aspirations.

We feel that these challenges provide a meaningful test to the application of the 20-minute concept throughout Portland. While it is easier to see how that concept might unfold in a more traditional, gridded, and flat neighborhood elsewhere in the city, it is harder to grasp its application in West Portland Park. However, such difficulty does not mean that the neighborhood should be excluded from the benefits of the 20-minute idea, including reducing auto dependency, promoting active lifestyles, and providing opportunities for community interaction. Instead, we propose to explore what can be done to advance the 20-minute concept in WPP, and how the concept might be modified to meet the needs of different areas of the city.

### ***Project Objectives***

Within the scope of this project, Intersect Planning aims to fulfill the following objectives:

- To better define the concept of a 20-minute neighborhood in order to inform the broader community discussion of this idea.
- To assess the existing conditions in West Portland Park, including opportunities and constraints to it becoming a 20-minute neighborhood.
- To conduct an inclusive process that engages the community in meaningful conversations about their aspirations for the neighborhood.
- To develop short-term and long-term recommendations for the community and other parties, along with indicators to measure West Portland Park's progress toward becoming a 20-minute neighborhood.

## II. 20-MINUTE NEIGHBORHOODS

### *Background Context*

The City of Portland has initiated the Portland Plan process to update its 1980 Comprehensive Plan. The Portland Plan will guide the city's physical, economic, social, and environmental development over the next 30 years. One idea emerging from this planning effort is the promotion of 20-minute neighborhoods, which enable residents to live within 20 minutes of essential needs and services.<sup>2</sup> The Portland Plan Work Program calls for the identification of criteria to define 20-minute neighborhoods and the components that could be included, and an examination of how those criteria relate to different areas of the city.<sup>3</sup> The 20-minute neighborhood concept reflects the core values identified in VisionPDX, the community's vision for the future of Portland:

- Community Connectedness and Distinctiveness
- Equity and Accessibility
- Sustainability

The 20-minute neighborhood embraces the concepts of walkable, pedestrian-oriented communities, and promotes active lifestyles, sustainable communities, and increased social interaction.<sup>4</sup> It builds on various "smart growth" urban design and planning movements, such as New Urbanism and Transit-Oriented Development, which seek to curb sprawl through a return to compact communities that existed before the rise of the automobile. The 20-minute neighborhood concept integrates other disciplines as well, including public health.

Various studies demonstrate the effect that the built environment and urban form have on travel behavior and community interaction.<sup>5</sup> Movements such as New Urbanism promote traditional neighborhood design and human scale architecture to encourage walking and socialization. Such neighborhoods contain a variety of housing choices and activities for residents focused around a discernable center with public spaces. Key community destinations like parks, coffee shops, and restaurants are accessible by safe, interconnected pedestrian routes and can generally be reached within a five-minute (or quarter-mile) walk.<sup>6</sup>

New Urbanism focuses heavily on the physical design of streets, housing, and retail facades and is often employed in the development of new communities rather than addressing



the needs of existing neighborhoods. In addition, it has been criticized for creating socially and economically exclusive communities.

The idea for 20-minute neighborhoods also relates to efforts to plan for 'complete communities', which integrate the necessary components for healthy communities including housing, shops, workplaces, schools, parks and civic facilities essential to the daily life of the residents.<sup>7</sup> Such uses should be arranged within easy walking distance. This complete community concept is central to Smart Growth and New Urbanist approaches. The main difference between complete communities and 20-minute neighborhoods is scale, as the unit under consideration is a town or city, rather than a neighborhood. Complete communities also grapple with the issue of balancing jobs with housing and retail uses, which is beyond the scope of a single 20-minute neighborhood.

The 20-minute neighborhood concept also stems from the spatial component of Transit-Oriented Development, which promotes higher density and mixed uses within a half-mile walk from transit stations. This type of development is intended to facilitate travel by public transportation and to alleviate reliance on automobiles. According to Dennis Wilde of Gerding Edlen, the 20-minute measurement (which equals approximately 2/3 mile walking distance for a typical adult) was selected to push the standard of how far the average resident would walk to attractive destinations.<sup>8</sup> The half-mile walking standard has been shown to be too far in some cases and too short in others, depending on a number of factors. There is evidence that people will walk up to a mile to get to attractive destinations.<sup>9</sup>

The 20-minute concept has roots in other planning and design movements as well, including efforts to revitalize neighborhood main street business districts and to provide a sense of place with vibrant destinations. Also, the concept relies on the design of 'complete streets' that serve multiple modes of travel in a safe and accessible manner.

A key aspect of the 20-minute neighborhood concept that differentiates it from the movements discussed above is its comprehensive approach. Rather than focusing on one element, such as the physical design and organization of neighborhoods, it takes a more holistic approach to fostering communities that are less reliant on automotive travel. The 20-minute neighborhood combines spatial and physical design elements with social

and economic aspects of healthy, equitable, and cohesive neighborhoods that serve the needs of their populations. Another key distinction is that this idea is being applied at the neighborhood scale in order to address how existing auto-oriented neighborhoods can adapt to a multi-modal system. This presents considerably more challenges than laying out a new community to fit the principles of compact, walkable communities.

### ***What does a 20-minute neighborhood look like?***

The 20-minute concept is under review in the Portland Plan, and the term is starting to be applied in broader discussions about the future organization of the city. Therefore, it is necessary to establish some parameters for a 20-minute neighborhood. The following discussion represents Intersect Planning's vision for

***"Walkability is the foundation for the sustainable city.*** Like bicycling, walking is a 'green' mode of transport that not only reduces congestion, but also has low environmental impact, conserving energy without air and noise pollution. It can be more than a purely utilitarian mode of travel for trips to work, school or shopping, and can have both social and recreational value. It is also a socially equitable mode of transport that is available to a majority of the population, across classes, including children and seniors."

*Ann Forsyth and Michael Southworth, 2008*

a 20-minute neighborhood based on interviews with technical advisors and community members, and extensive background research.

The central concept of a 20-minute neighborhood is that residents can fulfill their basic needs without relying on a car. There are useful and desirable destinations within the neighborhoods, walking or biking is safe and convenient, and community members have opportunities to interact with each other in neutral public spaces. The "20-minute" measurement could be met on foot, by bike, or by public transportation. In some neighborhoods, destinations may be clustered together into a coherent center. Other neighborhoods may have dispersed amenities that are accessible via safe, connected pedestrian and bicycle routes.

The spatial boundaries of the 20-minute neighborhood shift according to the preferred mode of travel, meaning that some destinations may be within a 20-minute bus ride but not a 20-minute walk. For example, while it would be ideal for residents



### Walkability Indicators

*Roughly 82% of all trips taken are for non-work purposes.<sup>17</sup>*

*Non-work trips tend to be more flexible than commuting trips, and thus may be more likely to be influenced by neighborhood factors.<sup>18</sup>*

*Access to nearby commonly used destinations like mailboxes, bus stops, convenience stores, newsstands, shopping malls, and transit stations is associated with increased walking for transportation.<sup>19</sup>*

to be able to walk to work, 20-minute neighborhoods are not expected to be major employment centers, but are expected to provide safe access to such centers. Also, certain amenities such as a large grocery store must be supported by a certain population density, limiting the location of such a use within every neighborhood. A 20-minute neighborhood will have safe, well-connected bike or transit routes to facilitate travel to such destinations within 20 minutes.

### ***Ingredients for a vibrant 20-minute neighborhood***

A 20-minute neighborhood requires destinations that meet the daily social and economic needs of the community, as well as physical connections that facilitate walking, biking, and transit use. The specific way that these occur will differ from place to place; however, the list below reflects some of the elements that each 20-minute neighborhood should contain.

#### Destinations

- Civic uses (school, library, post office, places of worship)
- Access to healthy food (grocery stores, specialty markets, variety of restaurants, community gardens)
- Services (pharmacy, bank, laundromat)
- Health care facilities (clinics, doctor's offices)
- Recreational areas (parks, natural areas)
- Neutral meeting spaces
- Social gathering places (Informal opportunities for community interaction)
- Retail/Entertainment
- Affordable housing choices
- Affordable childcare
- Family-friendly places

#### Connections

- Safe routes that make it comfortable to walk or bike (paths and sidewalks)
- Direct, convenient routes that make it easy to walk (connectivity of infrastructure)
- Interesting routes that make it desirable to walk (well-designed streetscapes, human-scaled building facades)
- Transit routes and stops with frequency and connection to other lines
- Opportunities for formal and informal social interaction



### ***Why do we want to plan for 20-minute neighborhoods?***

The realities of issues such as climate change, rising rates of 'lifestyle-related' illnesses, and the erosion of social connections indicate that our communities are at a critical juncture. Portland is currently planning the future direction of the city over the next 30 years, and should embrace policies that reduce reliance on auto travel and encourage physically, socially, and economically sustainable lifestyles.

***The 20-minute neighborhood concept can have positive impacts on the local and global environment.*** While land use planning has not traditionally played a significant role in managing air quality, there is increasing interest in the ways in which land use and urban form can reduce our dependence on cars, and as a result, reduce air pollution that affects our health, our local ecosystems, and our global climate.<sup>10</sup> Low-density, poorly connected development patterns, which isolate housing from work, shopping, recreation and educational opportunities, maintain our dependence on driving. The 20-minute neighborhood concept builds upon growing interest in the use of sustainable development patterns to improve the environmental health of our cities.

***The 20-minute neighborhood concept can also have significant positive impacts on human health.*** "Lifestyle-related" diseases have increased steeply over the last fifty years. These illnesses, which include diabetes, cardiovascular diseases, and colon cancer impose emotional, physical, and financial costs on individuals and communities. Due to the difficulty of getting individuals to exercise recreationally, public health experts feel that integrating moderate activity into daily life is "one of the most promising ways to decrease physical inactivity for large segments of the population."<sup>11</sup>

A number of potential elements of a 20-minute neighborhood - street design, street connectivity, access to attractive and useful destinations, access to nature, and access to healthful food - contribute substantially to the health of neighborhood residents. When a variety of useful destinations are located close to homes, utilitarian activity like walking and biking can be more easily fit into daily routines.<sup>12</sup> Even moderate land use and transportation changes may make lasting, healthful differences in the way that people travel, play, and eat.

#### **Environmental Indicators**

*"Environmentalists have always been concerned with the survival of human species, but only lately have they recognized that the neighborhood itself is a part of the ecosystem, an organic outgrowth of human needs."<sup>20</sup>*

*Since 1980 we have experienced the 22 hottest years in recorded human history and projections for future climate trends indicate that the average rates of global warming will most likely be greater than any witnessed in the last 10,000 years.<sup>21</sup>*

*The nation's average population density continues to decline: in 1920 the average population density was approximately 10 persons per acre--in 2000 the average population density was just 3.75 persons per acre.<sup>22</sup>*

#### **Human Health Indicators**

*Roughly one quarter of Americans meet the recommended physical activity levels of 30 minutes of moderate activity most days of the week.<sup>23</sup>*

*About two-thirds of Americans are overweight, and about one half of those are obese.<sup>24</sup>*



### Equity indicators

*Household transportation expenditures are second only to housing costs in the US. Recent studies have shown in areas with transit and other non auto options, transport spending can be as little as 10 percent ranging upwards of 30 percent in areas with low transportation choice.*

<sup>25</sup>

***The 20-minute neighborhood concept can increase social equity.*** It is possible to argue that a 20-minute neighborhood could be measured by auto travel. However, given that equity is a major goal of planning, it is essential to remember that one-third of Americans do not drive, for one reason or another.<sup>13</sup> While many of these community members can be driven by friends or family members, many do not have that option and are dependent on walking, transit (which requires walking as part of every trip), or bicycling for transportation. As planners, we have a particular responsibility to expand opportunities for those who are disadvantaged by dominant policy. The 20-minute neighborhood, emphasizing access to critical services within a walkable distance, can enhance social equity at the neighborhood level.

Another equity issue relevant to the 20-minute neighborhood concept is the significant cost associated with owning and operating a private vehicle. Low-income households often report a larger percentage of total income going towards transportation expenses.<sup>14</sup> The availability of transportation options impacts household decision-making and has implications for social equity at both the regional and neighborhood level; better transportation options for low-income communities can lower transportation costs.

### Social Health Indicators

*A 2002 study found that "neighborhood character" and "aesthetic" variables (e.g. "pleasant near home," "neighborhood friendly," and "enjoyable scenery") were positively linked with physical activity."*<sup>26</sup>

*Elderly and aging populations living in auto-oriented communities face significant health risks related to social isolation, as these individuals do not have access to walkable infrastructure that facilitates spontaneous community interactions.*<sup>27</sup>

***The 20-minute neighborhood concept can increase the social health of our communities.*** The way our neighborhoods are laid out affects the way we interact with one another. The 20-minute neighborhood can respond to the well-documented social impacts that sprawl and suburbanization have had on the social health of our communities, primarily in increasing social isolation.<sup>15</sup> The 20-minute neighborhood concept, with its emphasis on walkability and local businesses, reduces social isolation. Density increases the level of activity in an area, creating a more active and bustling walking environment that can lead to more social interaction at the individual level.<sup>16</sup>

### ***Why should we plan for 20-minute neighborhoods?***

This vision of a 20-minute neighborhood as a place where people can safely and easily access a variety of useful destinations is also a vision of a place where people can lead more active, affordable, equitable, socially-engaged, and environmentally responsible lives. It is not only an attractive vision, but a real planning paradigm for real places, with real data behind it. Previous urban planning movements have addressed components



of these issues. The 20-minute neighborhood concept brings them together into a physical, social, and economic framework for healthy, cohesive neighborhoods.

### III. REGULATORY FRAMEWORK

*Metro 2040 Growth Concept.* The Metro Growth Concept was adopted in 1995 as a strategy for managing the region's future growth. The Growth Concept concentrates on ten urban design types as the 'building blocks' of the region's growth management strategy. Among these urban design types is the town center. Town centers are intended to provide services to people within a two- to three-mile radius and are characterized by one- to three-story buildings containing housing and employment opportunities. According to the Metro 2040 Regional Framework Plan, the success of the region's Growth Concept is dependent up the "maintenance and enhancement" of the designated town centers. The northern portion of West Portland Park falls within the boundaries of the Metro-designated West Portland Town Center.

*City of Portland Comprehensive Plan.* The Comprehensive Plan was adopted in 1980, but has undergone a series of revisions and was last amended in 2006. The plan sets forth goals, policies and objectives to direct the city's growth. Town centers are discussed in a number of the plan's goals. For example, the plan's Urban Development objectives specifically call for greater residential densities near Metro-designated town centers and require an average minimum density of 15 units per acre within one-quarter mile of town centers.<sup>28</sup>

*Southwest Community Plan.* The Southwest Community Plan was adopted by the City Council in 2000. The plan forwards a vision, policies and objectives meant to inform the future development of Southwest Portland. The plan details a vision of the West Portland Town Center as "a successful center for employment and housing." Further, the plan envisions the area with "distinctive offices, shopping opportunities, and homes that attract people of all ages and income levels." There are also a number of objectives that specifically address town centers in this document. However, when the plan was adopted, the City Council recommended the development of a separate land use plan for an area that includes the West Portland Town Center. The purpose of the proposed separate planning process was twofold: to update the zoning for this specific portion of the



plan area and to review the appropriateness of the area's town center designation. The plan also states that the town center designation for West Portland is only conceptual and should not govern decisions for the area.

*Southwest Hills Resource Protection Plan.* The Southwest Hills Resource Protection Plan was adopted by the City Council in 1992. The plan provides an inventory, analysis, and recommendations intended to protect Southwest Portland's natural resources. Additionally, the document is also meant to guide development review when evaluating proposals in this area and details the specific resources that have been identified within the plan area.

*West Portland Park Study.* The West Portland Park Study was adopted by the City Council in 1979. The study examined the effects of increased densities on the existing infrastructure and provided recommendations for street improvements and vacations, bike and pedestrian improvements, parks development, and crime prevention strategies.

*West Portland Park Neighborhood Plan (Neighborhood Proposed).* The West Portland Park Neighborhood Plan was completed in 1997, but was never adopted by City Council. The plan outlines a set of policies, programs, and projects intended to guide the development of the neighborhood over the course of 20 years. The plan policies address a number of community desires: quality housing with high-density housing concentrated within the West Portland Town Center, a multi-modal transportation system, crime prevention and safety, protection of the neighborhood's natural resources, increased recreational opportunities, an increased sense of community, and a healthy business community.

*Metro's Regional High Capacity Transit System Plan.* The High Capacity Transit System Plan is intended to guide regional investments in high capacity transit and will be adopted as part of the Regional Transit Plan. Metro is currently working with local jurisdictions and citizens to evaluate 15 corridors and prioritize projects. Barbur Blvd is one of the 15 corridors that have been chosen for further study. A series of public events are planned for this winter and spring to evaluate these corridors.

*Portland Plan.* The Bureau of Planning and Sustainability is currently engaged in an update of the 1980 Comprehensive Plan. The resulting Portland Plan will guide the physical, economic,

social, and environmental development of Portland for the next 30 years. New policy initiatives and land use designations could have implications for the West Portland Park neighborhood. The preliminary work program for the planning effort identifies the 20-minute neighborhoods concept for further exploration.

#### IV. PROJECT APPROACH

The project approach is designed to ensure that Intersect Planning will:

- meet the overall project objectives
- provide an iterative process for integrating community feedback
- produce a replicable neighborhood analysis process

See Appendix C for an illustrative overview of this project approach.

##### **Task 1: Project Scoping and Initiation**

Purpose: Develop a clear understanding of the purpose of the project, and a strategy for data collection, community outreach, data analysis, and product development. The final scoping product, the Project Proposal, will describe the background and need for the project, outline the necessary work, and identify how the work will address the project purpose.

In order to produce the proposal, we will initiate Phase I of our outreach and interview technical advisers with knowledge of the 20-minute neighborhood concept and the planning environment of West Portland Park. During this period, we will also lay the foundation for Phase II community outreach efforts by interviewing key informants in the community and identifying existing resources and networks. We will research potential public engagement tools and possible metrics to evaluate our process.

Lastly, we will establish a project management system, assign tasks, and establish our strategy for communications internally and with the client.

##### **Task 2: Background Data Collection and Analysis**

Purpose: Collect and review relevant data to inform the final product.



We will perform quantitative data collection and analysis, with the goal of describing the neighborhood to build a base for community outreach work. This will include a review of academic and other literature on the 20-minute neighborhood concept and the relevant planning and regulatory frameworks. We will also interview experts in these areas to further expand our understanding. This task will include GIS analysis to develop maps of the spatial component of a 20-minute neighborhood.

We will collect qualitative data through our interview process, attendance of neighborhood meetings and field tours of the neighborhood and surrounding area. Field tours will incorporate a business and neighborhood amenity Land Use Inventory.

### Task 3: Community Outreach

Purpose: Collect and review community input to inform the planning process and final product.

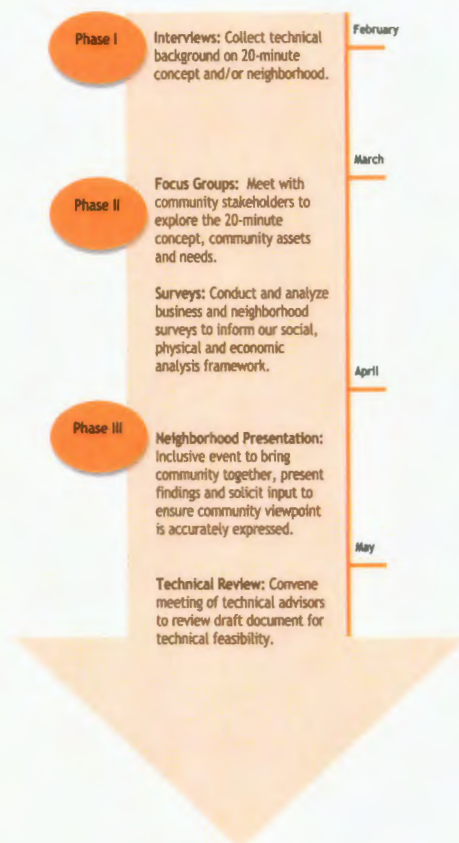
The outreach process consists of three phases each with a distinct participatory approach and objective. Each phase builds on the others and informs a variety of tasks making each critical to the success of this project.

**Phase I:** The purpose of this outreach phase is to initiate contact with community stakeholders and to collect technical and policy information relevant to the project. Phase I will consist of stakeholder and technical interviews. These interviews will serve two functions, first to begin the relationship and capacity building that are critical to this project, and second, to collect community input that will inform the next two outreach phases and the final product.

**Phase II:** The second outreach phase is a series of small stakeholder workshops and neighborhood surveys, the purpose of which is to collect qualitative information that will inform the goals and recommendations made in the final neighborhood study. In addition, the stakeholder workshop and survey responses will provide us with an opportunity to identify how different groups or individuals perceive their neighborhood and how, if at all, the 20-minute neighborhood concept is compatible with the current residents' neighborhood vision. Individuals involved in these stakeholder groups will be asked to identify the neighborhood's assets and needs, from their personal perspective.

We aim to incorporate interactive participatory elements into

Figure 3: Community Outreach Plan





these stakeholder workshops so that individuals who may be less familiar with the planning process, or uncomfortable with more formal presentations, will have the opportunity to voice their concerns and visions for their neighborhood. For example, mapping exercises will be used as a way of getting individuals to communicate how they feel about their neighborhood without using technical or planning specific language. Intersect Planning will then analyze the qualitative data from these meetings and utilize it along with our network analysis to identify if the application of the 20-minute neighborhood concept is appropriate to addressing the concerns and needs of the community.

We will also conduct both business and neighborhood resident/user intercept surveys. Each survey is designed to help us gather more specific information regarding the social, physical, and economic health of the neighborhood. The business survey will help us understand the specific concerns and attitudes of the business community to further inform the economic framework during our alternatives analysis. In addition, questions will be included to determine current interest in starting a business association and engaging with the neighborhood outside of their business. Our resident/user survey will be designed to primarily gather information on physical and social aspects of the neighborhood. We will collect responses to assess the specific places and services that are important to those who spend time in the neighborhood and the barriers that may hinder their access and enjoyment.

Phase III: The final outreach phase is designed to provide an opportunity to review draft recommendations with the community and technical advisors.

This phase will include a large public presentation with the purpose of communicating the preliminary results of applying the 20-minute neighborhood idea to West Portland Park. All neighborhood residents and interested parties will be invited to the presentation to review the project work and hear one another's perspectives. It is our goal that this presentation/social event will also aid the Neighborhood Association in their capacity-building and community engagement efforts.

We will also convene a group of technical advisors identified in outreach Phase I to review the draft recommendations for consistency and technical feasibility. At this time we will also contact those involved in the Phase II stakeholder workshops



to review our findings and recommendations. Copies of draft documents will be available in the neighborhood for review.

### Stakeholders:

A number of stakeholders will be involved in our planning process, ranging from neighborhood interest groups and citizen involvement organizations, to city, county and regional governments. Based on their role in the community and personal interest, stakeholders may be actively involved in one or more of the outreach phases. All stakeholders are encouraged and welcome to participate whenever interested.

In order to accurately represent the needs of the community, interviews and stakeholder workshops will be held with individuals and/or organizations that represent the diverse neighborhood demographics. Specifically, it is important to ensure that both homeowners and renters are represented in the planning and outreach process as their needs may vary. In addition, it is critical to identify individuals or organizations that represent the needs of the various age groups that live within the community including: children and young adults; parents and single adults; and the elderly. Similarly, given the relatively racially diverse neighborhood, stakeholders from the identified racial and cultural groups should be engaged. While a number of language and cultural barriers may arise throughout the planning process, all efforts should be made to contact and engage all residents.

It is essential that a diverse group of neighborhood stakeholders be convened for the following reasons:

1. To ensure that the project recommendations accurately represent the diverse resident and business populations within West Portland Park.
2. To ensure that the community goals outlined in the final product address the needs of a diverse neighborhood.
3. To ensure that all technical and regulatory information presented in the final product are accurate and up to date.
4. To provide an open forum to vet potential conflicts of interest or differing viewpoints early in the planning process, with the goal of creating a final document that is both politically and socially feasible within the context of the West Portland Park neighborhood.



Intersect Planning has identified the following stakeholders as critical to the success of the West Portland Park 20-minute neighborhood study. The following list is not a finalized stakeholder list, as other individuals and organizations may arise throughout the planning process. (For a complete list of stakeholders identified to date, see Appendix F.)

Civic and educational institutions:

- Markham Elementary
- Jackson Middle School
- Islamic School of Portland
- Portland Community College, Sylvania Campus
- The Neighborhood House
- Capitol Hill Library
- Rizwan Mosque
- Islamic Center of Portland

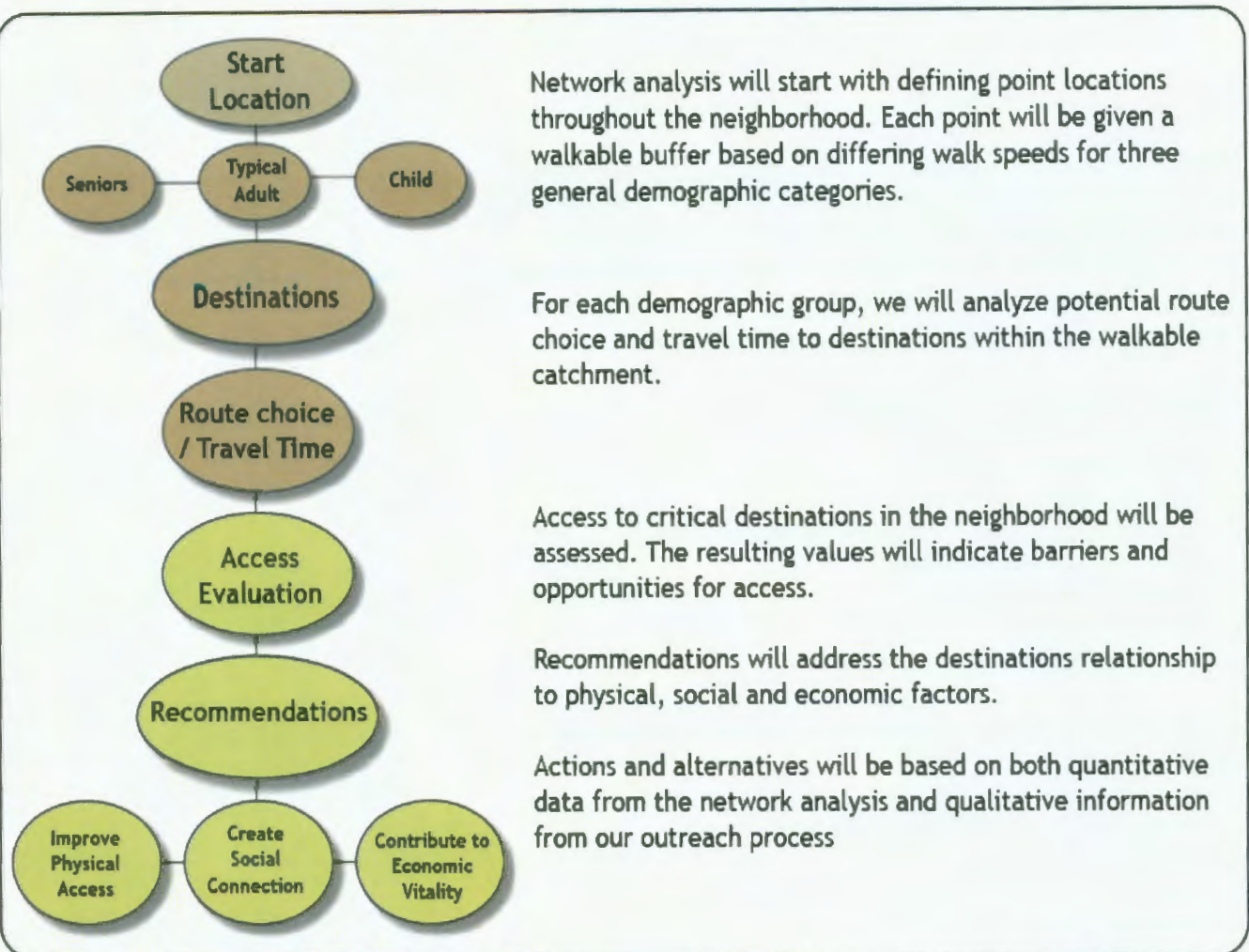
Public and private service providers, public agencies, and advocacy groups:

- Portland Bureau of Planning & Sustainability
- Portland Bureau of Transportation
- TriMet
- Metro
- Gerding Edlen
- Kaiser Permanente
- Bicycle Transportation Alliance
- SW Trails
- Willamette Pedestrian Coalition

#### **Task 4: Data Analysis and Alternative Development**

Purpose: Review all information collected through measurable criteria and the project framework of neighborhood social, physical, and economic health. Develop draft alternative recommendations for meeting the neighborhood's access needs as a 20-minute neighborhood.

For this task each 20-minute destination type will be assessed for both quantity and quality in the neighborhood. We will evaluate existing conditions and opportunities through network analysis to determine reasonable access to critical destinations from both a geographic and demographic perspective. Based on our findings we will develop alternative strategies for the neighborhood that will help support each of the three healthy neighborhood framework attributes. A diagram of our network analysis approach is outlined in Figure 4.



**Figure 4: Network Analyst Approach**

The 20-minute neighborhood concept is rooted in walkability and spatial access to amenities. Thus, connectivity and network analysis will play a critical role in our understanding of what this concept means in West Portland Park. During our network analysis process we will develop criteria for evaluating potential progress toward increasing access and improving neighborhood social, physical, and economic health.

#### **Task 5: Product Development and Presentation**

Purpose: Develop a study document that assesses WPP's current and potential status as a "20-minute neighborhood," recommends specific community actions and policies, and sets the stage for future implementation.

For this task, we will bring together all the work of the preceding tasks, and incorporate input on the alternative strategies for the neighborhood. We will choose the best alternative and develop a final report and set of recommendations. The final deliverables will be a report document and presentation to the university and the neighborhood.



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## APPENDIX A: SCOPE OF WORK

### Task 1: Project Scoping and Initiation

**Purpose:** Develop a clear understanding of the purpose of the project, and a strategy for data collection, community outreach, data analysis, and product development. The final scoping product, the Project Proposal, will describe the background and need for the project, outline the necessary work, and identify how the work will address the project purpose.

- 1) Develop a roster of technical advisers (February)
  - a) Identify potential advisers & make initial outreach
  - b) Conduct interviews, determine interest in future involvement
  - c) Hold meeting of interested technical advisers to review preliminary results (April/May)

Assumptions:

*BPS and WPPNA will provide recommendations, contact information, and introductions as needed for technical advisors*

Deliverables:

*List of names and contact information for all potential technical advisers  
Reports from all interviews*

- 2) Establish a communications strategy (February)
  - a) Internally
    - i) Identify primary and secondary responsibilities for each group member
  - b) With client
    - i) Identify primary and secondary contacts
    - ii) Establish a meeting schedule
  - c) With community
    - i) At least one group member will attend monthly neighborhood association meetings
    - ii) Identify all community groups and other communications resources, including newspapers

Assumptions:

*BPS and WPPNA will provide suggestions, contact information, and introductions as needed for resources*

Deliverables:

*Internal assignment of primary & secondary responsibilities for each phase of the project  
MOU with client  
List of community resources and relevant dates and deadlines*

- 3) Develop a community outreach strategy (February)
  - a) Identify community groups that need to be involved
  - b) Interview individuals in the community
  - c) Identify potential public involvement tools

Deliverables:

*List of existing community groups, scheduled group meetings, and contacts  
Reports from all interviews  
Report on potential public involvement/information collection tools*

- 4) Develop a data collection strategy (February)
  - a) Identify sources such as shapefiles and tables from the Census, RLIS, etc.

Deliverables:

*Data collection needs memo*

- 5) Develop metrics for process (February)
  - a) Identify ways to measure process throughout the project

**Deliverables:**

*Metrics memo*

- 6) Produce a Project Proposal Document (February)
  - a) Write
  - b) Edit
  - c) Develop graphics
  - d) Develop maps
  - e) Design

**Deliverables:**

*Project Proposal*

## **Task 2: Background Data Collection and Analysis**

**Purpose:** Collect and review relevant data to inform the final product

- 1) Perform quantitative data collection (February)
  - a) Collect census data
  - b) Collect Portland Public Schools data
  - c) Collect City of Portland data
  - d) Collect Tri-met data
  - e) Collect RLIS data
  - f) Conduct Land Use Inventory
  - g) Analyze all data
    - i) Maps
    - ii) Charts/tables
    - iii) Network Analyst

**Assumptions:**

*BPS will provide GIS layers and contacts for other agencies*

**Deliverables:**

*Maps of existing conditions*

*Charts and tables showing existing conditions*

- 2) Perform qualitative data collection (February & March)
  - a) Review 20-minute/walkability literature
  - b) Interview contacts working on the 20-minute neighborhood and other related concepts
  - c) Review existing planning documents and interview those involved the planning
  - d) Interview contacts informed about future planning efforts

**Assumptions:**

*BPS and WPPNA will provide contacts and introductions as necessary for interviews*

**Deliverables:**

*Reports from all interviews*

*Report on 20-minute/walkability literature, including metrics*

*Report on existing plans and regulatory framework*

*Report on demographics and land use inventory*

## **Task 3: Community Outreach**

**Purpose:** Collect and review community input to inform the planning process and final product



- 1) Stakeholder Interviews
  - a) Perform interviews with neighborhood stakeholders (February and March)

**Deliverables:**

  - Interview reports*
  - List of further contacts for Task 3.2*
  - Preliminary SWOT analysis*
- 2) Stakeholder Group Meetings/Workshops
  - a) Attend and speak at meetings of existing neighborhood stakeholder groups (March)
  - b) Convene small stakeholder workshops (March/April)
  - c) Design, conduct, and analyze data from interactive exercise with stakeholder groups (March/April)

**Deliverables:**

  - Stakeholder group reports*
  - Meeting reports*
- 3) Surveys
  - a) Design, conduct, and analyze data from surveys. (March & April)
    - i) Resident/User intercept survey
    - ii) Business survey

**Deliverables:**

  - Survey analysis and report*
- 4) Public Presentations
  - a) Develop public presentation to present preliminary results and collect feedback (April)
  - b) Analyze feedback and revise results
  - c) Present results to technical advisers for review (May)
  - d) Provide additional opportunities for stakeholder review
  - e) Analyze feedback and revise results
  - f) Present final results to interested stakeholders at WPP Neighborhood Association meeting (June)

**Deliverables:**

  - Workshop Report*
  - Compiled Outreach Report*

#### **Task 4: Data Analysis and Alternative Development**

**Purpose:** Review all information collected through measurable criteria and the project framework of neighborhood social, physical, and economic health. Develop draft alternative recommendations for meeting the neighborhood's access needs as a 20-minute neighborhood.

- 1) Network Analysis (March and April)
  - a) Review neighborhood access to each 20-minute critical destination through network analysis including impedance factors based on demographics and origin/destination pairs.
  - b) Develop maps and visual aids to help community members interpret access barriers, opportunities and trade-offs with regards to social, economic, and physical impacts on the neighborhood
- 2) Develop criteria to analyze alternative recommendation
  - a) Identify potential indicators of success
- 3) Develop Recommendations/Alternatives

- 4) Review Recommendations with stakeholders
- 5) Develop Long Term Evaluation Criteria (April)

Assumptions: BPS and WPPNA will provide feedback on the draft product

Deliverables:

*Maps and other visual outreach materials*  
*Draft Alternatives Report*  
*Workshop Presentation*

#### **Task 5: Product Development and Presentation**

Purpose: Develop a study document that assesses WPP's current and potential status as a "20-minute neighborhood," recommends community actions and policies, and sets the stage for future implementation.

- 1) Prepare draft study (May)
  - a) Write (integrating all reports generated in Tasks 1, 2, 3 and 4)
  - b) Edit
  - c) Develop final maps
  - d) Design
- 2) Collect feedback on draft study
  - a) Present draft to client and stakeholders for feedback
  - b) Present draft to faculty advisors for feedback
- 3) Finalize study
- 4) Present final study to PSU and to Client (June)

Assumptions: BPS and WPPNA will provide feedback on the draft product

Deliverables:

*Draft Study*  
*Presentation*  
*Final Study*



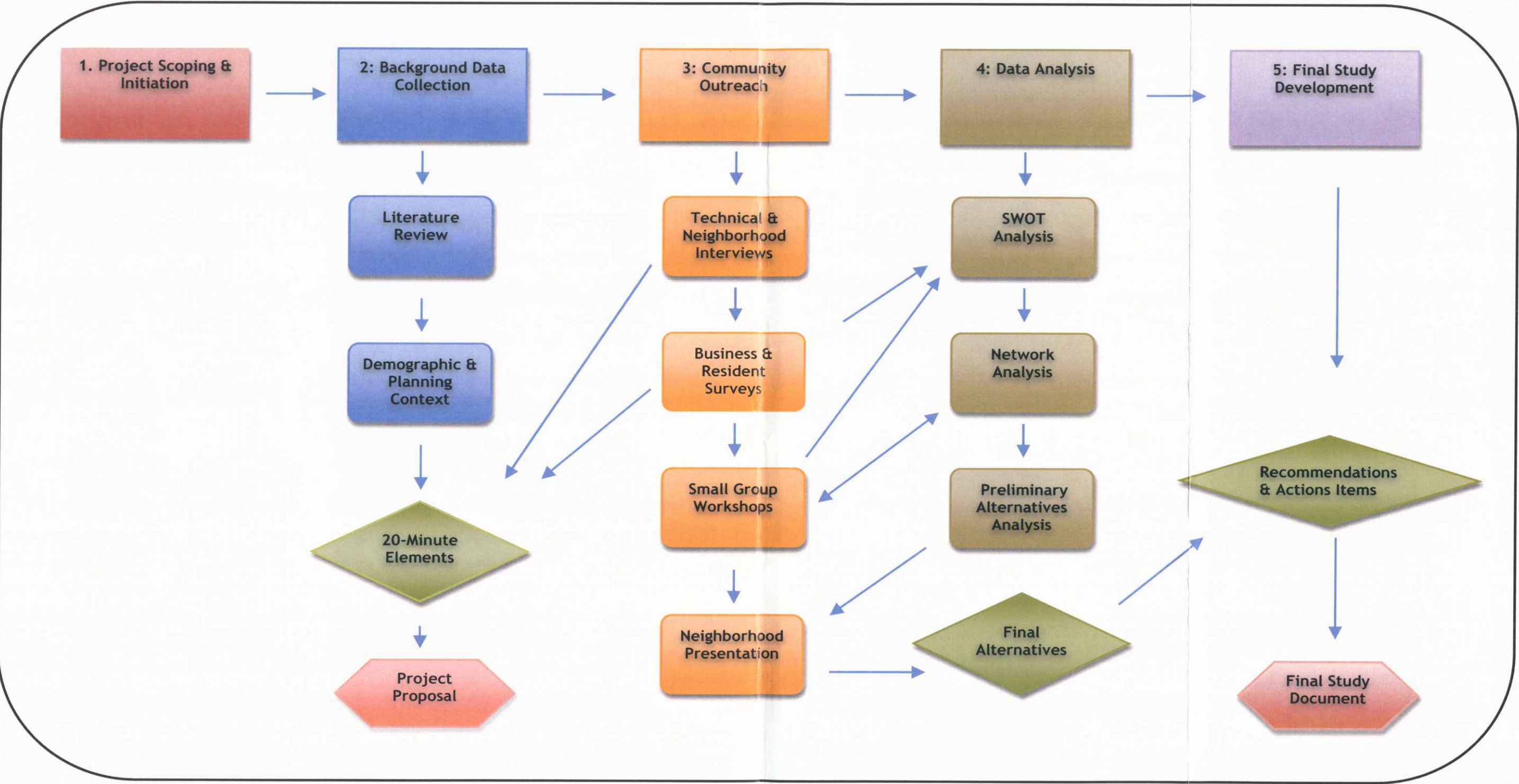
APPENDIX B: PROJECT TIMELINE



Specific date some time in this	F	Final due
External due date	x	End of task
Ongoing activity	V	Site visit
Setup activity	D	Draft due
	M	Meeting



20 Minutes in West Portland Park: Project Approach





## APPENDIX D: NEIGHBORHOOD CHARACTERISTICS

### *General Population Demographics*

\*All general demographic information is based on Census 2000 Summary File 3 data.

The total population in 2000 was 3,775 persons.

### *Age Distribution*

The age distribution in the population was fairly even. The youngest age group (age 0-9) and middle age groups (20-29) (age 30-39) was slightly larger in West Portland Park compared to the surrounding area as shown in Table 1.

Table 1: Age Distribution in WPP and surrounding area

	Age 0-9	Age 10-19	Age 20-29	Age 30-39	Age 40-59	60+
WPP	12.8%	11.4%	19.0%	18.1%	27.3%	11.5%
SWNI	10.5%	11.0%	15.3%	15.2%	32.5%	15.5%
Portland	12.0%	11.8%	17.0%	17.2%	27.3%	14.7%

### *Racial/Ethnic Background*

The racial/ethnic background of the residents of West Portland Park was relatively diverse compared to the surrounding southwest Portland neighborhoods with 77.9% white compared to 89.5 percent in the neighborhoods that comprise SWNI. Hispanic and African Americans comprise the largest minority groups in the neighborhood at 6.8% and 6.6% respectively.

Table 2: Racial/Ethnic background of WPP residents and surrounding area

	White	African American	Asian	Hispanic	American Indian or Alaska Native	Native Hawaiian or Pacific Islander
WPP	77.9%	6.6%	6.3%	6.8%	0.4%	1.1%
SWNI	89.5%	1.5%	3.6%	3.7%	0.5%	0.3%
Portland	80.3%	4.3%	4.8%	6.6%	1.1%	0.4%

There is some evidence that the neighborhood is becoming more diverse ethnically in recent years. Enrollment data from 2007 in Markham Elementary school show that 52.1% of the student population was white only. Hispanic and African American students are double what was reported for the general population in the 2000 census. Only 3.8% of students come from outside of the neighborhood. However, only 69% of the eligible PPS students attend Markham, which may explain the disparity in population percentages. Jackson Middle School enrollment data are more consistent with neighborhood data from 2000. 17.8 % of the residents in WPP were foreign born compared to 13% in Portland. 22.1% spoke a language other than English in the home or speak English less than very well compared to 16.9% in Portland.

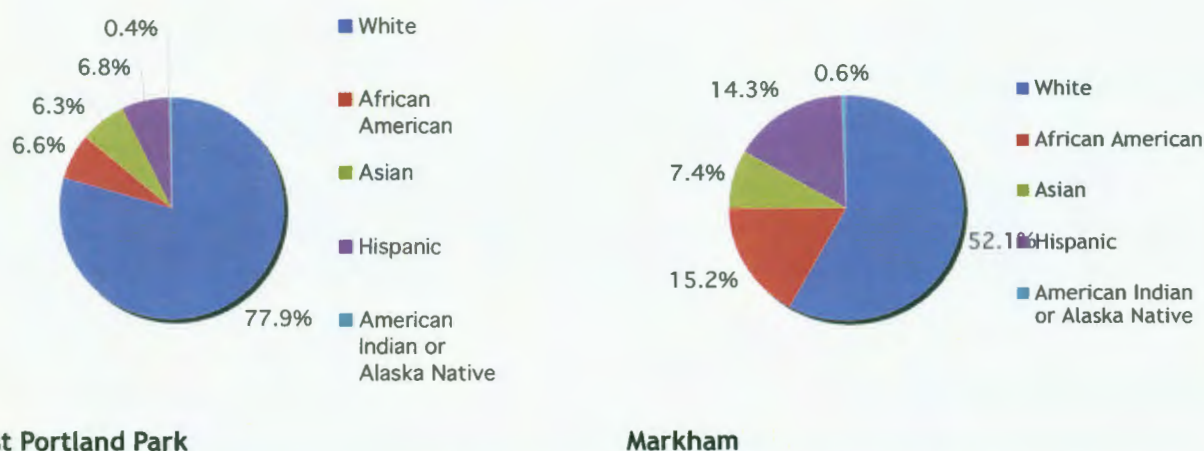


Figure 1: Racial and Ethnic Background of WPP residents compared to Markham Elementary School

### Educational Attainment

In general, educational attainment was relatively low when compared to the surrounding neighborhoods and greater Portland. More than double the percentage of residents had no high school diploma (14.4%). Those with a bachelors degree or masters/professional degree comprised 32.7% of the population in WPP park compared to 59.2% in SWNI area and 48.3% in Portland. Nearly half of the work eligible (47.2%) population has a high school diploma and/or some college with no degree.

Table 3: Educational Attainment

	<i>Less than 9th Grade</i>	<i>9th - 12th Grade, No Diploma</i>	<i>High School Graduate</i>	<i>Some College, No Degree</i>	<i>Associate Degree</i>	<i>Bachelor's Degree</i>	<i>Master's/</i>
<b>WPP</b>	<b>5.2%</b>	<b>9.2%</b>	<b>22.2%</b>	<b>25.0%</b>	<b>5.8%</b>	<b>21.3%</b>	<b>11.4%</b>
<b>SWNI</b>	<b>1.5%</b>	<b>2.7%</b>	<b>11.0%</b>	<b>20.2%</b>	<b>5.5%</b>	<b>34.8%</b>	<b>24.4%</b>
<b>Portland</b>	<b>3.1%</b>	<b>3.5%</b>	<b>12.1%</b>	<b>24.7%</b>	<b>8.4%</b>	<b>32.2%</b>	<b>16.1%</b>



## Household Demographics

### Household Type and Size

In 2000 West Portland Park contained 1570 total households. Of these, 56% are family households and 44% are non-family. The majority of households were comprised of 1 or 2 persons with a combined share of the households totaling 64.4%. Households comprised of 3 and 4 persons combined for 26.6% of the population. The remaining households with 5 persons or above were 9% of the total. 56% of households were family households. 22.6% of households were families with children.

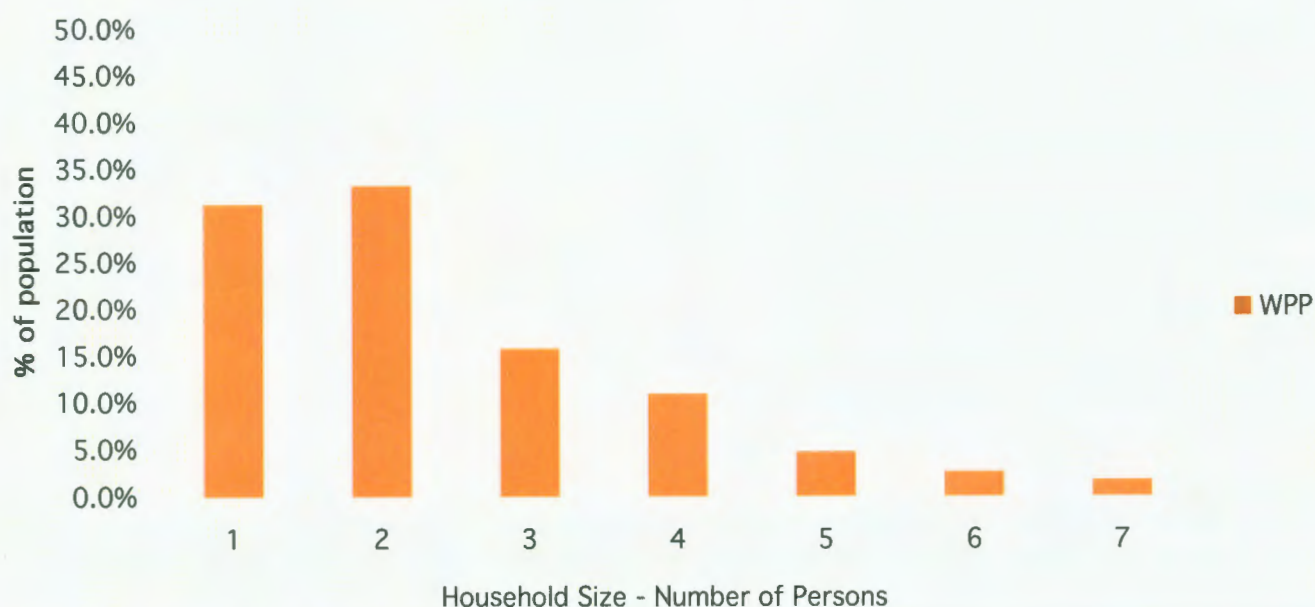


Figure 2: Household size in West Portland Park

### Household Tenure and Occupancy Status

In 2000 just over half (50.4%) of the housing units were owner occupied. Renters occupied 42.4% and 7.1% were vacant. As shown in Table 3 the percentage of owner occupied was more than 10% lower than the average in the SWNI area.

Table 4: Tenure and Occupancy in West Portland Park

	Own	Rent	Vacant
WPP	50.4%	42.4%	7.1%
SWNI	61.8%	33.3%	4.9%
Portland	52.6%	41.7%	5.7%

In WPP, the median value of the owner occupied properties was \$182,075. Median gross rent was \$851 per month.

### Household Income

According to the 2000 census, the median 1999 adjusted household income was \$52,515 with per capita income at \$27,943. As shown in Table 5 these values are generally higher than the Portland median but lower than that of the surrounding area.

**Table 5: Comparison of WPP neighborhood household income to surrounding areas**

	Median Income	Per Capita
WPP	\$52,515	\$27,943
SWNI	\$57,426	\$37,054
Portland	\$40,150	\$22,643

As shown in Table 6 the number of households in poverty is similar to the surrounding SW neighborhoods and substantially lower than in Portland.

**Table 6: Comparison of poverty rates in WPP and Portland**

	Households in Poverty
WPP	7.7%
SWNI	7.3%
Portland	11.9%

### Transportation

The residents of WPP generally had more vehicles available per household than in greater Portland. Table 7 shows just under 9% of households have no vehicle available compared to 14% in Portland.

**Table 7: Number of vehicles available per household**

	No Vehicle	1	2	3+
WPP	8.9%	34.9%	41.5%	14.7%
Portland	14.0%	39.8%	33.7%	12.5%

The greater number of vehicles is also apparent in commute mode share data. In WPP, just over 80% of residents commute by single occupancy vehicle. Just under 8% use transit to commute and under 3% bicycle or walk. See Table 8 for comparison to Portland.

**Table 8: Partial commute mode share comparison for WPP and Portland**

	Auto	Transit	Bike	Walk
WPP	80.5%	7.9%	0.0%	2.6%
Portland	63.7%	12.3%	1.8%	5.2%



## ***Land Use and Zoning***

The majority of the land area in the West Portland Park neighborhood is zoned for residential uses. The eastern portion of the neighborhood is primarily zoned R7 (Medium Density Single-Dwelling) and R5 (High Density Single-Dwelling). These two zones are intended to foster single-dwelling residences with minimum densities set at one unit per 7,000 and 5,000 square feet respectively. There are a few relatively small areas adjacent to SW Capitol Highway that are zoned R2.5 (Attached Single-Dwelling), which is also intended for single-dwelling residences, although both detached and attached housing types are also allowed in this zone.

There are areas along both SW Capitol Highway and SW Barbur Blvd that are zoned for multi-family dwellings. The R2 (Low Density Multi-Dwelling) zone allows approximately 21 dwelling units per acre, but with amenity bonuses, the density can be as high as 32 units per acre in this zone. One to three-story duplexes, townhouses, and garden apartments characterize the R2 zone and commercial uses are prohibited.

The commercial zones in the neighborhood primarily run along SW Barbur Blvd and SW Capitol Highway. The commercial area along SW Barbur Blvd is zoned CG (General Commercial), which is intended to allow auto-oriented development in areas already developed in this manner. The zone allows retail and service type business with local and regional markets. In addition, residential and limited industrial uses are allowed in the CG zone.

Two small pockets on SW Capitol Highway are zoned CN2 (Neighborhood Commercial 2), which is intended for small sites in or near less dense residential neighborhoods. The zone encourages retail and service uses for the nearby residential areas and residential uses are allowed. Development in the CN2 zone is typically auto accommodating.

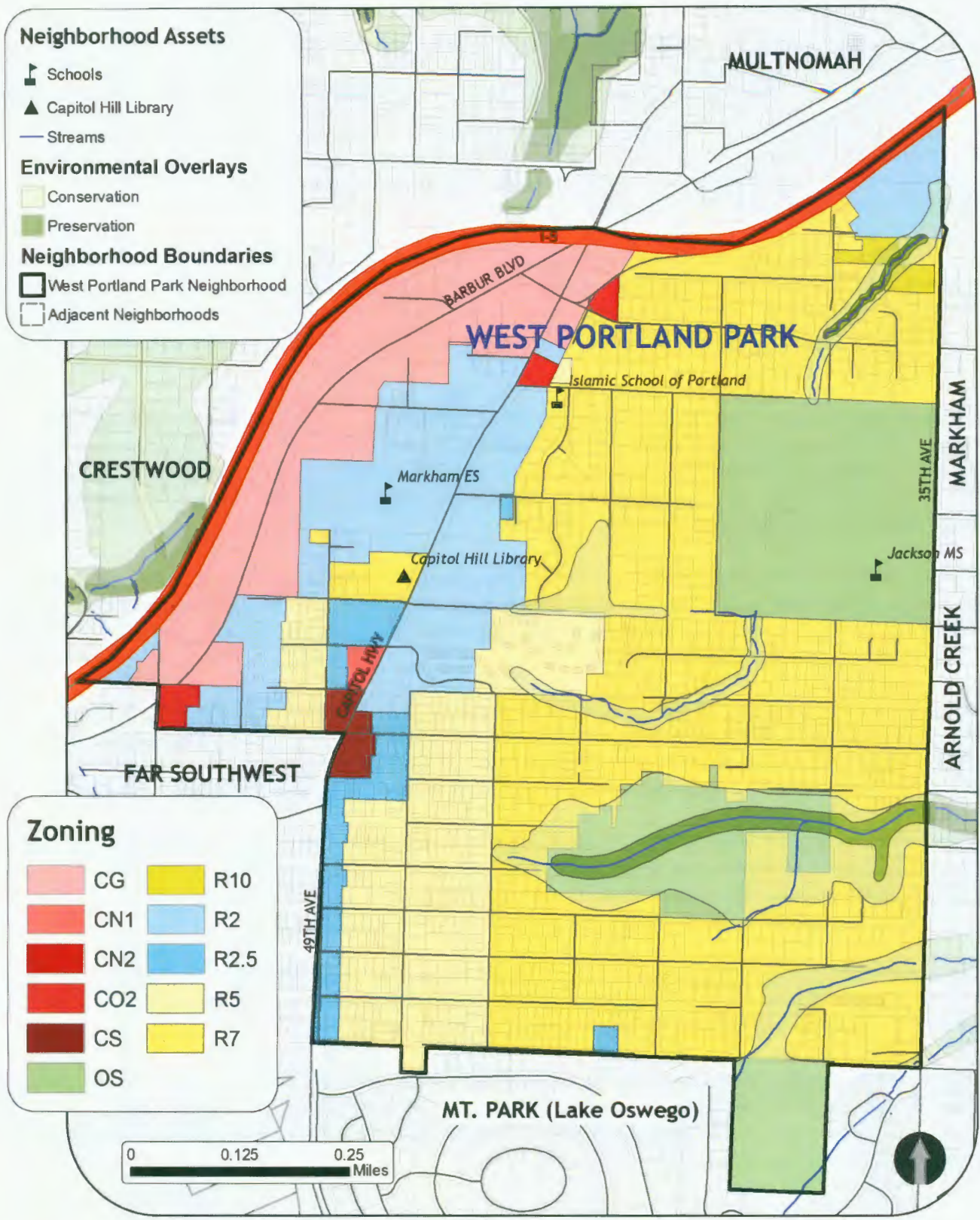
There is one small pocket of CN1 (Neighborhood Commercial 1) at the intersection of SW Comus Street and SW Capitol. The CN1 zone is also intended for small sites in or near dense residential neighborhoods. The CN1 zone encourages small-scale, locally-oriented retail and service uses. Development is intended to be pedestrian-oriented and residential uses are allowed.

The area surrounding the intersection at SW Pomona and SW Capitol Highway is zoned CS (Storefront Commercial), which indicates that this may be an older commercial area. Retail, service, and business uses with a local or regional market are allowed in the CS zone. Development in this zone is also intended to be pedestrian-oriented, and residential uses are allowed.

There is one small pocket of land zoned CO2 (Office Commercial 2) at SW Barber and Pasadena. The CO2 zone is intended for office uses with a local or regional emphasis. Development is typically somewhat auto accommodating and residential uses are allowed.

Finally, there are large areas designated as Open Space (OS) within the neighborhood, including two schools and one park. Portions of eastern half of the neighborhood also have Environmental (p and c) overlays. The regulations in the Environmental overlay zones either limit development, or encourage development that is sensitive to the site's resources.





West Portland Park Zoning

Source: RLIS  
3/2009



## APPENDIX E: MEMORANDUM OF UNDERSTANDING

### Intersect Planning and West Portland Park Neighborhood Association Memorandum of Understanding

#### I. Purpose

This memorandum of understanding, hereafter known as “MOU” is between Intersect Planning and West Portland Park Neighborhood Association, hereafter known as “WPPNA”. It is also understood that Jim McLaughlin, as President of WPPNA, signs this MOU as the official representative of WPPNA.

This MOU serves as a written expression of the parties’ desire to work cooperatively towards the statement below:

Our intention in undertaking this project is to explore the concept of a 20-minute neighborhood and analyze the feasibility of applying the concept to the West Portland Park neighborhood. We propose to examine three aspects of 20-minute neighborhoods: physical, economic, and social. We selected West Portland Park as our study area because the topography, limited pedestrian infrastructure, and dispersed amenities create significant challenges to a transition to a 20-minute neighborhood.

A second purpose of this project is to engage the community in a meaningful discussion about the future of West Portland Park in order to build the connections and tools necessary to play an active role in future planning efforts.

This memorandum becomes effective upon the date of signature by both parties and shall be in effect until June 11, 2009.

This MOU sets out the responsibilities of all parties. The MOU identifies the work to be preformed by the Intersect Planning team, as well as the support needed from WPPNA, as client, to accomplish the below listed items. Planning tasks, schedule, and finished products are identified in the Scope of Work.

The feasibility study created as a result of this MOU will be presented to WPPNA and Portland State University, Urban Studies Department.

#### II. Responsibilities

A general list of responsibilities follows:

##### Intersect Planning

1. Develop the project proposal with consultation from the WPPNA client representative, Jim McLaughlin, and Bureau of Planning and Sustainability (BPS), West Portland District Planner, Brian Sheehan.
2. Organize regular meetings with the client representative, Jim McLaughlin and any other interested board members or neighbors.
3. Organize regular meetings with BPS West District Planner, Brian Sheehan.
4. Coordinate and facilitate community meetings and/or stakeholder workshops.

5. Attend regular WPPNA monthly meeting (minimum of two attendees per meeting).
6. Identify and attend regularly scheduled community meetings within the WPP Neighborhood, as needed.
7. Organize and facilitate one large public outreach meeting.
8. Provide any necessary materials, handouts, maps, etc. needed for public and workgroup meetings.
9. Work with the community to collect and analyze data and develop goals and recommendations that will inform the feasibility study.
10. Work with the City of Portland, BPS West District Planner to collect and analyze data and develop goals and recommendations that will inform the feasibility study.
11. Conduct a series of interviews with City departments, public agencies, and other stakeholders with the purpose of collecting contextual technical information.
12. Organize and convene a technical review meeting where the draft feasibility study will be presented to the ensure accuracy of included technical data.
13. Present the draft feasibility study at a stakeholder meeting (WPPNA and others) and to the technical advisors, in advance of drafting the final study, to provide a meaningful opportunity for stakeholders to contribute comments, concerns, and edits.
14. Create the feasibility study including graphics, review, editing, and formatting.
15. Complete the feasibility study by June 9, 2009.
16. Complete the course requirements for USP 558 as established by the Toulon School of Urban and Regional Planning, at Portland State University.

#### **West Portland Park Neighborhood Association**

1. Assist Intersect Planning with organizing public meetings to inform the feasibility study.
2. Assist with identifying the community resources and stakeholder groups necessary to support the planning effort, including identifying public meeting locations, if warranted.
3. Assist with holding a number of small workshops with diverse stakeholder groups throughout the planning process, as well as one large public meeting.
4. Provide the resources and materials agreed upon in Section IV: Budget of this MOU.
5. Identify a designated member to attend the technical advisory review meeting.
6. Assist with the development of a business mailing list of all businesses within the neighborhood boundary as well as those within the designated town center area, if warranted.
7. Assist with the distribution of flyers and placement of meeting announcements in the WPPNA neighborhood newsletter and/or mailing list, and other publicity avenues relevant to WPP.
8. Review the draft feasibility study and accompanying documents prepared by Intersect Planning, and recommend edits to the draft in order to prepare a final feasibility study.



### III. Milestones


Month/Primary Tasks	Outreach Milestones	Dates
<b>February:</b> Project Proposal, data collection, interviews	2/12: WPPNA board meeting	2/13: Draft Proposal due
<b>March:</b> Stakeholder workshops, data analysis	Stakeholder Workshops	3/9: Final Proposal due
<b>April:</b> Public event, data analysis, draft findings and recommendations	Public Event	4/27-29: Present findings/recommendations to class
<b>May:</b> Draft document, review with technical advisors and stakeholders, and faculty	Technical Review meeting	5/11: Draft to faculty 5/20-27: Client presentation 5/20: University presentation
<b>June:</b> Finalize document	6/11: Present final study at WPPNA meeting	6/1-4: Debriefing meetings 6/1-9: Final reports due

#### IV. Budget

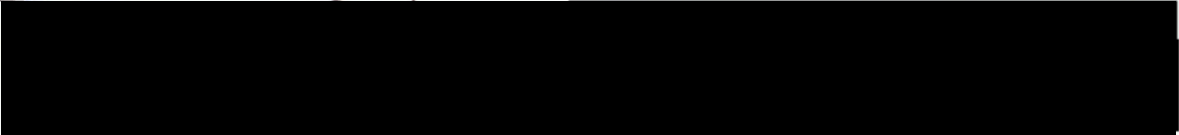
ITEM/ ACTIVITY	UNIT	UNIT COST	QTY	COST	SOURCE
<b>Business Survey</b>					
Printing	3 sheets/ survey # of	\$0.02/sheet	200	\$12.00	BPS
Postage	Businesses	\$ .42/survey	200	\$84.00	BPS
Survey Monkey	Monthly Pro	\$ 19.95/month	2	\$39.90	BPS
<b>SUBTOTAL</b>				<b>\$135.90</b>	
<b>Feasibility Study</b>					
Paper	8.5x11 sheet	\$0.02/sheet	500	\$10.00	Intersect Planning
Printing	Ink cartridge	\$35.99/each	2	\$71.98	Intersect Planning
Color map printing	11x17 sheets	\$1.78/sheet	50	\$89.00	Intersect Planning
Professional printing/ binding	Bound study	\$22.00/copy	12	\$264.00	BPS
<b>SUBTOTAL</b>				<b>\$434.98</b>	
<b>Outreach (Phase II: Workgroup)</b>					
Refreshments	Coffee/snacks	\$20.00/event	5	\$100.00	J. McLaughlin Intersect
Printing	8.5x11 sheet	\$0.02/sheet	500	\$10.00	Planning
Meeting space	Meeting room	Free	5	Free	
Poster	Color printing	\$4.50/poster	5	\$22.50	Intersect Planning
Foam core	Poster backing	\$6.00/board	5	\$30.00	Intersect Planning
<b>SUBTOTAL</b>				<b>\$162.50</b>	
<b>Outreach (Phase III: Workshop and Presentations)</b>					
Refreshments	Coffee/snacks	\$2.00/person	50	\$100.00	J. McLaughlin Intersect
	Coffee/snacks	\$2.00/person	50	\$100.00	Planning Intersect
Printing	8.5x11 sheet	\$0.02/sheet	500	\$10.00	Planning Intersect
Poster	Color printing	\$4.50/poster	5	\$22.50	Planning Intersect
Foam core	Poster backing	\$6.00/board	3	\$18.00	Planning
<b>SUBTOTAL</b>				<b>\$250.50</b>	
<b>Transportation</b>					
Gas	20 miles/ week	\$0.49/mile	15 wks	\$147.00	Intersect Planning
<b>SUBTOTAL</b>				<b>\$147.00</b>	
<b>Intersect Planning</b>					
Billable hours	5 team members	\$20.00/hr	20 hrs/ wk		Intersect Planning
			22 wks	\$44,000.00	donation
<b>SUBTOTAL</b>				<b>\$44,000.00</b>	
<b>TOTAL</b>				<b>\$45,130.88</b>	



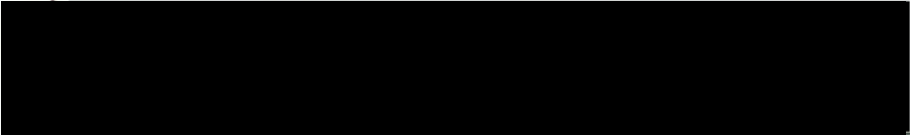
## V. Signatures



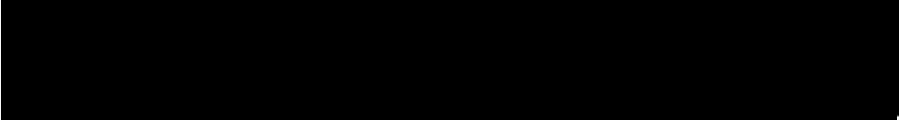
Jim McLaughlin, WPPNA President



Ali DeMersseman, Intersect Planning




Dana Dickman, Intersect Planning



Nuin-Tara Key, Intersect Planning



Laura Spidell, Intersect Planning



Sara Wright, Intersect Planning

## APPENDIX F: STAKEHOLDER CONTACT LIST

TECHNICAL INTERVIEWS	
Name / Title	Organization
Ric Vrana	Tri-Met
Dennis Wilde, Principal	Gerding Edlen
Paul Leistner, Neighborhood Program Coordinator	Office of Neighborhood Involvement
Meg Merrick	Portland State University- IMS
Nancy Stevens	Kaiser Permanente
Ken Pirie	Walker Macy
Randy Evans	Portland Development Commission
Alan de la Torre	Portland State University
Radcliffe Dacanay	Bureau of Planning and Sustainable Development
Sheila Frugoli	Bureau of Development Services
Vivek Shandas	Portland State University
NEIGHBORHOOD INTERVIEWS	
Name / Title	Organization
Leonard Gard, Program Manager	Southwest Neighborhoods Inc
Sarah Lewins, Principal	Markham Elementary School
John Ferraro, Principal	Jackson Middle School
Richard Nitti, Executive Director	Neighborhood House
Don Baack	Southwest Neighborhoods Inc (SW Trails Group)
Patti Vincent	Capitol Hill Library
Dona Hippert	Friends of Holly Farm Park
<i>To be identified</i>	Ahmadiyya Movement Inc
<i>To be identified</i>	Islamic Center of Portland
Kirk Caudill, Owner	Metro Car Care Center
April Fong	Portland Community College
Simone Goldfeder	Southwest Hills Residential League
Rob Shirley	WPPNA Land Use Chair



