THE PORTLAND PLAN

NEIGHBORHOODS AND COMMUNITIES
SUPPORT YOUTH

SHARED OWNERSHIP FOR
YOUTH SUCCESS

CULTURE OF HIGH EXPECTATIONS
AND ACHIEVEMENT

CONNECTIONS FOR PEOPLE, PLACES,
WATER AND WILDLIFE

VIBRANT NEIGHBORHOOD HUBS

PUBLIC DECISIONS BENEFIT HUMAN
AND ENVIRONMENTAL HEALTH

ACCESS TO HOUSING

HOUSEHOLD ECONOMIC SECURITY /
EDUCATION & JOB TRAINING

GROWING EMPLOYMENT DISTRICTS /
TRADE GATEWAY & FREIGHT MOBILITY

TRADED SECTOR BUSINESS GROWTH /
URBAN INNOVATION

ECONOMIC PROSPERITY AND AFFORDABILITY

HEALTHY CONNECTED CITY

THRIVING EDUCATED YOUTH

EQUITY
INTEGRATED STRATEGIES

The Portland Plan has three integrated strategies that provide a foundation for alignment, collective action and shared success.

- **THRIVING EDUCATED YOUTH**
- **ECONOMIC PROSPERITY AND AFFORDABILITY**
- **HEALTHY CONNECTED CITY**

Each strategy includes an overall goal, guiding long-term policies and a five-year action plan (2012–17). The guiding policies help the City of Portland and its partners make critical, long-term investment and budget decisions. The actions are the specific steps the City and its partners will take in the next five years.
2035 Goals and Objectives

The plan's goals and objectives provide big picture statements about what the strategies are designed to achieve.

2035 OBJECTIVES

1. Enhance at each stage of education. All youth will have ready access to learning opportunities at all levels, from early childhood to adult education.
2. Accelerate college enrollment. More young people will pursue higher education, leading to increased workforce participation and economic growth.
3. Strengthen the workforce. Support for businesses and industries to grow and thrive.
4. Improve public health. Prioritize health and wellness initiatives, including affordable housing and public safety.
5. Enhance environmental sustainability. Foster a culture of sustainability and conservation.
8. Enhance transportation infrastructure. Improve transportation infrastructure to connect people and places.
10. Enhance economic development. Foster economic development initiatives to support local businesses.

Strategy Elements

The policies and actions in each strategy are grouped into strategy elements. Actions and policies in each strategy element each share common themes.
Guiding Policies
The purpose of the Guiding Policies is to help the City of Portland and partners make long-term investment and budget decisions. The policies also provide direction for the City’s Comprehensive Plan, the state-mandated land use, transportation and capital projects plan as well as other local plans.

Each policy has a unique identifier (T-1). The letter refers to the strategy and the number refers to the location of the policy within the strategy. The policy identifiers and Five-Year Action numbers do not correspond with each other.

5-Year Action Plan
The actions are the specific steps partners will take in the next five years (2012-17). Some actions are first steps to achieving significant change. Other actions are quick starts that will provide efficient near-term results. Actions that should significantly reduce disparities are labeled Equity actions.

Action Areas
The nine Portland Plan action areas were the starting point for completing background research and for setting goals and objectives for 2035.

Partners
Partners are the agencies or organizations that will lead or support implementation of the action.
HOW IS EQUITY ADDRESSED IN THE INTEGRATED STRATEGIES?

**Thriving Educated Youth**

The Thriving Educated Youth strategy recognizes that African American, Native American and Latino students and students in poverty often experience less success than Asian or white students in the current educational system.

This strategy includes actions and policies that will give more community and individual support to students to improve social and educational outcomes.

The purpose is to give youth the greatest chance to succeed from early childhood to early adulthood, improving their emotional and physical health and ability to participate in community life and earn a stable living.

**Economic Prosperity and Affordability**

The Economic Prosperity and Affordability strategy recognizes that the strengths of Portland's economy have not reached everyone and that, sometimes, positive change for some can translate to displacement for others.

This strategy includes policies and actions that will reduce household costs, support local hiring and improve job training options for Portlanders so that more people and future generations can share in and contribute to the city's success.

The Economic Prosperity and Affordability Strategy includes actions to support business retention as neighborhoods change.

**Healthy Connected City**

The Healthy Connected City strategy focuses on providing all Portlanders with an environment that supports a healthy life. To be healthy, Portlanders of all ages, incomes and abilities should have access to some basic things — safe and accessible housing, nutritious and affordable food, transportation options, recreation opportunities, a healthy natural environment and well-designed places to gather and connect with neighbors.

Currently, some of the city's neighborhoods lack these basic elements. These often are the same neighborhoods with the most affordable housing and young residents.

The Healthy Connected City strategy proposes actions, policies and investments to bring more of these qualities of connected communities to more parts of Portland and to make the city more resilient, connected and healthy.
THRIVING
EDUCATED
THRIVING EDUCATED YOUTH

GOAL: Ensure that youth (ages 0–25) of all cultures, ethnicities, abilities and economic backgrounds have the necessary support and opportunities to thrive — both as individuals and as contributors to a healthy community and prosperous, sustainable economy.

This will be achieved by focusing on actions and policies that:

- **Build a culture of high expectations and achievement for all Portland youth.** Expectations expressed directly and indirectly by teachers, counselors, administrators and community members help shape the expectations that youth have for themselves.

- **Encourage all Portlanders to share in a sense of ownership for youth success.** The economy and community all benefit when children and youth flourish academically, physically, emotionally and socially.

- **Create complete neighborhoods and communities that support youth success.** Youth need safe homes, access to physical and social resources, and caring adults outside of as well as inside the classroom.

- **Support facilities, systems and programs that meet 21st century opportunities and challenges.** Buildings, technology and programs must be accessible, durable and adaptable to meet emerging needs.

Achieving this goal requires focus and collaboration among a broad spectrum of community partners, including educational institutions, businesses, public agencies and community-based organizations. The Cradle to Career Partnership in Multnomah County has committed to driving durable and systemic change through a new “civic infrastructure” of partners who share a common agenda and are ready to align resources around three strategic priorities:

1. **Eliminate disparities in children and youth success;**
2. **Link community and family supports to children and youth success;** and
3. **Ensure that every child enters school prepared to learn.**

Cradle to Career is the cornerstone of this Thriving Educated Youth strategy, and is embodied in the second of the four strategy elements. Additional guiding policies and five-year actions complement and support the collective efforts of the Cradle to Career partnership.
PORTLAND TODAY

School readiness: Research shows that early learning experiences, starting at birth, are the most significant contributions to a young person’s success through adulthood. Yet, many children in Multnomah County lack access to quality and affordable early childhood education.

At-risk youth: Many of Portland’s youth do not have positive adult role models or mentors, stable housing or adequate financial and social support systems to increase their likelihood of success. Many institutions and systems that identify and help at-risk youth are insufficient, siloed and hard to access. Lower-income households often move frequently, and this instability comes at a cost to school districts as enrollment fluctuates — and at a cost to students who lose continuity in their studies and social fabric.

Graduation rate: Only 60 percent of high school students in Portland’s five largest school districts graduate in four years. Four-year graduation rates for many youth of color, youth in poverty, English Language Learners (ELL) and youth with disabilities are even lower. The public reaps a significant benefit from investing in educational interventions: national data shows that the typical high school graduate will realize a 50–100 percent increase in lifetime income and will be less likely to be involved in the criminal justice system. See Educated Youth in the Measures of Success for more information.

Post-secondary challenges: Only one-third of local high school graduates continue their education after high school. Many students are not exposed to post-secondary opportunities until late in their senior year — or at all. Participation in post-secondary education, vocational training and workplace apprenticeships is disproportionately low for students of color, immigrants and refugees, youth in poverty, English Language Learning (ELL) students and youth with disabilities. Degree completion rates in local community colleges and universities are in the range of 35–60 percent, with students of color, immigrants and refugees, and those with disabilities less likely to graduate. Those students who start but don’t complete their post-secondary education are often at a compounded disadvantage: they have lost earning potential while in school and also bear the costs of student loans without the benefit of a degree or certificate.

Lack of supportive youth-adult partnerships: Volunteering and mentoring resources and business partnerships to support youth are neither adequate in number nor effectively distributed among schools and communities. Many immigrant and refugee youth and youth of color would benefit from partnerships, including those with adults of their own culture, but such partnership opportunities are significantly limited.

Health concerns: Youth living in poverty, youth of color, immigrants and refugees, and youth with disabilities experience disproportionate barriers to receiving resources to meet their physical, mental, social and sexual health needs. Poverty and food insecurity play a significant role in consistent attendance and youth achievement. In the 2010–11 school year, more than half of all Multnomah County public school children were eligible for the Free or Reduced Price Lunch program.

Limited youth voice: Youth (ages 0–25) comprise nearly 33 percent of Multnomah County’s population but have limited opportunities to participate in decisions that directly affect their lives, including education, public health and safety, transportation, and neighborhood economic development, to name just a few.

Aging learning environments: Aging buildings and years of deferred maintenance are a concern for school districts and for the public. For example, Portland Public Schools needs at least $1.6 billion for short-term stabilization projects such as fixing leaking pipes and roofs. This excludes costs associated with the full renovation of existing schools or the construction of new schools to meet 21st century standards.

Unstable funding: Changes to Oregon’s tax structure in recent decades have created a volatile and unstable funding situation for our K–12 system. The results have produced school budgets that are in a near perpetual state of crisis.
2035 OBJECTIVES

1 **Success at each stage of growth:** All youth enter school ready to learn and continue to succeed academically, emotionally and socially, so they graduate from high school and attain post-secondary degrees or certificates and achieve self-sufficiency by age 25.

2 **High school graduation rate:** Disparities in graduation rates among youth of color, immigrants and refugees, youth with disabilities and youth in poverty are eliminated. All students are well-prepared for life after high school, and graduation rates are 90–100 percent for all students. See Educated Youth in the Measures of Success for more information.

3 **Post-secondary participation and success:** Ninety to 100 percent of Portland high school graduates successfully complete post-secondary education, vocational training or workplace apprenticeships. Youth of color, immigrants and refugees, youth in poverty, English Language Learning (ELL) youth, youth with disabilities, and first generation college students successfully complete and attain post-secondary degrees or certificates at the same rate as all other students.

4 **Healthy neighborhoods:** All youth live in safe and supportive neighborhoods with quality affordable housing. Comprehensive, coordinated support systems exist inside and outside of the classroom, including mentors, opportunities for physical activity and healthy eating, affordable transit, public safety, workforce training and employment opportunities.

5 **Strong systems and partnerships:** Schools and colleges, public agencies, community-based organizations, and businesses align efforts and resources to support youth success through mutually beneficial partnerships (including but not limited to mentorships) within a coordinated system along the Cradle to Career continuum.

6 **Wellness:** Youth of all ages live free from violence and have access to affordable, healthy food at home and in school. Safe and affordable transportation options, multiple opportunities for indoor and outdoor daily physical activity, and comprehensive health services that address their physical, mental, emotional and sexual health are readily available for all youth.

7 **Youth voice:** Young people have multiple opportunities to meaningfully participate in decisions that affect their lives, and policymakers value and consider youth perspectives before decisions are made.

8 **Learning environments:** All indoor and outdoor learning environments are designed to stimulate creativity, meet safety and accessibility regulations, and offer multiple community-serving functions. Portland’s investment in education reflects the view that schools are honored places of learning for all community members.

9 **Stable programs:** The Oregon State tax system is structured to provide stable, adequate funding for excellence in curriculum and teaching quality for all of Portland’s school districts. Innovative local funding is welcomed as needed to help fill the gaps in educational objectives.

10 **Lifelong learning:** Portlanders, regardless of age or ability, have opportunities to continue their education and thrive as lifelong learners and valued resources to the community.
A CULTURE OF HIGH EXPECTATIONS AND ACHIEVEMENT FOR ALL PORTLAND YOUTH

Portland, like many communities across the country, is rethinking how to improve student outcomes in the face of chronically low achievement levels and disturbing educational disparities among youth in poverty, youth of color, immigrants, refugees and youth with disabilities.

To be successful throughout life, young people need to grow up in a culture of high expectations expressed and reinforced by family, teachers, counselors, mentors and community members. Starting with prenatal care and affordable, quality early childhood learning experiences, youth need support at each phase of their life to reach self-sufficiency by age 25 and to be prepared and inspired to actively engage in community life.

Increasingly, attaining a post-secondary degree or certificate through educational training, apprenticeships, mentorships or college is a critical step toward obtaining a living-wage job and a high quality of life. Partnerships among public schools (Portland Public, Parkrose, David Douglas, Centennial, Reynolds and Riverdale School Districts), community colleges, training programs and local employers are needed to provide a seamless path for students toward meaningful work and stable careers. Access to career training and education beyond high school, as well as arts and recreational programming, is an aspiration that should be available to all students, regardless of background, race or ethnicity, ability or income. The City is in a unique position to leverage its relationships with the business community to support students as they prepare for and enter the workforce.

Growing up in a family without a tradition of college attendance should not dictate a young person’s path; support and encouragement from educational institutions and the community as a whole are critical to raise and maintain high expectations of achievement for all students. While scholarships and financial aid reduce economic barriers to post-secondary education and training, they must be augmented by other support systems to facilitate success for many “non-traditional” students who face a variety of barriers to degree or certificate attainment. Examples of support systems include on-site and affordable childcare, culturally responsive advisors and mentors, English language training, college-level cohorts with coaches, and many others.

This section of the strategy includes actions and policies that provide students with the support and tools they need to successfully complete high school, and to be well-prepared to continue beyond high school into college or career training.

GUIDING POLICIES

T-1
1. Build strategic and effective partnerships among public agencies, formal and informal educators, community-based partners, businesses and youth to:
   a. Express and reinforce high expectations for young people to prepare them for high achievement and graduation.
   b. Expose youth to college opportunities at early stages of high school.
   c. Sustain and expand internships, apprenticeships and other work-based experiential learning opportunities for high school youth.
   d. Increase enrollment of high school graduates in the higher education system.
   e. Increase the number of degrees awarded locally.
   f. Align educational programs with targeted workforce development.

T-2
2. Provide ongoing support and training to teachers, advisors, administrators, parents, other adults and students to ensure that programs and practices inside and outside the classroom are responsive to Portland’s diverse cultures.

T-3
3. Target resources and support services to reduce barriers to attaining post-secondary degrees and certificates for non-traditional students (e.g., those balancing work and school, and students with young children).
# 5-Year Action Plan

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<tr>
<th>Number</th>
<th>Related Action Areas</th>
<th>Actions</th>
<th>Partners</th>
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<tbody>
<tr>
<td>EQUITY</td>
<td>21</td>
<td><strong>High school completion and beyond:</strong> Develop and expand initiatives that support completion of a minimum of two years of post-secondary education or training leading to a career or technical credential, industry certification and/or associate's degree.</td>
<td>City, PCC, MHCC, WSI</td>
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<td><strong>High school and beyond:</strong> Expand participation in college access and dual enrollment programs in which high school students take college credit-bearing classes through partnerships between K-12 and post-secondary institutions. Examples include ASPIRE, TRIO and Middle College programs.</td>
<td>School Districts, PCC, MHCC, PSU</td>
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<tr>
<td>EQUITY</td>
<td>23</td>
<td><strong>Tuition equity:</strong> As part of the City's legislative agenda, oppose cuts to federal college tuition assistance and advocate for access to higher education for all those who wish to pursue it. Further, advocate for federal policies and regulations that ease the burden of student loan debt and provide for the ability of graduates to pay back their loans, without crippling their credit, and find work.</td>
<td>Office of Government Relations</td>
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<tr>
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<td></td>
<td><strong>Tuition equity:</strong> Continue to advocate for federal programs such as the Development, Relief and Education for Alien Minors Act (DREAM ACT) that allow qualified immigrant students access to conditional permanent resident status upon meeting education or military service requirements with the opportunity to pursue legal permanent resident status.</td>
<td>Office of Government Relations</td>
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<td></td>
<td><strong>College completion:</strong> Continue to champion the regional consortium dedicated to the Talent Dividend, an effort designed to increase the number of youth and adults completing college by one percent.</td>
<td>City, PDC, Greater Portland Inc.</td>
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<tr>
<td>EQUITY</td>
<td>25</td>
<td><strong>Cultural competency:</strong> Increase the cultural competency of teachers, counselors, case workers and school administrators so they are well-prepared to educate and work with Oregon's increasingly diverse population and to address disparities in discipline rates and practices.</td>
<td>School Districts, PCC, PSU, MHCC, Nonprofits</td>
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<td></td>
<td><strong>Cultural equity:</strong> Build a culturally diverse education workforce and promote curricula that reflect the experiences, histories and cultures of Oregon’s communities of color, immigrants and refugees to boost student investment and performance.</td>
<td>School Districts, Nonprofits</td>
</tr>
</tbody>
</table>

**Action Areas**

- Prosperity and Business Success
- Education and Skill Development
- Sustainability and the Natural Environment
- Human Health, Public Safety and Food
- Transportation, Technology and Access
- Equity, Civic Engagement and Quality of Life
- Design, Planning and Public Spaces
- Neighborhoods and Housing
- Arts, Culture and Innovation
SHARED OWNERSHIP FOR YOUTH SUCCESS

Government, private sector and educational partners in Multnomah County are committed to strategically aligning resources and efforts through the Cradle to Career initiative, an approach modeled on the successful Strive Partnership in Cincinnati, Ohio and Northern Kentucky, and managed by All Hands Raised.

The goals of Cradle to Career are for all students to:
- Be prepared for school.
- Be supported inside and outside of school.
- Succeed academically.
- Enroll in post-secondary education or training.
- Graduate and begin a career.

The Cradle to Career initiative is based on the premise that the community at large — parks and recreation providers, service organizations, public safety partners, businesses and neighbors, among many others — not just educational institutions, are responsible for youth success.

Through Cradle to Career partner agencies and organizations work collectively toward a shared set of goals deemed to create the biggest difference. Cradle to Career highlights the power of collective impact: how large-scale social change can best occur when resources and efforts are closely aligned among cross-sector partners.

The structure for Cradle to Career includes:
- A shared community vision, developed with the participation of engaged leaders.
- Evidence-based decision making, looking at community-level outcomes.
- Collaborative action to address collectively-defined priorities.
- Investments that follow a plan and community engagement.

Youth will have a voice in shaping and implementing the Cradle to Career agenda through the Multnomah Youth Commission’s representation on the Cradle to Career Council and through other avenues that invite youth engagement in decisions and actions.

The Cradle to Career strategic priorities are:
- Eliminate disparities in children and youth success.
- Link community and family supports to children and youth success.
- Ensure that every child enters school ready to learn.

GUIDING POLICIES

- Conduct outreach and dialogues with the public, including youth and their families, about educational goals, desired outcomes and strategic interventions that will improve the success of our public schools.
- Base decisions on collectively developed indicators, ensuring that data is disaggregated to understand and address disparities in achievement.
- Focus strategies and resources towards needs-based interventions that yield the highest impact, with a focus on continuous improvement.
- Support funding strategies and partnerships to ensure increased affordability and access to early childhood and higher education.
- Provide meaningful opportunities for youth to participate in decisions that affect their lives.
- Encourage intergenerational mentoring, tapping the knowledge and experience of Portland’s older adults.
### 5-Year Action Plan

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<td>28</td>
<td></td>
<td><strong>Collaborative action:</strong> Build public, nonprofit and private sector collaboration and alignment on community-identified educational priorities with a focus on continuous improvement and measurable results.</td>
<td>All Hands Raised, SUN Service System, Nonprofits, School Districts</td>
</tr>
<tr>
<td>29</td>
<td>EQUITY</td>
<td><strong>Track progress for continuous improvement:</strong> Track youth outcomes using educational, social and community indicators developed through the Cradle to Career initiative. Through this action, help ensure that Portland youth are making progress towards educational success and self-sufficiency. Utilize data that is disaggregated by race/ethnicity, levels/types of disabilities and socioeconomic levels.</td>
<td>All Hands Raised, Nonprofits</td>
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<tr>
<td>30</td>
<td>EQUITY</td>
<td><strong>Early childhood investments:</strong> Support programs designed to improve the quality and availability of child care for families in poverty including preschool programs and home visits. Advocate for sustainable funding for the Children’s Levy.</td>
<td>Portland Children’s Levy, Nonprofits</td>
</tr>
<tr>
<td>31</td>
<td>EQUITY</td>
<td><strong>Inventory resources:</strong> Work with young people to inventory and map youth-serving programs and resources along the Cradle to Career continuum and make results available on the web.</td>
<td>BPS, 211 Info</td>
</tr>
<tr>
<td>32</td>
<td>EQUITY</td>
<td><strong>Youth empowerment:</strong> Refresh and reaffirm the Youth Bill of Rights.</td>
<td>City, Multnomah Youth Commission, Multnomah County</td>
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**Inside the Classroom**

- Academics
- Healthy Food
- Active Living
- English Instruction

**Outside the Classroom**

- Healthy Food
- Active Living
- English Instruction
- Housing Stability
- Family Support
- Safe Routes to Schools
- Mentoring
- Career Exposure
Thriving Educated Youth  
Element 3

NEIGHBORHOODS AND COMMUNITIES THAT SUPPORT YOUTH

Strong, positive relationships with caring and supportive adults are critical to youth success. Enriching after-school and summer activities and safe schools and neighborhoods free of bullying and gang activity are also important. Neighborhoods and communities that support intergenerational activities include the optimal blend of ingredients to improve the likelihood of positive outcomes for youth.

Equally critical are the physical environments in which youth are raised. Youth must have safe homes and neighborhoods; affordable transit; safe bicycling and walking routes to school and other destinations; access to recreation and nature to improve their mental and physical health, with a corresponding benefit to their academic and social outcomes; and safe, welcoming places for positive social interaction with peers and mentors. Stable housing is also a key contributor to student success. Data shows that when students move frequently and change schools, achievement often suffers.

The SUN (Schools Uniting Neighborhoods) Service System, which is a partnership of Multnomah County, Portland Parks and Recreation and several local nonprofit organizations, has a strong record of promoting educational success and family self-sufficiency. Through its integrated network of social and support services for youth, families and community members, SUN manages an array of community-based services including academic support and skill development for youth, early childhood programs, parent-family involvement and education, after-school and summer activities, physical and mental health programs, anti-poverty services and many others. Numerous nonprofit and faith-based programs also actively support youth and families throughout the community.

Parents, public agencies, public schools, higher education institutions, businesses and other non-parent community members can collaborate to offer volunteer and mentoring opportunities at every public school and in other community settings. Through mutually beneficial partnerships among local businesses, schools and colleges, school-to-work pathways can be tailored to address the demands of a nimble workforce that is responsive to economic changes and new opportunities.

GUIDING POLICIES

- Capitalize on the opportunities that public schools offer as honored places of learning as well as multi-functional neighborhood anchors to serve local residents of all generations.
- Focus public investment in community infrastructure including education, recreation, housing, transportation, health and social services to reduce disparities faced by youth of color, families in poverty, youth with disabilities and others at risk of not graduating from high school.
- Stabilize housing for homeless and low-income families with young children to reduce student mobility rates and provide educational continuity for students throughout the school year.
- Support collaborative efforts between public safety providers, youth and other community members, organizations and businesses to decrease gang violence and other threats to public safety through positive relationship-building and holistic approaches.
- Target city budget decisions to support local school districts’ major capital investments through complementary improvements including recreational fields, sidewalks and safe crossings, and others that leverage limited capital funding available for schools within the city.
- Make it easier for students to get to school, work and other needed services on public transit.
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<tr>
<td>33</td>
<td>EQUITY</td>
<td>Place-based strategies: Expand presence of Schools Uniting Neighborhoods (SUN) to all schools in the city/region and increase investment in anti-poverty services in schools that are in the top tier for poverty.</td>
<td>Multnomah County, City, School Districts, SUN Service System, Nonprofits</td>
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<tr>
<td>34</td>
<td>EQUITY</td>
<td>Housing stability: Target rental assistance programs to low-income households with students, particularly where schools are experiencing high student mobility rates.</td>
<td>PHB, Home Forward, Multnomah County, SUN Service System, Nonprofits</td>
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<td>35</td>
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<td>Healthy eating and active living: Maintain programs such as the Healthy Portland Initiative that increase children’s indoor and outdoor physical activity and healthy food choices in schools.</td>
<td>Multnomah County, School Districts</td>
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<tr>
<td>36</td>
<td></td>
<td>Youth action: Maintain the Youth Action Grants Program to provide seed funds to young people to design, develop and implement small, local community-building projects.</td>
<td>City, Multnomah County, Nonprofits, Businesses</td>
</tr>
<tr>
<td>37</td>
<td></td>
<td>Teen programs: Revive teen-oriented after-school, weekend and summer recreation programs in locations throughout the city. Consult with teens to align program design and locations with youth needs and preferences.</td>
<td>PP&amp;R, SUN Service System, Nonprofits</td>
</tr>
<tr>
<td>38</td>
<td>EQUITY</td>
<td>Safe routes to schools: Maintain and expand the Safe Routes to Schools program, which currently serves K–8 students, to reach all middle and high school students in Portland. Continue programs that improve youth health through walking and biking. Give priority to schools that serve large numbers of students in poverty, students of color and students with language barriers.</td>
<td>PBOT, School Districts, SUN Service System, Multnomah County Health Department, Metro, Nonprofits</td>
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<tr>
<td>39</td>
<td></td>
<td>Transit access: Maintain the Youth Pass program that provides TriMet passes to high school students at Portland Public Schools during the school year. Explore expanding this program beyond Portland Public Schools.</td>
<td>TriMet, PPS, David Douglas, Centennial, Parkrose and Reynolds School Districts</td>
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<tr>
<td>40</td>
<td></td>
<td>School attendance: Increase attendance by strengthening relationships among families, youth and teachers to determine why a child is not in school. Address issues that affect student attendance and success such as bullying or lack of child care, food, transportation, clothing, and dental/health care, etc.</td>
<td>Portland Police Bureau Youth Services Division, Nonprofits, School Districts</td>
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</table>

To be prepared for a globally competitive and entrepreneurial workforce, students need opportunities and support to be strong critical thinkers, technically savvy, and to excel in core subjects. Evidence points to the importance of access to arts, music, physical and environmental education, training and professional development as well as options that focus on innovation, creativity and entrepreneurship.

While the focus of this strategy is on improving student success, much of the technology and many of our educational facilities are not up to the task. Across the city, students attend school in buildings with inadequate heating, cooling and ventilation systems. The buildings need upgrades for earthquake preparedness; and many lack accessibility for students, staff and visitors with disabilities. Many East Portland schools are severely overcrowded.

Rehabilitation of the city’s historic school buildings needs to be accomplished in ways that respect these buildings as beloved, integral parts of the character and identity of Portland’s neighborhoods. Innovative and adaptive reuse can help maintain these treasured buildings as anchors in the community and as models of sustainability and resource stewardship for generations of students — and community members — to come.

School districts face longstanding problems in raising funds for building improvements. While state funds are available for teaching and administration, building (capital) investments and regular maintenance and energy upgrades are dependent on local funding. The ability of local districts to raise the funds often does not match the need.

Breaking out of this bind requires new ideas and methods for how we share, combine and leverage local sources of funding. For instance, there may be ways to meet the school facility needs in fast growing areas such as the Central City and East Portland through sharing finance or facilities among local governments and institutions. Progress also requires long-term changes at the state level. For instance, state law could be changed to require annual investments in facility improvements, including accessibility renovations for ADA compliance, similar to the approach taken in the State of Washington.

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**GUIDING POLICIES**

- **T-16** Enable educational and community facilities to serve multiple purposes and generations, coordinate and leverage public capital funds, and build a sense of community ownership.
- **T-17** Operate more efficiently, predictably and in a more cost-effective manner through intergovernmental agreements among the City of Portland, government agencies and school districts.
- **T-18** Support legislative efforts in Salem to reform education funding in Oregon, to improve the ongoing maintenance of our school facilities, and to correct recent economic pressures affecting necessary maintenance over time.
- **T-19** Support curricula and educational opportunities that foster creativity and critical thinking to prepare students for a workforce that is globally competitive, entrepreneurial and responsive to economic change.
- **T-20** Design facilities and programs to flexibly adapt to changes in teaching approaches and technology over time, and equitably address the needs of learners of different abilities and learning styles.
- **T-21** Utilize school grounds and facilities as greenspaces, community gardens, playgrounds and other physical activity resources for neighborhoods with little or no other access to greenspaces.
- **T-22** Provide accessibility for students, staff and visitors with disabilities by incorporating universal design practices into new and rehabilitated school facilities.
## 5-Year Action Plan

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<tbody>
<tr>
<td>41</td>
<td><img src="image" alt="Multi-functional facilities icon" /></td>
<td><strong>Multi-functional facilities:</strong> Create new Comprehensive Plan policies and zoning for schools, colleges and universities to flexibly accommodate multiple functions that serve community members of all ages, while maintaining accountability to neighborhood concerns regarding impacts.</td>
<td>BPS, SUN Service System, School Districts</td>
</tr>
<tr>
<td>42</td>
<td><img src="image" alt="Joint use agreements icon" /></td>
<td><strong>Joint use agreements:</strong> Develop or update joint-use agreements between Portland Parks and Recreation and all local school districts. Explore coordinated operations, grounds management and shared facilities, particularly in areas underserved by community centers.</td>
<td>PP&amp;R, School Districts</td>
</tr>
<tr>
<td>43</td>
<td><img src="image" alt="Regular consultation icon" /></td>
<td><strong>Regular consultation:</strong> Develop agreements between the City of Portland and each school district to outline protocols for consultation related to issues and decisions of mutual interest and concern.</td>
<td>BPS, School Districts</td>
</tr>
<tr>
<td>44</td>
<td><img src="image" alt="Support different learning needs icon" /></td>
<td><strong>Support different learning needs:</strong> Inventory local facilities and programs to assess their ability to accommodate differing abilities and learning styles.</td>
<td>OEHR, School Districts</td>
</tr>
<tr>
<td>45</td>
<td><img src="image" alt="Safety and physical accessibility icon" /></td>
<td><strong>Safety and physical accessibility:</strong> Fund seismic and accessibility upgrades at public schools. Develop a specific revenue stream for seismic and ADA improvements in school facilities.</td>
<td>School Districts, City, PBEM</td>
</tr>
<tr>
<td>46</td>
<td><img src="image" alt="Arts and culture programming icon" /></td>
<td><strong>Arts and culture programming:</strong> Advocate for full funding for the National Endowment for the Arts and increased funding for arts education to prevent diminished service to Portlanders.</td>
<td>Office of Government Relations, Nonprofits, RACC</td>
</tr>
<tr>
<td>47</td>
<td><img src="image" alt="Conservation education icon" /></td>
<td><strong>Conservation education:</strong> Support the Outdoor School, year-round conservation education and nature play/study to ensure every student is exposed to his or her natural environment and learns what individuals can do to ensure the ecological health of their neighborhood and the city. Use curriculum materials developed by the national No Child Left Inside movement.</td>
<td>Intertwine Alliance, SUN Service System, Multnomah Educational Service District, BES</td>
</tr>
<tr>
<td>48</td>
<td><img src="image" alt="New East Portland education center icon" /></td>
<td><strong>New East Portland education center:</strong> Develop a funding strategy for the Gateway Education Center as a partnership of Parkrose and David Douglas school districts, Mount Hood Community College, Portland State University and the City of Portland.</td>
<td>Parkrose and David Douglas School Districts, MHCC, PSU</td>
</tr>
<tr>
<td>49</td>
<td><img src="image" alt="Campus investment icon" /></td>
<td><strong>Campus investment:</strong> Support Portland Community College’s planned transformation of its Southeast Center into a vibrant full-service campus and community anchor, as well as PCC’s planned expansion of its Cascade Campus, by helping to catalyze complementary local development and investing in supportive community-serving infrastructure.</td>
<td>PCC, City</td>
</tr>
</tbody>
</table>
AFFORDABILITY

ADVANCED MANUFACTURING
SOFTWARE
CLEAN TECH
ATHLETIC & OUTDOOR
RESEARCH & COMMERCIALIZATION

PROSPERITY

EAT
COFFEE
OPEN
PIZZA
ECONOMIC PROSPERITY AND AFFORDABILITY

GOAL: Expand economic opportunities to support a socially and economically diverse population by prioritizing business growth, a robust and resilient regional economy, and broadly accessible household prosperity.

This will be achieved by focusing on actions and policies that:

- **Foster regional traded sector business and job growth.** Traded sector businesses have a central role in driving and expanding the region’s and Portland’s economy across the board. Staying competitive in the changing global marketplace is essential to business survival and growth.

- **Support public and private urban innovation.** Portland has expertise and businesses that have capitalized on research, technology and sustainability practices developed and used in Portland. In particular, green technology businesses are growing and this sector can thrive as an export industry.

- **Support Portland’s advantages as a trade and freight hub.** Portland’s industrial freight districts, like the port and airport, continue to be a core part of the city’s living-wage job base. Strategic investments are warranted to maintain and grow our competitive position.

- **Elevate the growth and vitality of the city’s employment districts.** The Central City, industrial districts, harbor, hospitals and universities, and other commercial centers are the places where business and job growth happen. Policies, programs and investments will continue to be needed to maintain and grow Portland’s share of regional job growth and ensure these districts prosper.

- **Support the vitality of Portland’s neighborhood based businesses.** Neighborhood-serving business districts are predominantly comprised of small businesses and can be a source of job growth, minority entrepreneurship and neighborhood health. While many neighborhoods are thriving, prosperity is uneven across the city.

- **Meet Portland’s needs for quality, affordable homes for current and future residents.** Housing development will play a significant role in the future of the city. It is key to meeting the economic and social needs of households, shaping neighborhoods and meeting Portland Plan equity objectives.

- **Ensure access to education and job skills needed by Portlanders and industry.** The economy has become more skill-dependent. Portland’s systems for education and workforce training and development must be high-quality and effective to help meet household economic needs, reduce disparities and maintain a competitive local economy.

- **Provide for the economic security of low-income households.** Portland cannot succeed as a prosperous, sustainable and resilient city without pathways for upward mobility for the working poor and unemployed, and a safety net for basic needs.

These actions are mutually reinforcing — each has a role in expanding both economic opportunity and economic equity. At its core, this inclusive economic growth strategy aims toward a city where every Portlander who wants a stable, well-paying job has one and can afford to meet their basic needs.
PORTLAND TODAY

**Trade and growth opportunities:** In 2008, Portland ranked 12th among U.S. metropolitan areas for total exports, which is a high ranking for Portland’s size and relatively small regional consumer base. Among the export and other traded sector industries, Portland’s four “target business clusters” provided 52,000 jobs in the city in 2008.

**Urban innovation to grow local firms:** Portland’s land use, transportation and green development innovations and the local businesses that design, manufacture and implement them have attracted national recognition. Portland is consistently recognized as an innovative urban laboratory. This has strategically positioned the city for key growth opportunities in the expanding green economy and technology industries.

**Trade hub and freight mobility:** Portland is the West Coast’s fourth largest freight gateway for international trade, and regional freight tonnage is forecast to double between 2005 and 2035 at an average annual growth rate of 2.2 percent.

**Lagging job growth:** Regional and local job growth has not been fast enough to bring down Multnomah County unemployment rates, which significantly exceeded the national average over much of the last decade. In 2008, Portland had 38 percent of the Portland-Vancouver region’s jobs, but much of the new job growth was outside the city. The city created only 5 percent of regional job growth between 2000–2008.

**Lack of education and job training:** Over 50 percent of unemployed people in the region lack basic skills in reading and/or math — a major barrier to obtaining living-wage employment. Jobs requiring some advanced training and less than a four-year degree will likely account for the largest unmet need for education and training.

**Lack of neighborhood business vitality:** In recent years, many of Portland’s 23 neighborhood market areas lost jobs. Commercial vitality is widely uneven among neighborhood business districts as shown by retail sales capture rates, which range from 220 to 12 percent of neighborhood market potential. Many neighborhood business districts have the potential to capture more local sales.

**Increased cost of living:** Average earnings in Multnomah County have not kept up with the rising costs of housing and living over the last decade. This shrinking value of paychecks is particularly burdening low- and middle-income workers.

**Cost-burdened households:** Nearly a quarter of renter households in Portland are cost burdened, spending 50 percent or more of their income on housing and transportation expenses. There are also many cost burdened homeowners. Metro 2030 forecasts predict a steep increase in the number of cost burdened households (renters and owners) for the region.

**Household economic insecurity:** Only 77 percent of Multnomah County households were estimated to be economically self-sufficient in 2005–07 (before the recent recession). The other 23 percent were not earning enough to cover costs for basic needs at local prices.

**Energy and resource resilience:** Climate change, rising and uncertain gasoline prices and supplies, earthquakes and other environmental and future risks affect the costs of living and doing business. Recent examples of rising costs due to mitigating environmental and other risks include the Big Pipe stormwater project, water system risks, energy infrastructure vulnerabilities, and the Portland Harbor Superfund Site.
2035 OBJECTIVES

11 Grow exports: The metropolitan area rises into the top ten nationally in export income, and jobs in the city’s target clusters grow at rates that exceed the national average.

12 Public and private urban innovation: Portland grows as a national leader in sustainable business and new technologies that foster innovation and adaptation to change, spur invention, and attract and develop talent. Portland produces the “next generation” high-performance urban places and systems that foster creativity and invention.

13 Trade and freight hub: Portland retains its competitive market access as a West Coast trade gateway, as reflected by growth in the value of international trade.

14 Grow number of jobs: Portland has 27 percent of the region’s new jobs, more of which provide a living wage, and continues to serve as the largest job center in Oregon. Portland is home to more than 515,000 jobs, providing a robust job base for Portlanders.

15 Neighborhood business vitality: At least 80 percent of Portland’s neighborhood market areas are economically healthy. They promote the economic self-sufficiency of resident households through the strength and performance of local retail markets, job and business growth, and access to transit and nearby services that lower household costs.

16 Affordable community: No more than 30 percent of city households (owners and renters) are cost burdened, which is defined as spending 50 percent or more of their household income on housing and transportation costs.

17 Access to affordable housing: Preserve and add to the supply of affordable housing so that no less than 15 percent of the total housing stock is affordable to low-income households, including seniors on fixed incomes and persons with disabilities.

18 Job training: Align training and education to meet workforce and industry skill needs at all levels. At least 95 percent of job seekers who need it receive training for job readiness, skill enhancement and/or job search placement services.

19 Household economic security: Expand upward mobility pathways so that at least 90 percent of households are economically self-sufficient.

20 Energy and infrastructure resilience: Portland has strategically upgraded energy, infrastructure, and emergency-response and recovery systems to reduce long-term vulnerabilities and liability costs to Portland households and businesses.
Traded sector businesses are companies that sell many of their products and services to people and businesses outside the Portland region, nationally and globally. Examples include most manufacturing and many professional and business service companies as well as smaller craft businesses with local and global customers. Traded sector businesses may be locally owned and can be small, medium or large in size.

How do traded sector businesses improve the local economy?

- **They bring more money into the region.** By selling to people and businesses outside Portland, locally-based traded sector businesses bring new money into the local economy.

- **They help keep local money at home.** Through import substitution, which is when Portland residents and businesses purchase locally produced products instead of importing goods and services, they help keep the money Portlanders earn in the local economy.

- **They help improve economic equity.** Their productivity and market size tends to lead them to offer higher wage levels. Jobs at traded sector companies help anchor the city’s middle class employment base by providing stable, living wage jobs for residents.

For these reasons, Portland’s traded sector businesses have the power to drive and expand Portland’s economy.
How strong is Portland's traded sector job base?

- In 2008, the Portland region's traded sector businesses brought $22 billion of export income into the regional economy, which was 21 percent of total regional output.
- Portland ranked second among U.S. metropolitan areas in export growth over five years (2008).
- 118,700 jobs in Portland's industrial districts accounted for 30 percent of the city's employment, including 30,400 manufacturing jobs and 44,000 wholesale and transportation jobs (2008).
- Transportation and wholesale trade are among Portland's strengths. Unlike many other metropolitan areas, Portland has done a good job keeping manufacturing employment within city limits.

Even so, the traded sector job base can be and must be stronger. A more competitive and supportive environment for traded sector businesses is needed to help strengthen the overall economy and to ensure that more Portlanders have the opportunity to secure stable living wage jobs.

What about other local businesses?

Working to strengthen Portland's traded sector businesses will increase the durability of our local economy and will make Portland a more fertile ground for non-traded sector local businesses by raising wages and bringing more money into the region.

Local businesses that are outside the traded sector, such as restaurants, shops and other neighborhood commercial businesses, also play an important role in import substitution. They help define community character, can reduce the need to travel for goods and services, and contribute extensively to Portland's overall attractiveness and resilience.
Many Portlanders struggle to make ends meet. The working poor made up 23 percent of Multnomah County households in 2005–07 (before the recent recession) and were not able to cover local costs for basic needs. It has become increasingly clear that we cannot assume that a rising tide lifts all boats. Disproportionate upward mobility barriers persist for communities of color, residents with disabilities, female-headed households and other groups.

Average wages (and salaries) in Multnomah County have not kept up with the rising costs of living over the last decade. The shrinking value of paychecks particularly burdens low- and middle-income workers. In the metropolitan region, average wages have also fallen below the national average during the last decade.

Regional job growth has not been fast enough to bring down Multnomah County unemployment rates, which significantly exceeded the national average over most of the last decade. In Multnomah County, job growth was generally flat during the 2000–2008 business cycle and trended downward between 2008 and 2010.

Declining affordability in the housing market and steadily increasing transportation costs make the economic challenges facing Portland households even worse. As stated in the Portland Housing Bureau’s strategic plan, “too many Portlanders cannot find an affordable home for their family. They cannot afford to rent or buy a home near their work, school or transit. Others live in substandard housing and pay more than they can afford for housing, putting them at risk of eviction or foreclosure while depriving them of the basic necessities. Thousands of Portlanders sleep on the streets or in crowded shelters.”

In their search for more affordable housing, which is often located far from the city center, many working households may have unintentionally increased their combined housing and transportation cost burden.

To address the growing mismatch between stagnant wages and increasing household costs, this section of the strategy proposes actions related to housing, education and training. The desired result is to expand upward-mobility pathways for the working poor, thereby empowering individuals and households to better meet their own needs.

This section of the strategy includes policies and actions that will make opportunities for prosperity and affordability more broadly accessible.
Share of households that are cost-burdened, HIGH growth scenario (2030)

Cost-burdened households are households that spend approximately 50 percent or more of the household's income on housing and transportation.

1 in 4 households = cost burdened

More than 48% of income for housing & transportation

Less than 48% of income for housing & transportation

Source: MetroScope scenarios 911, 2009
REGIONAL TRADED SECTOR BUSINESS GROWTH

Achieve sustained job growth by providing a competitive business environment for traded sector industries.

Traded sector companies in related industries tend to collect in regions where they have competitive advantages, a phenomenon called industry clusters. This supports greater access to specialized services and suppliers, a strong industry knowledge base, and skilled, experienced workers.

Portland has a strategy to support and expand a targeted set of business clusters — advanced manufacturing, athletic and outdoor, clean tech, software, and research and commercialization. This strategy focuses on traded sector growth. The strategy also supports developing in-depth knowledge of particular sectors and fueling catalytic projects, policies and programs. International business recruitment and marketing, higher education programs, and workforce development efforts also contribute to target cluster competitiveness.

The target industry program focuses the limited public resources for business assistance on growing the traded sector prospects with the promise of increasing overall regional prosperity. Portland’s specializations will evolve as markets, industries and technologies shift. The specific cluster may change in the future, but the focus on traded sector clusters and competitiveness will remain. The focus on target industries complements other economic development tools that support the overall business environment and growth, such as the education and training system, developable land supply, business district infrastructure, and neighborhood economic development capacity.

GUIDING POLICIES

P-1 Focus Portland’s limited strategic business development resources on enhancing the competitiveness of businesses in its target cluster industries.

P-2 Focus business assistance efforts first on retention, then expansion and then recruitment of businesses.

P-3 Integrate traded sector competitiveness into the city’s planning and overall policy directions, with focus on export growth.

P-4 Foster partnerships to expand sector initiatives in other growing industries that concentrate in the inner tier of the metropolitan region, such as professional and business services, distribution and diverse niche industries.

P-5 Connect Minority, Women-owned and Emerging Small Business (MWESB) firms with target cluster opportunities.
## 5-YEAR ACTION PLAN

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<tr>
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<tr>
<td>50</td>
<td></td>
<td><strong>Business development:</strong> Focus business development resources on enhancing the competitiveness of businesses in five target industry clusters: advanced manufacturing, athletic and outdoor, clean tech, software, and research and commercialization.</td>
<td>PDC, Business Oregon, Port</td>
</tr>
<tr>
<td>51</td>
<td></td>
<td><strong>International business:</strong> Implement an international business development, export and investment strategy that emphasizes job creation with coordinated promotion of both the region and local firms, and supports the Regional Export Initiative.</td>
<td>PDC, Greater Portland Inc., Port</td>
</tr>
<tr>
<td>52</td>
<td></td>
<td><strong>Coordinated regional economic development efforts:</strong> Support Greater Portland Inc. as a regional economic development corporation that will be responsible for a regional brand strategy, recruitment and retention, marketing and regional strategy coordination.</td>
<td>Greater Portland, Inc., PDC, Port, WSI</td>
</tr>
<tr>
<td>53</td>
<td></td>
<td><strong>Growing the university role in economic development:</strong> Pursue world-class research facilities and programs. Strengthen connections between higher education and firms in the target industries, whereby universities help solve technical challenges facing commercial firms and help turn research innovations into commercially viable products.</td>
<td>PSU, OHSU</td>
</tr>
<tr>
<td>54</td>
<td><strong>EQUITY</strong></td>
<td><strong>Worker productivity:</strong> Use workforce development programs to help meet the skill needs of targeted industries. Use community workforce agreements to bring the benefits of industry growth to the whole community.</td>
<td>WSI, PDC</td>
</tr>
</tbody>
</table>
Economic Prosperity and Affordability | Element 2

PUBLIC AND PRIVATE URBAN INNOVATION

Maintain a leadership position in sustainability and support innovation, research, development and commercialization of new technologies. Strive to produce a “next generation” urban setting that fosters creativity and invention.

Portland’s focus on sustainability is an economic asset and an advantage over peer cities. To stay competitive, the volume and speed of the results in resource conservation and green innovation must increase. The export of knowledge, expertise and production related to urban economic productivity through sustainable practices, technology and greater equity must also increase.

Portland enjoys the position of being one of the most fully functional urban laboratories for innovation in sustainability. The city has valuable experience built on rethinking infrastructure investments; examples include:

1. Active transportation including our transit, streetcar and bicycle systems
2. Green stormwater system
3. The trail-linked open space system

Portland universities and businesses are active in research and development and the commercialization of new technologies. Policies and programs, such as Clean Energy Works Oregon and Solarize Portland have contributed to growing the market for green building technologies and practices and have demonstrated how job creation can be part of reducing energy use and resource consumption.

Portland has a solid record of business growth related to urban innovation, including startups and niche product development. Examples include bicycle manufacturing, green building and stormwater products and services, local food businesses, planning and design, and international tourism.

Connections to other cities, nationally and internationally, and widening recognition of Portland as a sustainability leader have contributed to making the region and city more innovative and prosperous.

GUIDING POLICIES

- Enhance Portland as a national model for sustainability and as a center for business development by commercializing sustainability practices, products and services.
- Grow the local market for energy efficiency through incentives, market-based mechanisms and other programs. Use energy efficiency improvements to increase Portland’s long-term affordability and resiliency and to reduce carbon emissions.
- Build on the advantages of the Central City as a center for innovation, commerce, universities, sustainable development, and green technology systems (such as district energy).
- Pursue universal, affordable and reliable access to high-speed information technology and the devices and training to use it. Support the deployment of high-bandwidth infrastructure through clustering and the co-location of users that need very large broadband capacity.
- Continue to promote innovation in public projects related to transportation and environmental services, including the following: (1) green infrastructure approaches as part of cleaning up the Willamette River, (2) an innovative active transportation system — transit, walking, use of mobility devices, biking, car and bike sharing, etc., and (3) urban parks and natural areas. These will enhance the livability of the city and give Portland a competitive advantage in retaining and attracting an educated, productive workforce.
- Support and invest in Portland’s creative talent and leverage our arts and culture community to drive innovation and economic growth.
- Connect Minority, Women-owned and Emerging Small Businesses (MWESB) with urban innovation opportunities.
## 5-YEAR ACTION PLAN

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<tr>
<td>55</td>
<td>![Icon] Clean tech and green building innovation: Support existing companies and recruit new firms that design, apply or manufacture high-performance products that support resource conservation and green buildings. Invest in projects that demonstrate Portland's capacity in this sector including the Oregon Sustainability Center, district energy systems, and programs such as Solarize Portland.</td>
<td>City, PDC, PHB, BPS, PSU, POSEI</td>
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<tr>
<td>56</td>
<td>![Icon] Growing green development/ecosystem expertise: Capitalize on the expertise being built by PSU’s Ecosystem Services for Urbanizing Regions (ESUR) PhD program. Connect this expertise with the global marketplace.</td>
<td>PSU, PDC, Greater Portland, Inc.</td>
<td></td>
</tr>
<tr>
<td>57</td>
<td>![Icon] Building markets for energy efficiency: Help build the commercial, industrial and residential markets for cost-saving energy efficiency improvements through incentives, technical assistance, policy and education.</td>
<td>ETO, BPS, PHB, PDC</td>
<td></td>
</tr>
<tr>
<td>58</td>
<td>![Icon] Arts support: Expand public and private support for Portland's arts and creative sectors.</td>
<td>RACC</td>
<td></td>
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<tr>
<td></td>
<td><strong>EQUITY</strong></td>
<td>![Icon] Broadband service: Work with citizens and telecommunications and utility representatives to develop recommendations for improving wireless service in Portland. Review and update the City's comprehensive approach to wireless facilities including database mapping.</td>
<td>OCT</td>
</tr>
<tr>
<td>59</td>
<td>![Icon] Community benefits of urban innovation: Use a collaborative process to bring historically underrepresented communities into the workforce through community workforce agreements (as done in the Clean Energy Works program) to bring the benefits of urban innovation initiatives to the whole community.</td>
<td>Nonprofits, OMF</td>
<td></td>
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<tr>
<td>60</td>
<td>![Icon] Broadband equity: Establish a fund for broadband equity and work with nonprofits to increase access to broadband for underserved communities.</td>
<td>OCT</td>
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## ACTION AREAS

- **Prosperity and Business Success**
- **Education and Skill Development**
- **Sustainability and the Natural Environment**
- **Human Health, Public Safety and Food**
- **Transportation, Technology and Access**
- **Equity, Civic Engagement and Quality of Life**
- **Design, Planning and Public Spaces**
- **Neighborhoods and Housing**
- **Arts, Culture and Innovation**

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**Economic Prosperity and Affordability  Element 3**

**TRADE AND FREIGHT HUB**

Invest in transportation systems and services to retain and expand our competitive market access as a West Coast trade gateway and distribution hub.

Most U.S. exports are merchandise and most export tonnage is shipped through ports. Portland is Oregon’s largest freight distribution hub (harbor, airport, rail, pipeline and highway) and the West Coast’s fourth largest freight gateway.

Portland’s freight hub industrial districts, like the port and airport, support large heavy manufacturing and distribution sectors and about 80,000 industrial jobs. These jobs are a core part of the city’s living-wage job base.

Strategic freight investments are needed to hold or grow Portland’s competitive position in the rapidly growing and changing international marketplace. Looking forward to 2035, regional freight tonnage is forecast to nearly double. However, investments in freight infrastructure are challenged by our medium-sized regional market, tightening transportation budgets and increasing urban congestion. As a result, freight gateway market leakage (i.e., market share lost to other ports like Seattle) includes 72 percent of Asia-bound export container cargo. Gaining even a portion of that market share would mean more local jobs and revenue.

Given geographic and competitive challenges, Portland’s celebrated role as a leading exporter is fragile. Portland’s success could be undermined if we do not give adequate attention to strengthening our freight transportation network, which connects us to global markets. The transportation system is burdened with many obsolete, end-of-life assets (the functional condition of many roadways and bridges, for example), and maintaining in a cutting-edge built environment is a critical aspect of sustaining the region’s freight and trade dependent economy.

Only 12 U.S. cities have direct air service to both Europe and Asia, and Portland is the smallest among them. The region must continue to support these direct services or risk seeing them disappear.

Portland’s freight infrastructure is also increasingly valued as a sustainability asset. Multimodal freight hub infrastructure and freight mobility in a dense urban setting contribute to local energy efficiency and carbon reduction. Flexible street corridor design for truck access and active transportation can help increase urban density, lower transportation costs and use limited infrastructure capacity more efficiently. As cities urbanize, the transportation system focuses less on single-occupancy vehicles and more on freight, transit and active transportation.

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<th>GUIDING POLICIES</th>
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<tr>
<td>62</td>
<td>![Railway Station]</td>
<td><strong>Regional freight rail strategy</strong>: Develop a regional freight rail strategy focused on enhancing rail access, travel time, and the efficiency of rail operations for competitive access to markets.</td>
<td>Metro, PBOT, Port, ODOT, railroads</td>
</tr>
<tr>
<td>63</td>
<td>![Port Containers]</td>
<td><strong>Strategic freight mobility investments</strong>: Begin implementation of the next five-year increment of the City’s Freight Master Plan and Working Harbor Reinvestment Strategy. Update the list of the Tier 1 and Tier 2 projects. Evaluate revenue options to support accelerated implementation.</td>
<td>PBOT, ODOT, Metro, Port</td>
</tr>
<tr>
<td>64</td>
<td>![Shipyard]</td>
<td><strong>International service</strong>: Implement strategic investments to maintain competitive international market access and service at Portland’s marine terminals and Portland International Airport.</td>
<td>Port</td>
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GROWING EMPLOYMENT DISTRICTS

Overcome growth constraints and strengthen location advantages to remain Oregon’s largest job center.

Portland’s specialized, urban-scale business districts are a statewide economic engine, a source of local economic resilience and a job base for our diverse population. Portland’s central city, freight-oriented industrial areas (such as the harbor and airport districts), large hospital and college campuses, and other commercial centers and corridors make up a varied urban economy.

Portland’s central city is the region’s center for high-density office businesses, universities and urban industry and has outperformed the national norm. When compared to peer cities such as Denver, Austin and Charlotte, our central city excels. Nationally, central cities lost out to suburbs or to other regions. Portland’s central city, on the other hand, has benefited from an emphasis on access, especially transit, and livability for residents, workers and visitors. In particular, the River District and the Central Eastside have generated high rates of job growth and innovative, small business growth.

- Downtown Portland has 49 percent of the multi-tenant office space in the region (2010). On average, eight peer cities have a 27 percent share of the multi-tenant office space in their respective regions.
- In the 2000–08 business cycle, the Central City’s average annual job growth rate of 0.7 percent exceeded the national average of 0.5 percent.

Industry has grown in the Portland region over recent decades in contrast to national trends. Portland remains a preferred industrial location in the region, in part due to the multimodal freight infrastructure of Portland Harbor, the Columbia Corridor and industrial sanctuary zoning. However, continued industrial growth in Portland faces challenges similar to other U.S. cities.

Portland’s land supply is largely fixed. Other than West Hayden Island, Portland has virtually no opportunity to add land through annexation. Shortfalls have been identified in the 25-year development capacity to meet forecast job growth in Portland’s industrial districts and institutional campuses. The land we do have often faces development constraints. These sites, called brownfields, can be costly to redevelop due to higher cleanup costs and perceived risks compared to undeveloped suburban sites. The Portland Harbor Superfund Site is one of the city’s and region’s largest brownfield problems. The large potential cleanup liability poses a threat to harbor businesses and creates a barrier to reuse of vacant harbor sites. (Site contamination is a major constraint.) There are important tradeoffs that have to be addressed where industrial sites are located in areas that are also critical to watershed health.

We must find ways to keep urban sites competitive for redevelopment. Given the unique assets like the harbor and airport and role of Portland’s industrial lands, increasing the support for development of these sites should be a regional priority. There is promise in innovative approaches to site design that improve development potential, environmental health and neighborhood livability and increase the number of jobs realized per acre. Renovation and reuse of older buildings, especially in the Central City, also can play a role.

GUIDING POLICIES

- Provide land supply and development capacity to meet job growth targets, and improve the cost competitiveness of redevelopment and brownfields.
- Institute a means to consider economic as well as environmental and social metrics in making land use, program and investment decisions. Look for ways to improve social equity as part of economic development actions.
- Consider the impact of regulations and fee structures on competitiveness.
- Provide capacity for Portland’s campus institutions to grow and to remain competitive.
- Better link freight transportation and other quality, reliable infrastructure investments with economic health and job growth opportunities in employment districts.
## 5-Year Action Plan

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<tr>
<th>Number</th>
<th>Related Action Areas</th>
<th>Actions</th>
<th>Partners</th>
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<tbody>
<tr>
<td>65</td>
<td></td>
<td><strong>Brownfield investment:</strong> Develop a strategy to address the impediments to the redevelopment of brownfields and include brownfield redevelopment assistance in the regional investment strategy. Pursue legislative changes, innovative remediation options and funding sources to accelerate clean up of brownfields to a level appropriate to the future use. Continue pollution prevention and other efforts to prevent the creation of future brownfields.</td>
<td>Metro, PDC, BPS, BES, Port, OHWR</td>
</tr>
<tr>
<td>66</td>
<td></td>
<td><strong>Harbor Superfund:</strong> Take a leadership role in prompt resolution and cleanup of the Portland Harbor Superfund site.</td>
<td>City, Port</td>
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<tr>
<td>67</td>
<td></td>
<td><strong>Industrial site readiness:</strong> Assemble one 25-acre or larger site that is ready for industrial development as a model project for environmentally-sensitive industrial development.</td>
<td>PDC, Port, OHWR</td>
</tr>
<tr>
<td>68</td>
<td></td>
<td><strong>Industrial growth capacity:</strong> As part of the development of a new Comprehensive Plan, ensure there is adequate development capacity for forecasted job growth. Consider the specific forecasted needs for different types of employment land including industrial, harbor-access, multi-modal freight facilities, Central City office, campus institutions and commercial corridors in underserved neighborhoods.</td>
<td>BPS</td>
</tr>
<tr>
<td>69</td>
<td></td>
<td><strong>Campus institutions:</strong> Develop, as part of the new Comprehensive Plan, new land use and investment approaches to support the growth and neighborhood compatibility of college and hospital campuses.</td>
<td>BPS</td>
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<td>70</td>
<td></td>
<td><strong>Office development:</strong> Develop approaches to grow Portland’s share of regional office development and to maintain the Central City’s role as the region’s office and employment core. Reduce barriers for office development to meet the needs of businesses seeking flexible and low-cost space.</td>
<td>PDC, BPS, BDS, City</td>
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<tr>
<td>71</td>
<td></td>
<td><strong>Impact of fees on business growth:</strong> Evaluate the cumulative impact of City fees, including Systems Development Charges, on location and growth decisions of businesses, especially for businesses seeking flexible and lower-cost Central City space. Develop approaches to mitigate those impacts while meeting fiscal needs of City programs.</td>
<td>OMF, City</td>
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</table>
Economic Prosperity and Affordability  Element 5

NEIGHBORHOOD BUSINESS VITALITY

Improve economic opportunity and neighborhood vitality throughout Portland through greater organizational capacity and partnerships for economic development.

Small businesses are the core of Portland’s extensive neighborhood employment districts — those areas outside the central city and harbor/Columbia Corridor industrial districts. Neighborhood employment districts include commercial hubs and town centers, commercial corridors, home businesses, small industrial areas and large campus institutions. Collectively, they offer diverse potential to improve job growth and raise wage levels, support community self-sufficiency and import substitution, and add to the city’s economic resiliency.

The economic vitality of neighborhood employment districts varies across the city. The differences are largely related to the buying power of residents, the competitive strength of the district and its businesses and the quality of access, especially frequent transit. The districts also vary in terms of racial and ethnic diversity, poverty levels and the experience of gentrification. Improving the vitality of neighborhood businesses and districts has great potential to help address racial, ethnic, income and other disparities.

Portland has a solid base of business districts with supportive land use, transportation, and community organization and small business resources. Recent initiatives in the East Portland Action Plan (EPA) and City’s Neighborhood Economic Development Strategy are already focused on strengthening these districts through partnerships and community directed actions.

GUIDING POLICIES

P-24 Apply commercial revitalization and business development tools to drive business growth in neighborhoods and help neighborhoods, local business and residents better connect to and compete in the regional economy.

P-25 Use a community-driven neighborhood economic development approach to build local capacity to achieve economic development outcomes, minimize involuntary displacement and spur commercial activity in underserved neighborhoods.

P-26 Support microenterprise and entrepreneurship.

P-27 Improve access to jobs in priority neighborhoods through frequent transit, active transportation, workforce development training and employment growth in neighborhoods.

P-28 Expand partnerships with community-based organizations, foundations, community development financial institutions, business improvement districts and the private sector (generally), to leverage more public investments in neighborhood economic development.
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<th>Number</th>
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<th>Partners</th>
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<tbody>
<tr>
<td>72</td>
<td>EQUITY</td>
<td><strong>Neighborhood business development:</strong> Strengthen business activity in neighborhood centers by implementing the City’s Neighborhood Economic Development Strategy including its main street and the Neighborhood Prosperity Initiative.</td>
<td>PDC, City, Nonprofits</td>
</tr>
<tr>
<td>73</td>
<td>EQUITY</td>
<td><strong>Small business development:</strong> Evaluate and identify ways to increase the effectiveness, use of and access to small business development programs, especially for neighborhood-based businesses.</td>
<td>PDC, Venture Portland, Nonprofits</td>
</tr>
<tr>
<td>74</td>
<td>EQUITY</td>
<td><strong>Land use support for neighborhood business districts:</strong> As part of the new Comprehensive Plan, identify zoning and regulatory changes that promote new or appropriate growth of neighborhood commercial centers in underserved neighborhoods.</td>
<td>BPS, BDS, City</td>
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<td>75</td>
<td></td>
<td><strong>Sustainability at Work:</strong> Expand City assistance for businesses to increase energy, water and transportation efficiency, waste and toxics reduction, telecommuting, and sustainable purchasing to reduce business costs and improve overall practices.</td>
<td>BPS</td>
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</tbody>
</table>
ACCESS TO HOUSING

Meet Portland’s need for quality, affordable homes for its growing and socio-economically diverse population, and ensure equitable access to housing.

Housing and transportation costs consume a significant portion of most household budgets. If those costs continue to rise (a long-term West Coast trend related to population growth), households will be left with less disposable income for other necessities. Greater housing and transportation costs and less average income mean the housing cost burden is being felt not just by the homeless, low-income households and seniors on fixed-incomes, but also by moderate and middle-income households. Neither the private market nor public subsidy is sufficient alone to meet this demand. Raising income levels is also essential to improving equitable access to housing.

Increasing affordability and equitable access at the neighborhood level will require attention to meet the needs of low-income populations, communities of color, aging populations, populations with disabilities and fast-growing populations such as Hispanic residents. Neighborhood affordability also depends on access to essential services and lower-cost transportation options (walking, biking and transit). In east Portland, for example, where racial and ethnic diversity and poverty are increasing, frequent transit and some other essential services are not as uniformly available as in close-in neighborhoods.

GUIDING POLICIES

P-29 Provide for a supply of quality housing that meets expected growth, is diverse in terms of unit types and price, and is located to take advantage of the long-term affordability benefits of the Healthy Connected City strategy’s network of hubs and connections.

P-30 Maintain the health, safety and viability of existing housing stock.

P-31 Produce and preserve housing to meet the needs that remain unmet by the private market.

P-32 Provide for long-term housing affordability by considering the combined cost to residents of housing, utilities and transportation when making housing investment decisions.

P-33 Remove discriminatory barriers to Portlanders trying to secure housing.

P-34 Keep families in their homes by preventing avoidable, involuntary evictions and foreclosures.

P-35 Move people quickly from homelessness, into housing in a way that lasts, and maintain the safety nets that keep households from falling into homelessness and address emergency needs.

P-36 Increase the ability of low-income households to access home ownership opportunities.
## 5-Year Action Plan

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<tr>
<td><strong>76</strong></td>
<td></td>
<td><strong>Housing strategy:</strong> Develop and implement a Citywide Housing Strategy for all levels of housing. This should include an estimate of housing needs, strategies to create new rental and home ownership opportunities in “high opportunity” areas — those that already have infrastructure to support household success, such as quality active transportation, high-performing schools, commercial centers and recreation facilities. Address resource development, equity initiatives such as increased use of minority contractors, and alignment with other community services for low- and moderate-income residents.</td>
<td>PHB, BPS</td>
</tr>
<tr>
<td><strong>77</strong></td>
<td></td>
<td><strong>Affordable housing supply:</strong> Retain affordable housing supply by preserving properties that receive federal and state housing subsidies. Increase the supply by building new affordable housing in high opportunity areas. Improve the physical accessibility and visit-ability of the affordable units to best meet the needs of all demographics.</td>
<td>PHB, BPS</td>
</tr>
<tr>
<td><strong>78</strong></td>
<td></td>
<td><strong>Remove barriers to affordable housing:</strong> Remove barriers to affordable housing for low-wage workers, elders and people with disabilities, and other low-income households through implementation of the Fair Housing Action Plan, housing placement services, and programs to overcome housing discrimination and bring violators to justice.</td>
<td>PHB, Nonprofits</td>
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<tr>
<td><strong>79</strong></td>
<td></td>
<td><strong>Equity in neighborhood change:</strong> Use neighborhood planning and development programs to help minority and low-income people stay in their homes and neighborhoods. Raise community awareness of existing programs to prevent eviction and foreclosure.</td>
<td>PHB, Nonprofits</td>
</tr>
<tr>
<td><strong>80</strong></td>
<td></td>
<td><strong>Equity in home ownership:</strong> Support programs that move people of color into home ownership and develop clear strategies and targets. Utilize and strengthen the existing capacity of nonprofit partners to provide effective home ownership assistance to households of color.</td>
<td>PHB, Nonprofit Developers</td>
</tr>
<tr>
<td><strong>81</strong></td>
<td></td>
<td><strong>Homelessness:</strong> Update the 10-Year Plan to End Homelessness for disabled veterans, families and chronically homeless people, and continue implementation of effective, long-term solutions and integration of housing programs with other essential support services. Work with Multnomah County to maintain a safety net for emergency housing needs.</td>
<td>PHB, Multnomah County</td>
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</table>
A place to live is a basic human need. However, housing plays other roles too. Housing is an industry that provides living wage jobs: construction and maintenance, real estate, demolition and reuse of materials. Additionally, ownership opportunities in the housing market may open the doorway to economic prosperity for households.

To have equitable, quality and affordable housing options that meet the needs of all people, Portland needs a long-term housing strategy that considers current residents and neighborhood change. It requires a new approach that provides locations of new rental and home ownership housing in neighborhoods that already have good supports for the success of residents. It also requires collaboration among public, nonprofit and private partners.

**GUIDING POLICIES**

- **P-37** Provide for the growing housing needs of the disabled and elderly through designing housing units to be more physically accessible, and locating more of this housing near neighborhood hubs and frequent transit service.

- **P-38** Link housing to transportation at the local level by including housing strategies as part of planning major transit investments.

- **P-39** Continue to expand access to affordable transportation options, including sidewalks, frequent service transit, bicycle networks, car and bike sharing, and other alternatives that allow households to function without a car or with one car. Develop corridor-specific housing strategies as a component of major transit investments.

- **P-40** Link workforce training programs with subsidized housing to help people who are in stable environments access job skills training, increase their income, reduce their time spent in subsidized housing and free up units for those on the waiting list.
## 5-Year Action Plan

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<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td><strong>Physically accessible housing:</strong> Develop policies and programs to increase the supply of housing accessible to disabled persons. Collect the information required to understand accessible housing needs including estimates of demand and information on the supply by amount, type and location. Identify policy initiatives that can increase the private market supply. Promote design of housing units that are accessible, versatile and able to meet the changing needs of people throughout their life.</td>
<td>PHB, BPS, PSU, Nonprofit and Private Developers</td>
</tr>
<tr>
<td>82</td>
<td></td>
<td><strong>Moderate-income workforce housing:</strong> Identify opportunities, policies and programs that promote private development of moderate-income housing as part of the new Comprehensive Plan and future community development plans.</td>
<td>BPS</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td><strong>Align housing and transportation investments:</strong> Promote housing development along existing and planned high-capacity transit lines and frequent transit routes. Identify housing opportunities as part of the SW Barbur Concept Plan and future transit corridor plans.</td>
<td>PHB, BPS, PBOT</td>
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</table>
EDUCATION AND JOB SKILLS TRAINING

Align training and education to meet and expand access to industry’s skill needs at all levels, foster individual competitiveness and prioritize the job-readiness needs of Portland’s working poor and chronically underemployed.

The region is faced with significant workforce challenges. While Portland has notably attracted a growing share of workers with bachelors degrees or higher (42 percent of city residents over age 25 in 2010), much of the population also lacks skills to secure living-wage employment. We know that over 100,000 people in our community are working full-time and not earning enough to be self-sufficient, and over 50 percent of unemployed persons lack basic skills in reading and/or math — a major barrier to obtaining living-wage employment.

For example, nearly 15,000 youth (ages 16–24) in Multnomah County were either among the working poor or idle poor (unemployed and not in school) in 2006–08. Many unemployed older workers have also been affected by the erosion of middle-income occupations, requiring new skills to find work at their previous income levels.

Additionally, many jobs that once were attainable with just a high school diploma now require some form of post-secondary education or training. Expanding markets and new occupations, such as those in health care and the clean tech industry, are also increasing demand for skills. In addition, the retiring baby boomer population poses looming skills shortages across all skill levels.

To ensure the local labor pool has the necessary skills to fill these jobs, Portland must expand education and training programs. In the current environment of high unemployment and steadily declining federal resources, this presents a challenge.

GUIDING POLICIES

P-41 Expand access to training programs, including short-term skill-building programs, to build career pathways that allow individuals to secure a job or advance in a high-demand industry or occupation.

P-42 Improve completion rates for post-secondary education, industry recognized certification and other career or technical credentials.

P-43 Subsidize on-the-job training for new workers to develop required skills. Subsidize work experiences for youth with an emphasis on disconnected and disadvantaged youth.

P-44 Move more education and training opportunities into the workplace, such as hands-on vocational training, English language proficiency classes and apprenticeships.
## 5-Year Action Plan

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<tr>
<td>EQUITY</td>
<td></td>
<td><strong>Coordinated training efforts:</strong> Support and expand workforce training programs and higher education degree programs to prepare job seekers for long-term employment at a self-sufficient wage. Continue periodic review of programs and policies to match forecast demand for job skills and the skills of available workers. Enhance coordination between educational institutions and workforce development partners align of high school and post-secondary curricula to match industry skill needs.</td>
<td>WSI, PPS, PCC, OUS</td>
</tr>
<tr>
<td>85</td>
<td>EQUITY</td>
<td><strong>Youth employment:</strong> Support and expand partnerships between schools, government and businesses to provide opportunities for youth employment such as tax incentives for private businesses, programs developed as part of the Cradle to Career initiative, and the City’s Summer Youth Connect program. Focus on providing services to disconnected and disadvantaged youth.</td>
<td>WSI, City, State, All Hands Raised</td>
</tr>
<tr>
<td>EQUITY</td>
<td></td>
<td><strong>Hiring agreements:</strong> As part of public assistance to business, use agreements such as “first source hiring” agreements to promote hiring of qualified local residents who have completed skills training or become unemployed.</td>
<td>PDC, City</td>
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<td>86</td>
<td>EQUITY</td>
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<tr>
<td>87</td>
<td>EQUITY</td>
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Expand upward mobility pathways for the working poor and unemployed so that the 77 percent share of economically self-sufficient households in Multnomah County in 2005 exceeds 90 percent by 2035.

Portland households have been predominantly middle-class in terms of income (2000). Nationally, households in core cities typically are low- or moderate-income, while suburban households are middle and upper-income. Nationally, the type of jobs that pay middle income wages have declined from 55 percent in 1986 to 48 percent in 2006.

Despite Portland’s large, diverse employment base and large middle-class, much of our population continues to be left out of economic prosperity. An estimated 23 percent of Multnomah County households are classified as working poor as measured by the Self Sufficiency Index. This tracks households by family type with adequate income to cover local costs of basic needs (e.g., housing, health care, childcare and transportation). Among measures of economic need, the Self Sufficiency Index has been used in a few states and has advantages in considering key factors that result in wide variation in the household costs of making ends meet, including family composition, age of children and local costs of living. The Self Sufficiency Index is also addressed in Measures of Success.

Local programs and national research reveal a range of factors that limit upward mobility out of poverty and suggest responsive best practices including assertive engagement, tailored job-readiness assistance (including culturally-specific services), affordable childcare, rent assistance and stable housing, improving the safety net for the unemployed, and improving opportunities for children in poverty. These best practices also reveal opportunities for intergovernmental and private sector alignment that achieve more with existing resources.
## 5-YEAR ACTION PLAN

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<tr>
<td>EQUITY 88</td>
<td></td>
<td><strong>Self-sufficiency metrics:</strong> Adopt the Self Sufficiency Index as the official measure of poverty and require its use in policy discussions and decisions.</td>
<td>City, Multnomah County, Metro</td>
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<tr>
<td>EQUITY 89</td>
<td></td>
<td><strong>Reduce barriers to employment:</strong> Support programs to increase employability of residents who face multiple barriers to economic self-sufficiency such as English language competency, mental illness, criminal background, and chemical dependency issues.</td>
<td>WSI, Home Forward, DHS, Multnomah County, SUN, School Districts</td>
</tr>
<tr>
<td>EQUITY 90</td>
<td></td>
<td><strong>Race and ethnicity:</strong> Support programs and policies to increase employment opportunities for low-income residents who face barriers related to race and ethnicity. These approaches include targeted contracting, community workforce agreements, job training and culturally specific services.</td>
<td>City, PDC, WSI, Multnomah County</td>
</tr>
<tr>
<td>EQUITY 91</td>
<td></td>
<td><strong>Coordinated approach to anti-poverty programs:</strong> Join with Multnomah County to review local programs and potentially develop a joint strategy to increase economic self-sufficiency. Include consideration of issues such as the need for affordable, accessible and quality childcare, assistance to individuals facing multiple barriers to employment, and actions to reduce racial and ethnic disparities.</td>
<td>Multnomah County, City, PHB, PDC, Home Forward, Nonprofits</td>
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WHAT IS GENTRIFICATION AND DISPLACEMENT?

As cities grow and develop, they often experience a rise in property values and a change in demographic and economic conditions in neighborhoods. The term gentrification applies when these changes are part of a shift from lower-income to higher-income households and often when there is a change in racial and ethnic make up of a neighborhood’s residents and businesses.

Gentrification can be spurred by public or private investments that increase a neighborhood’s attractiveness. At the same time, improving neighborhoods is often a public goal held by current residents.

Gentrification often means that the change has resulted in involuntary displacement of residents and businesses. It can occur as the result of rising property values, redevelopment or land clearance. Most often, lower income populations, renters and the businesses that serve them are displaced and/or separated from community and social support systems.

Gentrification is often preceded by a pattern of segregation and/or disinvestment. The latter drives down property values and affects the wealth and assets of community members. It can also create disparities in livability and opportunities for prosperity and healthy living for residents and businesses. This disinvestment can be the result of public policy or past lending practices such as redlining.

The harm of gentrification is tangible and measurable. This includes loss of access to desirable locations; displacement of individuals and businesses to less desirable locations; a loss of wealth when homeowners leave without realizing the increased property values; and, more generally, the loss of the ability for current residents to enjoy the benefits of revitalization. It is difficult to calculate the real costs and benefits to current residents from gentrification, but clearly, there are losses.

Portland’s experience?

Portland’s experience of gentrification and displacement has racial dimensions. In the past, in Northeast Portland, African-Americans were segregated and the neighborhood was redlined, or denied access to housing loans. Large public investments, such as the construction of the I-5 freeway and Legacy Emanuel Hospital, including demolition of housing and commercial buildings, caused displacement and physically split predominantly African-American communities.

More recently, public policies were adopted to improve inner North and Northeast Portland. As these areas became more desirable to higher income buyers and property values increased, many African-American residents and businesses were displaced. While some community institutions remain in North and Northeast Portland, many long time residents or people who grew up in the neighborhood can no longer afford to live there.

The critique of our past policies indicates that actions for neighborhood improvement were not paired with actions to address the likelihood of economic and racial displacement.

Gentrification and displacement, whether the result of large infrastructure investments or the cumulative effect of smaller investments, have disrupted communities and resulted in serious questions about the motivations behind government investments in Portland.

Today’s challenge is to figure out how to provide all Portlanders with quality of life and other improvements and programs without the negative consequences of gentrification and displacement, all while improving trust and confidence in local government.
How is gentrification addressed in the Portland Plan?

The Portland Plan strives to make government explicitly consider how projects and spending reduce disparities and improve equity. The Portland Plan takes a three-part approach to understanding and minimizing the effects of gentrification:

1. **Housing**
   - Affordable housing actions are the heart of effective displacement mitigation strategies. The Portland Plan includes the following guiding policies and actions:
     - Help keep families in their homes by preventing avoidable, involuntary evictions and foreclosures.
     - Increase the ability of low-income, minority households to access home ownership opportunities.
     - Remove discriminatory barriers to Portlanders trying to access housing.
     - Develop policies and actions to address the impacts of gentrification. Existing approaches include the Neighborhood Economic Development Strategy and affordable housing set-aside and community-benefit agreements.

2. **Business Development Tool Kit**
   - Build on the City’s Neighborhood Prosperity Initiative to develop approaches to assist neighborhood businesses facing gentrification.
   - Continue support for development of minority entrepreneurs and local hiring through community workforce agreements.

3. **Tracking and Program Evaluation**
   - Develop approaches to track neighborhood change including race, ethnicity, age, disability, ownership and other factors.
   - Develop analysis methods to help anticipate potential gentrification impacts of new policies and programs.
   - Evaluate City investments and actions using the Framework for Equity.

Over time, Portland Plan partners and the community will refine these tools and work to reduce community disparities and displacement.

Ten actions that respond to the challenges posed by gentrification and displacement

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<td>Action 1:</td>
<td>Enforce Title VI</td>
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<td>Action 3:</td>
<td>Evaluate equity impacts</td>
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<td>Action 4:</td>
<td>Improve evaluation methods</td>
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<td>Action 12:</td>
<td>Community dialogue</td>
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<td>Action 34:</td>
<td>Housing stability</td>
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<td>Action 72:</td>
<td>Neighborhood business development</td>
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<td>Action 76:</td>
<td>Housing strategy</td>
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<td>Action 79:</td>
<td>Equity in neighborhood change</td>
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<tr>
<td>Action 87:</td>
<td>Hiring agreements</td>
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<tr>
<td>Action 97:</td>
<td>Mitigate negative social impacts</td>
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HEALTHY CONNECTED CITY

GOAL: Improve human and environmental health by creating safe and complete neighborhood centers linked by a network of city greenways that connect Portlanders with each other. Encourage active transportation, integrate nature into neighborhoods, enhance watershed health and provide access to services and destinations, locally and across the city.

This goal will be achieved by focusing on actions and policies that:

- **Prioritize human and environmental health and safety.** Our future decisions must consider impacts on human health, public safety and overall environmental health and prioritize actions to reduce disparities and inequities.

- **Promote complete and vibrant neighborhood centers.** Our neighborhoods must provide: 1) businesses and services, 2) housing that is easily accessible by foot, wheelchair, bike and transit, 3) healthy food and 4) parks and other gathering places so residents have options for living a healthy, active lifestyle.

- **Develop city connections, greenways and corridors.** A system of habitat connections, neighborhood greenways and civic corridors will weave nature into the city and sustain healthy, resilient neighborhoods, watersheds and Portlanders.

The Healthy Connected City strategy provides a framework to achieve this goal and expands Portland’s civic capacity to coordinate the work of public, private and community partners. A first step is achieving greater alignment on planning, capital investment and service provision among public agencies. It will also be important to harness community initiatives and build capacity at the neighborhood scale.
The Healthy Connected City strategy is not starting from scratch. The foundation for this effort can be found in a number of existing collaborative projects.

- Portland’s centers and connections are part of our regional land use, transportation, growth management and open space system, which is coordinated by Metro. Metro also plays a role in facilitating a regional strategy to make reinvesting in existing communities a first priority.
- Neighborhood and business associations provide organizational capacity to develop local action plans, as evidenced by the recent East Portland Action Plan.
- The Intertwine Alliance is a group of local agencies and groups that work together to ensure the region’s network of parks trails and natural areas are completed and maintained. The group also helps residents connect with nature through land acquisition and encouraging active transportation, conservation education, and more.

Portland will be a healthier city when:

- We can safely and conveniently walk, bike or take transit to get to places we need to go every day and to destinations throughout the city.
- Parks and greenspaces are never far away.
- Communities are resilient and prepared to respond to emergencies.
- Air, water and land are clean.

Today many Portlanders do not have safe, easy and convenient access to the things they need to live healthy and active lives.
### PORTLAND TODAY

**Chronic disease:** Chronic disease rates including those for obesity, diabetes and respiratory illness have skyrocketed. Today, one in 16 Multnomah County residents has diabetes; one in eight has asthma; one in four youth is overweight; and one in two adults is overweight or obese.

**Incomplete neighborhoods:** Only 45 percent of Portlanders live in health-supporting, complete neighborhoods with businesses, frequent transit service, schools, parks or greenspaces and other amenities close enough to safely and easily walk or bike to meet their daily needs. In some areas, services are scattered or missing, or streets may lack sidewalks, bikeways or other safe connections providing local access.

**Lack of neighborhood economic vitality:** From 2000 to 2008, 17 of Portland’s 23 neighborhood market areas lost jobs. Commercial vitality is widely uneven among neighborhood business districts as shown by retail sales capture rates.

**Active transportation:** Active forms of transportation, such as walking, biking and taking transit, can help reduce the risk of developing chronic diseases and can reduce transportation costs. Currently, only 27 percent of commuters walk, bike or take transit to work, and Portlanders travel 16 miles per day by car on average.

**Carbon emissions and climate change:** Portland’s carbon emissions are six percent below 1990 levels, while the U.S. average is up about 15 percent. However, climate scientists have determined that reductions of 50 to 85 percent by 2050 are needed to avoid, reduce and adapt to anticipated impacts from climate change. Significant changes may affect weather patterns, increased flooding, wildfire, drought, disease and invasive plant and animal species. The City is developing a Climate Change Adaptation Plan to help guide future policy decisions and investments in areas of public health, infrastructure and natural systems.

**Parks and nature in the city:** Nearby parks, streams and natural areas give Portlanders places to recreate, relax and spend time with friends and family. This improves both physical and emotional well-being. Currently, 76 percent of Portlanders live within a half-mile safe walking distance of a park or natural area. The Portland region's 40-mile loop and the larger regional trail system provide access along rivers and through major natural areas like Forest Park, Johnson Creek and the Columbia Slough. However, this popular system of trails is incomplete and has few connections to neighborhoods.

**Watershed health:** Neighborhoods with generous tree canopy and less pavement have cleaner, cooler air. Trees and other vegetation also help reduce risks of flooding and landslides. Rivers, streams and upland habitats support diverse, native resident and migratory fish and wildlife. About 33 percent of the city is covered with pavement or buildings. Most waterways do not meet quality standards. Tree canopy, on average, covers 26 percent of the city, but some neighborhoods have fewer trees. Many beneficial wildlife species are declining or at risk.

**Safety and security:** In 2008, Portland’s violent crime rate was 5.5 crimes per 1,000 people — a 50 percent decline over the past decade and one of the lowest rates for similarly sized cities nationwide. From 2004 to 2008, 9,750 people were injured or killed in traffic crashes in Portland. Only 59 percent of Portlanders feel safe walking alone at night in their neighborhoods. Reducing crime and ensuring people feel safe can make people more comfortable walking, biking or playing outside.

**Quality public infrastructure:** Quality public infrastructure provides residents with necessities like clean drinking water, quality sewer and safe streets. Today, services in some parts of Portland do not meet city standards. For example, there are streets without sidewalks and 12,000 properties are at risk of basement sewer backups during heavy storms. Revenue to maintain infrastructure, including green infrastructure components (e.g., median trees, natural areas) is increasingly limited.

**Emergency preparedness:** When the next major earthquake occurs, Portlanders and their neighbors will become first responders. Government has adopted plans to help reduce the impacts of natural hazards. However, more household, block and neighborhood scale emergency preparedness — including a system of gathering places, shelters and information and food and water distribution centers — is needed to prepare for catastrophic events.
The term "complete neighborhood" refers to a neighborhood where one has safe and convenient access to the goods and services needed in daily life. This includes a variety of housing options, grocery stores and other commercial services, quality public schools, public open spaces and recreational facilities, affordable active transportation options and civic amenities. An important element of a complete neighborhood is that it is built at a walkable and bikeable human scale, and meets the needs of people of all ages and abilities.
2035 OBJECTIVES

**Healthier people:** The percentage of Multnomah County adults at a healthy weight meets or exceeds the current rate, which is 44 percent. The percentage of eighth graders at a healthy weight has increased from 75 percent and meets or exceeds the current federal standards.

**Complete neighborhoods:** Eighty percent of Portlanders live in a complete neighborhood with safe and convenient access to the goods and services needed in daily life.

**Neighborhood economic vitality:** At least 80 percent of Portland’s neighborhood market areas are succeeding in terms of the strength of the local market, local sales, business growth and stability.

**Access to healthy food:** Ninety percent of Portlanders live within a half-mile of a store or market that sells healthy, affordable food.

**Active transportation:** Portland residents have reduced the number of miles they travel by car to 11 miles per day on average and 70 percent of commuters walk, bike, take transit, carpool or telecommute to work.

**Carbon emissions and climate change:** Portland’s transportation-related carbon emissions are 50 percent below 1990 levels, and effective strategies to adapt to climate change are in place and being implemented.

**Parks and nature in the city:** All Portlanders can conveniently get to and enjoy the Willamette and Columbia Rivers. All Portlanders live within a half-mile safe walking distance of a park or greenspace. The regional trail system is substantially complete and is an integrated component of a Healthy Connected City network.

**Watershed health:** Watershed health is improved, and the Willamette River and local streams meet water quality standards. Tree canopy covers at least one-third of the city and is more equitably distributed. Fewer homes and businesses are at risk from flooding. A diversity of critical habitats (including floodplains, riparian areas, wetlands, oak groves, native forests and remnant native meadows) are protected, connected and enhanced to support a rich diversity of native and migratory wildlife. High quality trees are routinely preserved and planted on development sites.

**Safety and security:** Portland continues to have among the lowest rates of violent crimes (such as aggravated assault and domestic violence) compared to similarly sized cities; the number of traffic crash-related injuries and fatalities is reduced by 50 percent; and 75 percent of Portlanders feel safe walking alone at night in their neighborhood.

**Quality public infrastructure:** By 2035, all Portlanders have safe and reliable transportation choices and water, stormwater and sewer services at levels that 1) benefit human and watershed health and safety, 2) meet or exceed customer and regulatory standards, and 3) are resilient to hazards or other disruptions. Sufficient resources are dedicated to maintain these assets, including green infrastructure.

**Emergency preparedness:** Portland is prepared for emergencies and neighbors are prepared to work collaboratively before, during and after emergencies and catastrophic events such as a major earthquake. A robust system of neighborhood gathering places, information centers, shelters, and food and water distribution centers is established and facilities are strategically retrofit.
THE HEALTHY CONNECTED CITY NETWORK

This diagram illustrates the concept of the Healthy Connected City network of neighborhood centers and city connections.

Central City is the region's center of jobs, high-density housing, transit and other services. It also comprises a large portion of the Willamette River waterfront in the city. It benefits the entire city and has a key role as part of an interconnected system of neighborhood centers and city greenways.

Habitat connections are corridors and neighborhood tree canopy that weave nature into the city and connect to large natural areas, like Forest Park. The habitat connections include anchor habitats and the connections between them. They provide corridors for residents and migrating wildlife. Anchor habitats are places with large, contiguous natural areas that serve as a safe and healthy home for resident and migratory animal species and native plants.

Neighborhood centers are places with concentrations of neighborhood businesses, community services and housing and public gathering places, providing area residents with local access to services.

Neighborhood greenways are pedestrian- and bike-friendly green streets and trails that link neighborhood centers, parks, schools, natural areas and other key community destinations, making it easier to get around by walking, biking or wheelchair.

Civic corridors are major streets and transit corridors that link neighborhood centers to each other and the Central City. In some cases, a civic corridor may not be a single street, but multiple parallel streets that serve complementary functions. Civic corridors are enjoyable places to live, work and gather with bike and pedestrian facilities, large canopy trees, stormwater facilities and place-making amenities.

Schools and parks are important community destinations that can be safely and conveniently reached from neighborhood greenways.

Existing residential areas are connected to neighborhood centers, the city center, employment areas, parks and natural areas and other destinations through networks of neighborhood greenways and civic corridors.
How was this diagram created?

It is based on elements from several different existing plans and studies. Each of these plans, taken individually, addresses some aspect of how the city grows or how we manage public spaces and street networks. The diagram illustrates how these different plans might interrelate to create a single multi-objective framework to guide the city’s physical development. The following plans and initiatives informed the development of the diagram:

- Metro 2040 Framework
- Parks 2020 Vision
- The Interwine
- Streetcar System Concept
- Bicycle Plan for 2030
- Portland Watershed Management Plan

How will this diagram be used?

This is a conceptual diagram. This concept will be used to inform an update to the City’s Comprehensive Plan. The specific locations of centers, neighborhood greenways, civic corridors and habitat connections will be refined with community input before specific alignments and locations are embedded into the Comprehensive Plan.

The Comprehensive Plan is implemented by more specific plans and maps that will guide how individual systems are developed and managed (parks, streets, natural areas, etc.). For example, the Transportation System Plan includes specific street classification maps which designate street functions. For each mode of travel, streets are generally designated local-, district- or neighborhood-serving. Some streets have a major citywide or regional service function. As the City’s Comprehensive Plan is updated and refined in the future, the plans listed to the left, in combination with this diagram, should be used to inform how those classifications might change.
Healthy Connected City Element 1

DECISIONS THAT BENEFIT HEALTH AND SAFETY

To create a healthy connected city, we must consider the potential impacts of our decisions on the health, safety and welfare of Portland’s residents and on our city’s watersheds and the natural environment.

The natural environment we live in, our education and employment, and the design and affordability of our neighborhoods all influence Portlanders’ health. These factors are influenced by a range of public policies and decisions about things like our transportation and infrastructure systems; the development and use of neighborhoods; our ability to prepare for and respond to emergencies; and the protection and management of watersheds and natural areas. We must be aware of the potential impacts of projects, programs and capital investments on health to make smarter decisions and to improve long-range outcomes in human and environmental health and safety.

Human health and the health of urban ecosystems and watersheds are interrelated. Protection, restoration and management of urban natural resources provide many positive benefits to human physical and mental health while simultaneously protecting the intrinsic value of natural ecosystems and biodiversity. Protection of floodplains, steep slopes and fire-prone areas also prevents catastrophic events that threaten human health and safety.

Today, lower-income residents, communities of color, older adults and children are more at risk for poor health than the general population and experience significant health disparities. These residents may also suffer disproportionately from exposure to pollution, toxics, noise, environmental hazards and insufficient access to nature — all of which affect physical and mental health. To maximize health benefits, actions and investments will be targeted at currently underserved neighborhoods and resident groups so that the benefits of Portland extend equitably to residents of all races, ages, abilities and incomes. We must take actions to reduce disparities in access to the conditions that support healthy living.

Guiding Policies

- **H-1**: Incorporate the principles of the Healthy Connected City into the City’s Comprehensive Plan and use this to coordinate policy, land use, and investment decisions.

- **H-2**: Develop the Healthy Connected City network. For an illustration of the Healthy Connected City network see the concept diagram provided earlier in this section.

- **H-3**: Continue to manage and invest in quality basic public services. These services include public safety, emergency services, transportation and transit, drinking water, sewer, stormwater and green infrastructure, parks and natural areas and civic buildings.

- **H-4**: Consider community health impacts, equity outcomes and ecological and watershed health risks when making decisions about growth, implementing programs and designing capital improvements.

- **H-5**: Reduce the risk of social, economic and environmental losses from hazards and ensure effective emergency and disaster response. Do this through investments in environmental protection, asset management, and community preparedness and maintenance of critical infrastructure, including emergency routes and water supply.

- **H-6**: Encourage design and development that improves public healthy and safety. This includes design that supports active living and healthy housing, better fire safety and prevention, crime prevention through environmental design, and hazard mitigation and adaptation.
## 5-Year Action Plan

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<tr>
<td>92</td>
<td></td>
<td><strong>Healthy Connected City refinement:</strong> Through a multi-agency effort, refine the Healthy, Connected City network; identify neighborhood centers, city greenways, habitat connections and civic corridors; and use the network to coordinate policy across elements of the Comprehensive Plan.</td>
<td>BPS, PPS&amp;R, PBOT, BES, PF&amp;R, OHWR, OEHR, Metro, The Intertwine Alliance, Neighborhood Associations</td>
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<td>93</td>
<td><strong>EQUITY</strong></td>
<td><strong>Collaboration with health partners:</strong> Establish protocols for regular information sharing and consultation between the City of Portland and health partners including dialogues, joint projects and trainings. Include health partners in advisory committees and project teams to examine potential health impacts and help develop health-promoting projects. Develop a Health in Planning Toolkit that Portland Plan partners can use to promote cross-discipline exchange and working partnerships among city bureaus and health partners.</td>
<td>Multnomah County, BPS, OEHR, PSU, OHSU, Nonprofits</td>
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<tr>
<td>94</td>
<td></td>
<td><strong>Human health impacts:</strong> Establish criteria and methods to assess the human health impacts of public policy and investment, including which types of decisions require assessment and which impacts to consider.</td>
<td>Multnomah County, BES, BPS, PBOT, OMF</td>
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<td>As initial efforts, integrate human health criteria in the analysis of alternative growth and land use scenarios in the Comprehensive Plan and update budget considerations.</td>
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<td>Through the work of the Communities Putting Prevention to Work Health Equity Action Team, develop recommendations and methods to integrate health considerations into the prioritization and design of transportation projects.</td>
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<td>95</td>
<td></td>
<td><strong>High risk infrastructure:</strong> Identify infrastructure facilities that have a high risk of failure due to limited or deferred maintenance, age, or impacts of climate change or natural hazards, and the largest community impact if failure occurs. Prioritize these assets for monitoring, planning, investment and emergency management strategies.</td>
<td>BPS, OMF, BES, PWB, PBOT, PP&amp;R, PBEM, PF&amp;R</td>
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<tr>
<td>96</td>
<td></td>
<td><strong>Transportation mode policy:</strong> Establish a policy that prioritizes transportation systems that support active transportation modes — walking, use of mobility devices, biking and transit. Develop and promote telework resources and incentives.</td>
<td>PBOT, BPS, PP&amp;R, The Intertwine Alliance, Nonprofits</td>
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### ACTION AREAS
- Prosperity and Business Success
- Education and Skill Development
- Sustainability and the Natural Environment
- Human Health, Public Safety and Food
- Transportation, Technology and Access
- Equity, Civic Engagement and Quality of Life
- Design, Planning and Public Spaces
- Neighborhoods and Housing
- Arts, Culture and Innovation
Healthy Connected City

DECISIONS THAT BENEFIT HEALTH AND SAFETY

Implementing the Healthy Connected City network of neighborhood centers and city connections requires public agencies and communities to coordinate the evaluation and alignment of our land use, urban design and investment plans and actions so they achieve multiple community objectives and reduce disparities.

Creating this network will require:

- Coordinated planning and investment in a variety of areas:
  a. Community development
  b. Green infrastructure
  c. Public safety and emergency services
  d. Parks and trails
  e. Natural areas
  f. Bicycle, pedestrian and transit facilities
  g. Stormwater systems
  h. Hazard and emergency preparedness

- Design that protects and improves the quality of life and safety of neighborhood centers and city greenways while reflecting the character and needs of different parts of the city.

- Maintaining and preserving existing transportation, stormwater infrastructure, parks and natural areas.

- Supporting programs and community initiatives that encourage healthy living, recreation, environmental stewardship and active transportation.

- Attention to the unintended social consequences of investment, such as the displacement of communities.

Guiding Policies

- Preserve the distinctive characteristics and history of Portland’s neighborhoods and districts when making decisions regarding growth, urban design and the design of improvements.

- Engage all residents in planning for changes that may affect their communities and neighborhoods.

- Use investments, incentives and other policy tools to minimize or mitigate involuntary displacement resulting from new development and economic change in established communities.

- Support and enhance programs that encourage recreation and physical activity, healthy eating, active transportation, conservation, and community safety and resiliency.

- Strengthen collaboration among public agencies and health partners.
## 5-Year Action Plan

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<tr>
<td>97</td>
<td></td>
<td><strong>Mitigate negative social impacts:</strong> Develop policy and strategies that anticipate and address the displacement impacts of gentrification, focusing on approaches that address housing, business development and program evaluation.</td>
<td>PDC, PHB, BPS, OEHR</td>
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<tr>
<td>98</td>
<td><strong>EQUITY</strong></td>
<td><strong>Neighbor to neighbor crime prevention capacity:</strong> Support and expand community-based crime prevention efforts and work to improve communication and understanding between police and the community.</td>
<td>PPB, ONI</td>
</tr>
<tr>
<td>99</td>
<td><strong>EQUITY</strong></td>
<td><strong>Community safety centers:</strong> Coordinate and co-locate public safety and other services in neighborhood centers to ensure a safe, resilient and peaceful community.</td>
<td>PPB, ONI</td>
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<td>100</td>
<td></td>
<td><strong>Resiliency planning:</strong> Complete and implement key hazard and resiliency plans, including the Portland Natural Hazard Mitigation Plan, Local Energy Assurance Plan and the Climate Adaptation Plan to sustain and improve resiliency in infrastructure, public health and natural systems. Identify priorities for next steps, and initiate implementation and monitoring.</td>
<td>PBEM, BES, BPS, PP&amp;R, PWB, PBOT, Multnomah County, Metro, Intertwine Alliance, ODOT</td>
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<tr>
<td>101</td>
<td></td>
<td><strong>Disaster planning and management:</strong> Support seismic retrofits in older homes and underserved neighborhoods and identify potential financing tools.</td>
<td>BPS, PBEM, PBOT, BDS, Metro</td>
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<td>102</td>
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<td><strong>Neighborhood preparedness:</strong> Support and expand public safety and emergency education, preparedness and response programs, including Neighborhood Emergency Teams and Neighborhood Watch programs. Identify a network of multi-purpose community gathering places and shelters (e.g., schools, community centers, parks).</td>
<td>PPB, PBEM, PF&amp;R</td>
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<td>103</td>
<td></td>
<td><strong>Age-friendly city:</strong> Develop and implement an action plan on aging to address the growing needs of Portland’s aging population and identify innovative ways for Portland to become a more age-friendly city.</td>
<td>PSU, BPS, OEHR, Nonprofits</td>
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Healthy Connected City  Element 2

VIBRANT NEIGHBORHOOD CENTERS

Neighborhood centers are places with concentrations of businesses and services, housing, gathering places and greenspaces that provide residents with options to live a healthy, active lifestyle. In neighborhood centers, getting around by walking, biking or wheelchair is safe, attractive and convenient; and access to high-quality transit and protected bikeways make it easy to get to the rest of the city and region.

When services and other destinations are clustered in compact areas, economic viability is strengthened, and walking, transit and bicycling become more practical. As a result, other elements of a complete community are supported and more Portlanders will have easier access to centers of community life and activity, and they will serve as anchors for 20-minute living.

Portland’s existing mixed-use centers include such places as Hollywood, Hillsdale and Lents.

The strategy will identify additional locations on Portland’s 157 miles of main streets and more than 30-light rail station areas that have potential to become successful centers. The strategy will guide the growth of the city over the next 25 years to strengthen these existing and emerging centers in ways that provide equitable access to services, reflect the distinct character and history of the neighborhoods where they are located, and support community cohesiveness and resiliency.

In the past, Portland has primarily used zoning that promotes a compact mix of commercial uses and housing to cultivate places with a sufficient mix of uses and services. However, zoning alone has not been successful in producing these results evenly across the city. The Healthy Connected City strategy introduces a broader range of tools, including community partnerships and investments.

Neighborhood centers include:

- Neighborhood businesses and services
- Quality, affordable housing
- Healthy and affordable food
- Active transportation — walking, biking and transit

Guiding Policies

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# 5-Year Action Plan

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<td>104</td>
<td></td>
<td><strong>Central City planning:</strong> Complete the Central City 2035 Plan to enhance the role of the central city within the Healthy Connected City network and to expand opportunities for Central City neighborhoods to develop as complete communities.</td>
<td>BPS, PBOT, BES, PP&amp;R, PDC, GWW, PWB, PHB</td>
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<td>105</td>
<td></td>
<td><strong>Broadband in neighborhoods:</strong> Identify and create several high-capacity broadband access points in neighborhood centers. Improve and expand free Wi-Fi access at publicly-owned and accessible buildings, such as schools and libraries.</td>
<td>OCT, School Districts</td>
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| 106    |                      | **Quality, affordable housing:** Complete the citywide housing strategy and use it as a basis for regulations, location policies, incentives and public-private partnerships that help locate new well-designed, energy efficient, affordable housing in service-rich, transit-accessible locations in and around neighborhood hubs.  
  - Explore opportunities to create housing for older adults and mobility-impaired residents in service-rich, accessible locations; and ensure that workforce housing is part of the mix of housing in neighborhood hubs.  
  - As an initial project, construct and include workforce and senior housing in the Gateway-Gilsen mixed-use/mixed-income housing development. | PHB, BPS |
| 107    |                      | **Transit and active transportation:** Identify barriers to pedestrian and bicycle access to and within neighborhood centers, develop priorities for investment, and implement policy changes and funding to ensure hubs have safe and convenient pedestrian and bicycle connections. | PBOT |

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**DOES YOUR NEIGHBORHOOD INCLUDE WALKABLE ACCESS TO A PARK 🏪, SCHOOL 🏫, TRANSIT 🚊 & HEALTHY FOOD 🍗?**

45% **YES!**  
55% **NO!**

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VIBRANT NEIGHBORHOOD CENTERS

What neighborhood centers will look like, how they will function, and their sense of place will vary across the city. For example, a neighborhood center in Southwest might feature compact development along a restored stream, while an urban edge of buildings might enliven an Inner Eastside main street. They will contribute to the distinct identity of different parts of Portland by serving as places for community interaction and providing new opportunities for public gatherings and public art. Development in centers will enhance built and natural local landmarks and will be as varied as Portland’s neighborhoods.

Portlanders who live in neighborhoods with active transportation options, like safe pedestrian and bicycle routes and with transit that connects them to work, school, shops and services, can make walking and biking a part of their daily lives. This can make it easier to get the recommended levels of exercise and reduce the risk of developing chronic diseases like obesity, heart disease and diabetes. More people using active transportation can also reduce vehicle emissions and lead to better air quality, reducing Portlanders’ exposure to pollution and helping respiratory problems like asthma. Using active transportation modes can also help reduce household costs.

What is active transportation?

Active transportation refers to transportation that involves physical activity, including walking, biking and using transit (because usually one must walk or roll to the bus or train).

A recent study of residents in Charlotte, NC, found that users of the city’s new transit system were 81 percent less likely to become obese. “The Effect of Light Rail Transit on Body Mass Index and Physical Activity” American Journal of Preventive Medicine. Volume 39, Issue 2, Pages 105–112, August 2010.

Automobile trips that can be safely replaced by walking or bicycling offer the first target for increased physical activity in communities. Changes in the community environment to promote physical activity may offer the most practical approach to prevent obesity or reduce its co-morbidities. Restoration of physical activity as part of the daily routine represents a critical goal. — US Center for Disease Control

Guiding Policies

- Integrate parks, plazas or other gathering places into neighborhood centers to provide places for community activity and social connections. H-19
- Protect and enhance defining places and features of neighborhood centers, including historic resources, with special attention to redevelopment areas. H-20
- Design civic spaces to include public art and to highlight the culture of neighborhoods and diverse communities. H-21
- Promote energy and resource conservation at a district scale in neighborhood hubs through compact development, rehabilitation of existing buildings and energy efficiencies. H-22
- Invest in underserved areas with disadvantaged populations, incorporating tools to reduce displacement. H-23
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<td>108</td>
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<td><strong>Healthy and affordable food:</strong> Retain and recruit grocery stores and other sources of healthy food (e.g., farmers markets and small market farms) as key components of neighborhood centers. Expand the Healthy Retail Initiative to support and encourage owners of existing small markets and convenience stores to provide healthy, affordable and culturally-relevant food, especially in underserved neighborhoods.</td>
<td>BPS, Multnomah County</td>
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<tr>
<td>109</td>
<td></td>
<td><strong>Community gardens:</strong> Create 1,000 community garden plots, focusing in areas accessible to neighborhood hubs and higher-density housing, by pursuing opportunities to repurpose publicly-owned land and through public-private partnerships.</td>
<td>PP&amp;R, SUN</td>
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<td>110</td>
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<td><strong>Designs for community use of streets:</strong> Develop new design options that allow more community uses on neighborhood streets, especially in neighborhood centers. Build one demonstration project.</td>
<td>PBOT, BPS, Neighborhood Associations, Nonprofits</td>
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<td>111</td>
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<td><strong>Programs for community use of streets:</strong> Expand programs that promote periodic community use of streets, such as Sunday Parkways, block parties, festivals and farmers markets.</td>
<td>PBOT, BPS, PP&amp;R, The Intertwine Alliance, Nonprofits, Neighborhood Associations</td>
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<tr>
<td>112</td>
<td><strong>EQUITY</strong></td>
<td><strong>Historic resource preservation:</strong> In coordination with neighborhoods, begin a phased inventory of historic and culturally significant resources and develop a strategy to preserve key resources. Give priority to areas in the Central City, in centers and corridors, or other areas likely to experience redevelopment pressure.</td>
<td>BPS, Neighborhood Associations, Nonprofits</td>
</tr>
<tr>
<td>113</td>
<td><strong>EQUITY</strong></td>
<td><strong>Arts and cultural facilities:</strong> Explore ways to support arts and cultural facilities as incubators in underserved areas, through tools such as public-private partnerships, incentives and school and community-based programs.</td>
<td>BPS, Neighborhood Associations, Nonprofits</td>
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<td>114</td>
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<td><strong>Gathering places for resiliency:</strong> Identify a network of multi-purpose community gathering places and shelters (e.g., schools, community centers, parks) as mainstays of local resiliency. Develop a plan to prepare identified locations to serve as shelters and centers for information dissemination, community organizing and distribution of food and water during emergencies.</td>
<td>PBEM, BPS, PP&amp;R, School Districts</td>
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<td>115</td>
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<td><strong>District-scale environmental performance:</strong> Pursue ecodistrict partnerships and other approaches to achieve district-scale natural resource conservation, including water and energy efficiency, stormwater management, renewable power, active transportation, urban forest and natural resource enhancement.</td>
<td>BES, BPS, PWB, OHWR, Nonprofits</td>
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Healthy Connected City  

CONNECTIONS FOR PEOPLE, PLACES, WATER AND WILDLIFE

An interconnected network of habitat connections, neighborhood greenways and civic corridors will encourage walking and biking and weave nature into neighborhoods and support healthy ecosystems. Whether along a busy transitway, on a quiet neighborhood street or near a stream, habitat connections, neighborhood greenways and civic corridors link people, water and wildlife.

- **Habitat connections** are large natural areas, habitat corridors and neighborhood tree canopy that weave nature into the city.

- **Neighborhood greenways** are trails and pedestrian and bike-friendly green streets that link neighborhood hubs, parks, schools, natural areas and other key community destinations, making it easier to get around by walking, biking or wheelchair.

- **Civic corridors** are major streets and transit corridors that link neighborhood hubs to each other and to the central city. They have been transformed into enjoyable places to live, work and gather through bike and pedestrian facilities, large canopy trees, stormwater facilities and place-making amenities.

The network will expand on Portland’s existing network of greenspaces, regional trails, bikeways, green streets and high-capacity transit by identifying and prioritizing a special set of corridors for integrated multi-objective design. This approach depends on and supports continued implementation of the city’s existing system plans for multi-modal transportation and watershed health. It will also provide more Portlanders with access to nature every day. By aligning resources, it gives us a framework for maximizing the benefit of each dollar. These plans will continue to be implemented as proposed, but with realignment of some projects to help implement the Healthy Connected City framework.

Creating this network will require a coordinated approach to make choices about where to align investments in green infrastructure: parks, trails, natural areas, urban forestry, sustainable stormwater systems, and bicycle, pedestrian and transit facilities. Priority needs to be given to neighborhoods that lack adequate accessible sidewalks, stormwater management, parks or tree canopy. By doing this, Portland will make efficient use of investments to achieve greater benefits for mobility, public health, watershed health, the economy, safety, quality of life and equity.

**Green infrastructure** includes natural systems, such as trees and natural areas, and engineered features like green streets and eco-roofs. Green infrastructure can manage stormwater, improve water quality, reduce flooding risk and provide wildlife and pollinator habitat and areas for human recreation and respite while mitigating and improving resiliency.

**Greenspaces** are outdoor areas or spaces, primarily vegetated, and on a continuum from wilderness to urban settings. Greenspaces are found under public, private or non-profit management. Examples include forests, riparian zones and wetlands, greenways and trails that have associated landscaping, city parks and gardens. A greenspace provides a broad range of ecological and social benefits (such as tree canopy, carbon sequestration, habitat values, community health, serenity, community engagement, etc). Green infrastructure such as urban forest canopy, stormwater features (e.g. bioswales), rain gardens, and eco-roofs can be components of a broader greenspace system.

Guiding Policies

<table>
<thead>
<tr>
<th>Guiding Policy</th>
<th>Description</th>
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<tbody>
<tr>
<td>H-24</td>
<td>Develop the network of habitat connections, neighborhood greenways and plan for civic corridors as a spine of Portland’s civic, transportation and green infrastructure systems. Enhance safety, livability and watershed health and catalyze private investment and support livability.</td>
</tr>
<tr>
<td>H-25</td>
<td>Preserve and restore habitat connections and tree canopy to link stream and river corridors, landslide-prone areas, floodplains, wetlands and critical habitat sites into a system of habitat corridors. This provides connections for wildlife, supports biodiversity, improves water quality, reduces risks due to flooding and landslides, and supports Portland’s adaptation to climate change.</td>
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</table>
## 5-Year Action Plan

<table>
<thead>
<tr>
<th>Number</th>
<th>Related Action Areas</th>
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</tr>
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<tbody>
<tr>
<td>116</td>
<td></td>
<td><strong>Natural resource inventory:</strong> Adopt an updated citywide natural resource inventory as a basis for updating the City's Comprehensive Plan, including new integrated policies to address watershed health and job goals. Integrate watershed health criteria into the analysis of alternative growth and land use scenarios. Establish criteria and methods to assess the watershed impacts of public policy and investment. Develop policies addressing ecosystem services and the value of natural resources, green infrastructure and related investments.</td>
<td>BPS, PP&amp;R, BES, OHWR</td>
</tr>
<tr>
<td>117</td>
<td>EQUITY</td>
<td><strong>Natural resources:</strong> Continue efforts to build a system of high quality parks and greenspaces.</td>
<td>BPS, PP&amp;R, BES, OHWR, Metro</td>
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<td></td>
<td>a. Acquire and develop high-quality parks and recreation facilities in currently underserved areas, such as in East Portland, where residents must travel more than half mile to a park or natural area. Projects that are already identified include the Washington-Monroe Community Center and Thomas Cully Park and unimproved parkland in East Portland.</td>
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<td>b. Preserve, enhance and restore high-priority natural resource areas through tools like willing-seller acquisition, restoration projects, regulations, agreements and partnerships.</td>
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<td>118</td>
<td></td>
<td><strong>Fish passage:</strong> Initiate a culvert removal program to expand salmon habitat within Portland streams, beginning by restoring Crystal Springs to a free-flowing salmon-bearing stream with enhanced stream bank and in-stream habitat.</td>
<td>BES, PBOT, PP&amp;R</td>
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<td>119</td>
<td></td>
<td><strong>Tree canopy:</strong> Revisit and refine tree canopy targets, while continuing investments in planting trees and implementing new tree codes.</td>
<td>PP&amp;R, BDS, BES, PBOT, BPS, Nonprofits</td>
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</tbody>
</table>

![Image of Habitat Connections, Neighborhood Greenways, and Civic Corridors]
Healthy Connected City Element 3

CONNECTIONS FOR PEOPLE, PLACES, WATER AND WILDLIFE

Guiding Policies

- Plan, fund and manage green infrastructure as part of the City’s capital systems. (H-26)

- Build on Portland’s green street, sidewalk and bikeway efforts to create a citywide greenway network of trails and pedestrian and bike-friendly green streets. Locate neighborhood greenways to serve currently underserved communities, improve accessibility, and make connections to the central city, neighborhood hubs, major employment and cultural centers, schools and universities, community centers, parks, natural areas and the Willamette and Columbia Rivers. (H-27)

- Design neighborhood greenways and civic corridors to integrate safe and accessible facilities for pedestrians and cyclists, sustainable stormwater facilities, tree planting and community amenities. (H-28)
### 5-Year Action Plan

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<tr>
<td>120</td>
<td></td>
<td><strong>Invasive plant removal:</strong> Remove invasive plant species and revegetate 700 acres of natural areas within the city with native plants.</td>
<td>PP&amp;R, BES</td>
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<tr>
<td>121</td>
<td></td>
<td><strong>Regional and local trails:</strong> Work with Metro and The Intertwine Alliance to connect, expand and maintain Portland trails and habitat corridors as part of the regional network of trails and habitats. Implement key trail projects to accomplish local and regional connectivity.</td>
<td>PP&amp;R, PBOT, BPS, The Intertwine Alliance, Nonprofits, Neighborhood Associations</td>
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<td>- Pursue ways to speed up the trail acquisition process and create additional tools to enable the City to obtain trail easements, so that the regional trail system in Portland is completed in a timely manner.</td>
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<td>- Construct the Hillsdale section of the Red Electric Trail.</td>
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<td>- Complete the Sullivan’s Gulch Trail Concept Plan and the North Willamette Greenway Feasibility Study.</td>
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<tr>
<td>122</td>
<td></td>
<td><strong>Equity</strong>&lt;br&gt;<strong>Neighborhood greenways:</strong> Initiate implementation of the neighborhood greenways network by completing 75 miles of new facilities, including:</td>
<td>PBOT, BES, PP&amp;R, BPS</td>
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<td>- Clay, Montgomery, Pettygrove and Holladay Green Street projects to connect every quadrant of the city to the Willamette River.</td>
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<td>- Bike and sidewalk connections to Multnomah Village and the Hillsdale Town Center.</td>
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<td>- Bike and sidewalk connections between SE Foster to the I-84 path using a route along NE/SE 128th and 132nd Avenues.</td>
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<td>- North Portland Neighborhood Greenway from Pier Park to Interstate Avenue.</td>
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<tr>
<td>123</td>
<td></td>
<td><strong>Equity</strong>&lt;br&gt;<strong>Stable transportation funding:</strong> By 2016, Portland must adopt a stable source of transportation revenue to more predictably advance sustainable community outcomes. Create a committee comprised of diverse stakeholders to consider a range of potential, broad-based revenue options.</td>
<td>PBOT, BES, TriMet, Metro</td>
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<td>In 2012 the Portland Bureau of Transportation’s largest single source of revenue remains the state gas tax. State gas tax revenue is increasingly volatile and unsustainable due to economic fluctuations and increasing use of electric vehicles. In addition, the goals of this plan to encourage more resilient, human-scale travel choices (walking, use of mobility devices, biking and the use of transit) will put additional pressure on this revenue source.</td>
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<tr>
<td>124</td>
<td></td>
<td><strong>Equity</strong>&lt;br&gt;<strong>Alternative right-of-way projects:</strong> Implement pilot program for alternative right-of-way improvements and funding approaches for underimproved streets, to provide additional multi-modal transportation and stormwater management options where traditional approaches are not feasible, and to foster street design that is more responsive to community characteristics.</td>
<td>PBOT, BES, PP&amp;R</td>
</tr>
</tbody>
</table>
Healthy Connected City  Element 3

CONNECTIONS FOR PEOPLE, PLACES, WATER AND WILDLIFE

Transform prominent transit streets, streetcar and light rail corridors into distinctive civic places of community pride that serve Portland’s future multi-modal mobility needs and are models of ecological design.

H-29

Preserve older and historic buildings, public places and parks along corridors, where appropriate, to enhance the pedestrian realm and create a unique sense of place and neighborhood identity.

H-30

THE PORTLAND PLAN
# 5-Year Action Plan

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<td>125</td>
<td></td>
<td>Unimproved right-of-way alternatives: Develop new options for temporary or permanent repurposing of unimproved rights-of-way for public uses such as pedestrian and bikeways, community gardens, rain gardens, park spaces or neighborhood habitat corridors.</td>
<td>PBOT, BES, PP&amp;R, Neighborhood Associations</td>
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<tr>
<td>126</td>
<td></td>
<td>Pedestrian facilities: To help accelerate the creation of safe pedestrian connections where they are lacking, identify acceptable conditions and implementation strategies for the interim or permanent use of alternative treatments that do not meet current City standards but can benefit pedestrians.</td>
<td>PBOT, BDS</td>
</tr>
<tr>
<td>127</td>
<td></td>
<td>Civic corridor designs: Identify and develop new right-of-way designs for key transit streets that better integrate frequent transit, sidewalks, protected bike facilities, pedestrian crossings, freight access, landscaped stormwater management, large-canopy trees and place-making amenities (e.g. benches, lighting and signage).</td>
<td>PBOT, BES, PP&amp;R, TriMet, ODOT, The Intertwine Alliance, Nonprofits</td>
</tr>
<tr>
<td>128</td>
<td></td>
<td>Civic corridors integration: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, sidewalks, environmental stewardship and strategic redevelopment in the following efforts to provide a model for future projects.</td>
<td>PBOT, TriMet, BES, Metro, ODOT, The Intertwine Alliance</td>
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<tr>
<td>129</td>
<td></td>
<td>Sidewalk infill and pedestrian facilities: Through the existing Sidewalk Infill on Arterials Program, build pedestrian facilities on all arterials that are ‘streets of citywide significance,’ focusing first on those in east and southwest Portland to address high priority gaps in the sidewalk network. Develop new strategies and funding sources to support this work.</td>
<td>PBOT, PP&amp;R, BPS, TriMet, ODOT, Metro</td>
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<tr>
<td>130</td>
<td></td>
<td>Streetcar planning: Begin planning for two corridors identified in the Streetcar System Concept, with at least one of those corridors serving neighborhoods outside the Central City. Integrate protected bikeway recommendations from the Portland Bicycle Plan for 2030. Develop risk assessments for involuntary displacement in these corridors.</td>
<td>PBOT, BPS, TriMet, ODOT</td>
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</tbody>
</table>
Portland’s Five Major Areas

Portland has five major areas: western, eastern and inner neighborhoods, Central City and the industrial and river area. Each area has unique needs and characteristics. The Healthy, Connected City strategy will need to meet each area’s specific needs. This is not a one-size-fits-all formula.

Central City

The Central City includes the downtown core, South Waterfront, portions of the east and west banks of the Willamette River, the Central Eastside Industrial District, the Lloyd District and Rose Quarter, Old Town Chinatown and the Pearl District.

It is the state’s business and commercial center, home to major institutions and universities and is a regional cultural hub. Its mixed-use areas and connections to the regional multimodal transportation network, make it easier for downtown workers and its more than 34,000 downtown residents to walk, take transit or bike to work and to meet their daily needs.

The area needs to continue supporting business, education and arts functions. The Central City’s growing population needs more diverse housing options and new and upgraded public school and community facilities.
Western Neighborhoods

This area includes neighborhoods west of Central City, the Portland Hills and into the Fanno and Tryon Creek basins. The western neighborhoods include 12 percent of Portland’s households. Household incomes are about 30 percent higher than the citywide median, poverty and unemployment rates are low and residents typically have higher than average educational attainment levels.

Parks, streams, ravines and forested hillsides provide a network of green coursing through the area; and there is an extensive trail system. Neighborhoods typically have relatively low densities, and poor sidewalk and street connectivity. There are a small number of commercial areas. Improvements might mean hubs with a broader range of services so residents can meet needs locally and drive less, better pedestrian and bike connections, and restored habitat corridors.

Eastern Neighborhoods

This area includes neighborhoods east of Interstate 205 and spans from the Columbia Corridor to Portland’s southern and eastern boundaries.

Eastern Neighborhoods have a mix of urban and more rural development, towering Douglas Firs and buttes. The area has substantial population, but has poor street and sidewalk connections and a lack of developed neighborhood parks and local services. Improvements could strengthen neighborhood business districts, enhance pedestrian and transit access, and improve parks. For more information on East Portland, please turn the page.

Inner Neighborhoods

From Lents to St. Johns to Northwest Portland, this area generally includes neighborhoods that were developed in an historical “streetcar era” pattern. With more than 140,000 households, more than half of Portland’s population lives in Inner Portland.

Inner neighborhoods have many neighborhood business districts, compact development, and street and sidewalk connectivity, giving them great potential to be places where most residents can walk or bike to neighborhood hubs. Improvements might focus on minimizing residential and commercial displacement and providing additional affordable housing options.

Industrial and River Areas

The industrial and river areas serve a key role as the location for port facilities, industry and other employment, and river habitat. Hayden Island, Bridgeton and scattered riverfront and houseboat communities have a strong river orientation, unique among Portland’s neighborhood areas.

With the confluence of the Columbia and Willamette Rivers, it is also arguably one the city’s most critical habitat areas, providing home to migrating birds, fish and many other species. The complex relationship between the river-dependent industrial uses and natural habitat areas is a pressing issue to address in this area.
EAST PORTLAND

East Portland is home to about one-quarter of the city's population and nearly 40 percent of Portland youth. It is an engaged and hard-working community with strong schools, family-friendly neighborhoods, cultural diversity and a beautiful natural environment, but there are also several challenges that stand in the way of East Portland's long-term success and vibrancy.

Today, East Portland is a very different place than it was 20 or even 10 years ago. And, it is still changing. By 2035, the Bureau of Planning and Sustainability projects that the eastern neighborhoods will be home to as many as 80,000 households. This area was unincorporated until the mid-1980s and much of it evolved with land use patterns and levels of service typical of relatively rural and suburban communities. These patterns have not adapted well to the urban pressures now facing the eastern neighborhoods.

In many parts of East Portland, infrastructure and services have not kept pace with housing development and population growth. East Portlanders often do not have convenient access to walkable business districts, easy access to healthy food, transit and safe active transportation.

Although iconic Douglas Firs are prominent throughout East Portland and Powell Butte offers access to nature, there are few developed parks. While housing is still affordable for many, the design and quality of new housing, particularly multi-family housing, does not meet the mark.

East Portland's schools are a source of pride for the community. However, changing demographics — more students living in poverty, and nearly a hundred different languages spoken by the students at David Douglas, Reynolds, Parkrose, and Centennial school districts — strain school district resources and make it hard for school districts to provide the variety of services their diverse students deserve and demand.

East Portland Action Plan

The recent East Portland Review (2007) and East Portland Action Plan (EPAP, 2009) demonstrate that this area has an engaged and active population that is keenly interested in improving infrastructure (sidewalks and parks), creating a healthier environment and expanding commercial services so residents can meet their daily needs close to home. Many people in this area are also concerned about retaining the area's distinct character. For more information, click on the link provided above or go to eastportlandactionplan.org.

Some actions related to EPAP are already underway. One example is a project funded by the Kaiser Permanente Community Fund. In this project, community organizations and BPS staff are working together to produce a guide for property owners that will include recommendations for how to support healthier environments for residents. It will address numerous issues, from maintenance practices to material selection for renovations to mold removal. Other related projects include the 122nd Avenue Rezoning Project, East Portland in Motion and Portland Parks and Recreation's E205 initiative.

Actions from EPAP can be seen in the Portland Plan, which prioritizes projects that reduce disparities experienced by Portland's communities of color and in areas that show greater need and historically have not seen as much investment or attention. There are a number of actions and policies in the Framework for Equity and the Three Integrated Strategies that should result in positive change in East Portland, such as the Gateway Education Center and Portland Community College's planned transformation of its Southeast Campus on SE 82nd Avenue.

The East Portland Action Plan has become a touchstone to align the community and the city in action. The EPAP was charged with providing leadership and guidance to public agencies and other entities on how to strategically address community-identified issues and allocate resources to improve livability in East Portland. The EPAP holds monthly general meetings and has 13 active committees and 20 issue specific representatives putting the plan into action. More than 120 of the 268 actions are already underway. Check out the web-based Action Plan Updates for more information.
Ten East Portland-related actions

**Action 8:** Language and cultural interpretation

**Action 27:** Cultural equity

**Action 41:** Multi-functional facilities

**Action 48:** New East Portland Education Center

**Action 73:** Small business development

**Action 74:** Land use support for neighborhood business districts

**Action 98:** Neighbor to neighbor crime prevention capacity

**Action 105:** Neighborhood businesses and services

**Action 124:** Alternative right-of-way projects

**Action 126:** Pedestrian facilities