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# MEMORANDUM

To: PedPDX Community Advisory Committee  
Michelle Marx, City of Portland Bureau of Transportation  
Lidwien Rahman, Oregon Department of Transportation

From: Jean Crowther, Alta Planning and Design  
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Date: November 22, 2017

Re: **PedPDX Citywide Pedestrian Plan Goals & Objectives Preliminary Memo (Task 2.3, precursor for Deliverable 2C)**

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## Vision, Goals, and Objectives

The PedPDX Citywide Pedestrian Plan vision, goals, and objectives will guide all subsequent content of the Plan. Specifically, they will provide a critical foundation for the Plan's pedestrian network needs analysis, prioritization criteria, implementing strategies and actions (the "toolbox"), and performance measures.

PedPDX's vision, goals, and objectives must reflect and build upon City, regional, and State planning goals and objectives. The Policy and Program Review (Task 2) will inform that understanding. The goals and objectives are further refined based on guidance from the Citizen Advisory Committee (CAC), the Technical Advisory Committee (TAC), and public input.

What is the purpose of a vision, goals, and objectives? Each informs the planning process in a different way, and each plays a complementary role in relation to the other. The following explains these roles and illustrates their relationship to each other.

### **Know where you want to go.**

**Vision:** A Vision statement concisely introduces a future that the Plan is intended to achieve. It offers the broadest expressions of a community's desires, providing overarching direction for the long term, and often describing ideal situations.

### **Define your priorities.**

**Goals:** A goal is a broad statement that sets preferred courses of action in support of the vision. Goals are intended to carry out the vision in the foreseeable future and should be specific enough to help determine whether or not a proposed project, program, or course of action will advance the community values expressed in the goals.

### **Understand what it takes to get there.**

- **Objectives:** Objectives are specific statements of action that support achieving the goals. Objectives help assess incremental progress toward advancing the broader outcomes expressed in the vision and goals.

Once the big, broad ideas of the vision and goals are channeled into objectives that offer a practical, workable approach, their strategies and action items provide the basis for a workplan. Performance measures provide a means of tracking progress along that workplan.

**Map the path forward.**

- **Strategies:** A strategy is a tactic for achieving an objective.

**Identify critical steps.**

- **Action Items:** More specific than strategies, action items are discrete projects, policies, or decisions that will further the advancement toward a goal or objective.

**Track progress.**

- **Performance Measures:** Performance measures are the indicators we use to evaluate progress toward our goals (such as, miles of sidewalk built). The indicators should be coupled with a target that is quantifiable and based on available data or information (such as increase sidewalk mileage by 10% annually).



Figure 1. How does this shape PedPDX? This graphic illustrates the flow of concepts through a hierarchical structure. The overarching vision informs a set of goals that are supported by a series of objectives. The objectives are achieved through strategies and action items. Together, these three latter components provide the basis for PedPDX's analysis of network needs, development of prioritization criteria, and the implementation toolkit. Building from this work, performance measures are developed to circle back and provide a way to answer the question "Are we achieving our objective?"

## How does this shape PedPDX?

The major components of the PedPDX Citywide Pedestrian Plan extend directly from the vision, goals, and objectives. This includes:

- **Network Needs:** Is Portland’s pedestrian network adequate for advancing PedPDX goals and objectives? Does it further some community goals better than others?
- **Network Prioritization:** Are network needs prioritized to elevate projects that fulfill PedPDX goals and objectives? What criteria best reflect the characteristics of these projects?
- **Implementation Toolkit:** What strategies and action items will achieve PedPDX goals and objectives?
- **Performance Measures:** What will result from the successful implementation of strategies and action items? How will we know if we are making progress towards our goals and objectives?

## Example Vision Statements

When crafting a vision statement, it is important to think big. Vision statements are future oriented, and describe the desired future outcome of the plan. It is important to choose words carefully, given the importance of conciseness, clarity, and policy direction. The vision statement will flow into and serve as the basis for all other aspects of the Plan. The following provide examples of vision statements from recent pedestrian plans of major cities.

### **PBOT Vision Zero Action Plan (2016)**

Working together, we will take equitable and data-driven actions that will eliminate deaths and serious injuries for all who share Portland streets by 2025.

### **Seattle Pedestrian Plan (2016)**

Seattle is the most walkable and accessible city in the nation.

### **Indianapolis/Marion County Pedestrian Plan (2016)**

Indianapolis will be a great place to walk, leading to a community that is healthier, safer, resilient, and economically vibrant.

### **Chicago Pedestrian Plan (2012)**

The people of Chicago cultivate, encourage, and enjoy mutual respect on our streets. People choose to be pedestrians because the experience is the safest, most connected, accessible, and above all, the most enjoyable. Because we are committed to a strong pedestrian environment as an essential part of our complete transportation system, we are a healthier, more livable city.

## Relationship to City Plans

PedPDX is an extension of the City’s adopted Comprehensive Plan and Transportation System Plan (TSP). The vision, goals, and objectives of those adopted plans provide an important basis for this effort. The TSP specifically deferred to the PedPDX planning process for any changes to or development of pedestrian-focused goals and objectives. With both the Comprehensive Plan and the TSP, the City has historically used a hierarchy of goals, policies, and objectives, in which goals serve as an expression of the vision and policies act as goals. For the purpose of PedPDX, policies of the Comprehensive Plan and TSP will be considered goals.

Key pedestrian-related vision statements (called “goals”) from the 2016 TSP include:

- **GOAL 9.A: Safety** The City achieves the standard of zero traffic-related fatalities and serious injuries. Transportation safety impacts the livability of a city and the comfort and security of those using City streets. Comprehensive efforts to improve transportation safety through equity, engineering, education, enforcement and evaluation will be used to eliminate traffic-related fatalities and serious injuries from Portland’s transportation system
- **GOAL 9.C: Great places** Portland’s transportation system enhances quality of life for all Portlanders, reinforces existing neighborhoods and great places, and helps make new great places in town centers, neighborhood centers and corridors, and civic corridors
- **GOAL 9.E: Equitable transportation** The transportation system provides all Portlanders options to move about the city and meet their daily needs by using a variety of safe, efficient, convenient, and affordable modes of transportation. Transportation investments are responsive to the distinct needs of each community.
- **GOAL 9.F: Positive health outcomes** The transportation system promotes positive health outcomes and minimizes negative impacts for all Portlanders by supporting active transportation, physical activity, and community and individual health.

Key pedestrian-related goals (called “policies”) from the 2016 TSP include:

- Policy 9.1. Street design classifications. Maintain and implement street design classifications consistent with land use plans, environmental context, urban design pattern areas, and the Neighborhood Corridor and Civic Corridor Urban Design Framework designations
- Policy 9.2.b. Designate district classifications that give priority to pedestrian access in areas where high levels of pedestrian activity exist or are planned, including the Central City, Gateway regional center, town centers, neighborhood centers, and transit station areas.
- Policy 9.6. Transportation strategy for people movement. Implement a prioritization of modes for people movement by making transportation system decisions according to the following ordered list:
  1. Walking
  2. Bicycling
  3. Transit
  4. Taxi / commercial transit / shared vehicles
  5. Zero emission vehicles
  6. Other single-occupant vehicles

When implementing this prioritization, ensure that:

- The needs and safety of each group of users are considered, and changes do not make existing conditions worse for the most vulnerable users higher on the ordered list.
- All users’ needs are balanced with the intent of optimizing the right of way for multiple modes on the same street.
- When necessary to ensure safety, accommodate some users on parallel streets as part of a multi-street corridor.
- Land use and system plans, network functionality for all modes, other street functions, and complete street policies, are maintained.
- Policy-based rationale is provided if modes lower in the ordered list are prioritized.
- Policy 9.10A. (*Stage 3 proposed revision*) Support walking to transit by giving priority to the completion of the pedestrian network that serves Comp Plan Centers and Corridors, transit centers, stations, and stops; providing

adequate spacing and quality of crossing opportunities at transit stops; and planning and designing pedestrian improvements that allow adequate space for transit stop facilities

- Policy 9.14. Streets for transportation and public spaces. Integrate both placemaking and transportation functions when designing and managing streets by encouraging design, development, and operation of streets to enhance opportunities for them to serve as places for community interaction, environmental function, open space, tree canopy, recreation, and other community purposes.
- Policy 9.17. Encourage walking as the most attractive mode of transportation for most short trips, within neighborhoods and to centers, corridors, and major destinations, and as a means for accessing transit.
- Policy 9.18. Create more complete networks of pedestrian facilities, and improve the quality of the pedestrian environment.
- Policy 9.19. Improve pedestrian safety, accessibility, and convenience for people of all ages and abilities.
- Policy 9.33c (*Stage 3 proposed revision*) Provide and improve access to, between and within activity Comp Plan Centers and Corridors and develop safe routes to schools.
- Policy 8.1e (*Stage 3 proposed revision*) Use a variety of transportation resources in developing and designing projects for all City streets, such as the City of Portland's Pedestrian Design Guide, Bicycle Master Plan- Appendix A, NACTO Urban Bikeway Design Guide, NACTO Urban Street Design Guide, Portland Parks and Recreation Trail Design Guidelines, Designing for Truck Movements and Other Large Vehicles, and City of Portland Green Street Policy, Stormwater Management Manual, and Design Guide for Public Street Improvements.
- Policy 3.50. Improve public streets and sidewalks along Civic Corridors to support the vitality of business districts, create distinctive places, provide a safe, healthy, and attractive pedestrian environment, and contribute to quality living environments for residents.
- Policy 3.55. Integrate transit stations into surrounding communities and enhance pedestrian and bicycle facilities (including bike sharing) to provide safe and accessible connections to key destinations beyond the station area.
- Policy 3.86. Maintain and expand the Central City's highly interconnected pedestrian system.
- Policy 3.98. Enhance access to centers, employment areas, and other community destinations in Eastern Neighborhoods by ensuring that corridors have safe and accessible pedestrian and bicycle facilities and creating
- Policy 3.100. Provide safe and accessible pedestrian and bicycle connections, as well as off-street trail connections, to and from residential neighborhoods.
- Policy 4.5. Enhance the pedestrian experience throughout Portland through public and private development that creates accessible, safe, and attractive places for all those who walk and/or use wheelchairs or other mobility devices.
- Policy 4.23. Provide accessible sidewalks, high-quality bicycle access, and frequent street connections and crossings in centers and corridors.

## Next Steps

The Citizen Advisory Committee and Technical Advisory Committee will review the Goals and Objectives Framework and engage in a facilitated discussion around goals and objectives for PedPDX. Following that discussion, a summary of CAC and TAC guidance and a set of draft vision, goals, and objectives will be added to this preliminary memo to form Deliverable 2C: PMP Goals and Objectives Memo.