

# Healthy Connected Neighborhoods



## DRAFT FOR PUBLIC REVIEW

Portland Plan Phase III:  
Healthy Connected  
Neighborhoods Strategy

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### What are the goals of this strategy?

To create a city that enhances human and environmental health and connects people with nature, neighborhoods and thriving business hubs.

These goals will be achieved by focusing efforts and investments in:

#### A. Vibrant Neighborhood Hubs

Neighborhood hubs are walkable places with concentrations of neighborhood businesses, community services, housing and public gathering places to provide residents with options for living a healthy, active lifestyle. They are centers of community life, serving as anchors for "20-minute neighborhoods," which allow more people to meet needs locally.

#### B. City Greenways

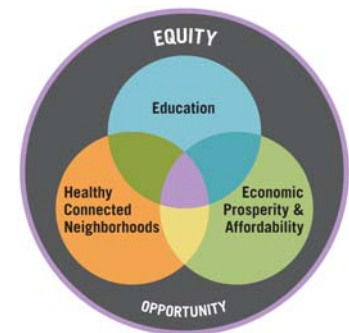
Habitat, Neighborhood and Civic Greenways are park-like streets, trails and boulevards that sustain distinctive communities, healthy watersheds and healthy Portlanders. They weave nature into the city and connect people, water, wildlife and neighborhoods.

#### C. Public Decisions that Benefit Health

Public decisions that incorporate human and environmental health will prioritize actions and investments to reduce disparities and inequities and improve residents' health while protecting the long-term health of the environment.

The Portland Plan is a strategic plan for the city's future, ensuring that Portland is a thriving and sustainable city, with health and opportunity for all. It is built on a foundation of equity and includes:

1. Equity Initiative - draft
2. Education Strategy - draft
3. Economic Prosperity and Affordability Strategy - draft
4. Healthy Connected Neighborhoods Strategy - draft



#### What's inside this document?

- A set of goals to reach by 2035
- Why is this strategy needed?
- What will this strategy accomplish?
- Key policies
- Quick starts: 5-year actions to get started

## Why is this strategy needed?

**Health:** Chronic disease rates including those for obesity diabetes, and respiratory illness have skyrocketed. Today, 1 in 16 Multnomah County residents has diabetes, 1 in 8 has asthma, and 1 in 2 is overweight or obese. Low-income and minority residents often face many more risk factors for poor health than the general population and experience significant health disparities.

**Access to Services:** Only 45 percent of Portlanders live close enough to parks, businesses, frequent transit service, schools and other amenities to safely and easily walk or bike to meet their daily needs. Some neighborhoods lack health-supporting features like sidewalks, bikeways and transit access; convenient sources of healthy food; and nearby parks, schools and services.

**Displacement:** Displacement of lower income residents has taken place in neighborhoods and commercial districts as areas have redeveloped and become less affordable, preventing many Portlanders from benefiting from neighborhood improvements. Affordable areas often lack essential elements of healthy neighborhoods, such as local services, sidewalks and improved parks.

### **Energy, Carbon Emissions and Climate Change:**

Portland's carbon emissions are 15% below 2000 levels. However, climate scientists have determined that reductions of 50 -85% by 2050 are needed to avoid catastrophic impacts from climate change. Significant changes in weather patterns and increased flooding, wildfire, drought, disease and invasive plant and animal species are potential outcomes of climate change.

**Access to Natural Resources:** Portland has about 20,000 acres of good-quality natural resources. The region's 40-mile loop of trails is nearly complete, providing access along rivers and through major natural areas like Forest Park. Yet, over 20 miles of waterways and 100 acres of wetland lack protections. In addition, many neighborhoods lack access to natural areas and Portlanders have limited opportunities to access the Willamette and Columbia rivers.

**Water Quality and Flooding:** Currently, 33% of Portland's land is impervious, either paved or roofed and only 26% of the city is covered by tree canopy. Impervious areas increase stormwater runoff and can impact air and water quality and urban flooding.

**Population Growth:** Portland is anticipated to have 130,000 more households by 2035. With this growth will come development and change. The challenge will be to ensure the city harnesses this growth so it reinforces and enhances the city's quality of life, walkability, accessibility and vitality and nurtures the health of our community and natural systems.

## What will this strategy accomplish? By 2035...

**Complete Communities:** 90% of Portlanders can safely and easily walk, bike or roll to local services and amenities to meet their household needs.

**Strong Neighborhood Businesses:** 90% of neighborhood commercial districts meet metrics for economic health (such as average vacancy) and provision of most basic goods and services to meet neighborhood needs

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

**Active, Healthy Lifestyles:** 60% of adults and 95% of children and teens are a healthy weight.

**Access to Healthy Food:** 90% of Portlanders live within a ½-mile of an accessible retail location that sells healthy food.

**Equity:** All Portlanders benefit from neighborhood investments and economic development.

**Sense of Safety:** 75% of Portlanders feel safe walking alone at night in their neighborhood.

**Parks & Nature in the City:** All Portlanders are within a ½ mile safe walking distance of a park or natural area.

**Water Quality in Streams and Rivers:** The Willamette River and local streams meet water quality standards for swimming, drinking and fishing.

**Tree Canopy:** Tree canopy covers at least one-third of the city and is equitably distributed.

**Carbon Emissions:** Portland's carbon emissions are 50% below 1990 levels.

**Air Quality:** By 2035, air quality across the city meets Oregon's recommended limits for air toxics and federal air pollutant standards.

**River Connections:** Portlanders have convenient access to the Willamette and Columbia River.

The Healthy Connected Neighborhoods strategy cultivates a city with an urban form, design and places that better serve the needs and aspirations of Portlanders. It is a multi-objective strategy that:

- Protects and improves Portlanders' health and wellbeing by addressing the most significant health issues in Portland – including obesity and chronic disease – by providing Portlanders with a city where more people can get around by walking, by bike, or by wheelchair.
- Promotes equity by placing a priority on improving conditions for those who have poorer access to the environment, services and amenities, transportation options, and opportunities that allow them to be healthy – regardless of income, race, ethnicity, age or ability.
- Provides a framework for accommodating jobs and housing needs, while harnessing growth and change to enhance Portland's distinctive character.
- Enhances the role of neighborhood business districts as places that are a focus of community activity and that provide local destinations and services.
- Breathes new life into long-standing aspirations for a citywide system of interconnected open spaces, extending trails and greenways into neighborhoods across the city, creating active transportation connections, and weaving together urban and natural environments.
- Helps Portland meet its goals for reducing transportation-related carbon emissions and local air pollution and their impacts on human health, the environment and climate.

## 25-Year Key Policies and Quick Start Actions

- These policies and actions will help Portland accomplish the goals and objectives of this strategy.
- The 25-year key policies provide direction for the City's Comprehensive Plan and for partner agencies. They also serve as a guide to help the City and partners make critical investment and budget decisions over the long term.
- The quick starts lay out some of the first steps the City of Portland and partners will take to set this strategy in motion, including specific tasks to be completed during the Comprehensive Plan update.

### A. Vibrant Neighborhood Hubs

Getting around actively by walking, transit or bicycling becomes more practical when services and other destinations are clustered in compact areas. But in many areas of Portland, services are scattered or missing, or there is a lack of sidewalks or other safe connections for local access.

In the past, Portland has primarily used zoning that allows commercial uses and compact housing to cultivate places with a mix of uses and services. However, zoning alone has not been sufficient to cultivate walkable places with enough destinations or to ensure that essential services, such as grocery stores, are available.

The Healthy Connected Neighborhoods strategy introduces a broader range of tools, including community partnerships and investments. This strategy will focus on a system of neighborhood hubs that provide nearby residents with convenient local access to a variety of businesses, housing, parks, schools and community services.

These neighborhood hubs will be strategically located across the city to maximize local, equitable access to services. They will reflect the distinct character and history of the neighborhoods where they are located.

More focused and intentional than past planning approaches, this system of neighborhood hubs will likely build on existing mixed-use centers (such as Hollywood, Hillsdale and Lents) and a some of Portland's 157 miles of designated main streets and corridors and over 30-light rail station areas. They will expand the role of these commercial areas as places that support community life and active lifestyles.

### Key Policies

- Nurture strong, vibrant neighborhood hubs by actively engaging in community economic development with neighborhoods and businesses.
- Focus new housing – including options appropriate and affordable for all Portlanders – in and around neighborhood hubs through land use planning and public investments.
- Prioritize neighborhood hubs as places where community services are located, such as medical clinics, day care centers, libraries and education facilities.
- Plan, design and implement neighborhood hubs and city greenways in ways that reflect the distinct character and needs of communities where they are located.
- Incorporate strategies for increasing access to healthy, affordable food into community economic development efforts and in planning for neighborhood hubs.
- Prioritize neighborhood hubs as places linked by frequent and convenient transit service and where street improvements make access by walking, biking and wheelchair safe and attractive.
- Include plazas and community gathering spaces in neighborhood hubs, to reinforce them as places of community activity.
- Institute measures to prevent the displacement of existing residents and businesses as development occurs.
- Foster sustainability within neighborhood hubs through compact development and eco-district approaches.

## Quick Start Actions: Vibrant Neighborhood Hubs

**PLANNING** -- Locate hubs in places that maximize local, equitable access to services and build on the strengths of existing neighborhood business districts and mixed-use centers.

**Action 1.** Identify a system of neighborhood hubs situated to maximize local access to services and amenities, where housing and community development efforts will be concentrated. Incorporate into the Comprehensive Plan.

**NEIGHBORHOOD BUSINESSES & SERVICES** -- Actively engage in community-based economic development to nurture strong neighborhood business districts that provide essential local services. Prioritize improving access to services in underserved areas, aiding small businesses, and working to minimize business and residential displacement.

**Action 2.** Use the Portland Development Commission Main Street and Neighborhood Economic Development strategies to nurture neighborhood business districts that are located outside urban renewal areas.

**Action 3.** Develop strategies to mitigate the impacts of displacement and support local businesses and mixed-income, mixed-tenure communities in revitalizing neighborhoods of the city.

**Action 4.** As an initial pilot project for other neighborhood business districts in underserved areas, complete the Cully Main Street Plan and business recruitment, retention and expansion activities with public and non-governmental partners.

**HEALTHY & AFFORDABLE FOOD** – Expand access to healthy, affordable food; prioritize grocery stores as essential components of neighborhood hubs; and make it possible for all Portlanders, including those without yards, to grow their own food.

**Action 5.** Identify and better understand neighborhood food access issues by conducting local food assessments and market basket surveys.

**Action 6.** Retain and recruit grocery stores as key components of neighborhood hubs.

**Action 7.** Create 1,000 community garden plots, focusing in areas accessible to higher-density housing, by pursuing opportunities to repurpose publically-owned land and through public-private partnerships.

**Action 8.** Amend the zoning code to support urban food production and distribution.

**QUALITY, AFFORDABLE HOUSING** -- Include appropriate and affordable housing options in hubs to allow more residents to be within walking distance of services and amenities, reduce transportation costs, and provide more customers to support local businesses.

**Action 9.** Use regulatory tools, location policies, incentives and public-private partnerships to locate new compact, well-designed, affordable housing in and around neighborhood hubs and near transit.

**Action 10.** Explore opportunities to create housing for elders and mobility-impaired residents in service-rich, accessible locations. As an initial project, construct senior housing as part of the 92nd Avenue redevelopment project in the Lents Town Center.

**Action 11.** Develop approaches to address potential residential displacement as development occurs.

**Action 12.** Ensure that workforce housing is part of the mix of housing in neighborhood hubs. As one of the key projects, construct the Gateway-Glisan mixed-use, mixed-income housing development.

**GATHERING PLACES & OPPORTUNITIES FOR SOCIAL CONNECTIONS** -- Ensure plazas and other public spaces become essential components of neighborhood hubs to provide a place for community activity and help meet the open space needs of residents in compact communities. Neighborhood business districts are often places that are a focus for community activity and identity, but many include few public places other than street space.

- Action 13.** Plan for and develop public plazas and community gathering places located in neighborhood hubs. As an initial project, acquire land for an urban park in Hollywood.
- Action 14.** Develop neighborhood street design options that go beyond their transportation functions to allow more community uses on streets and build two demonstration projects.
- Action 15.** Expand programs that promote periodic community use of streets, such as Sunday Parkways, block parties, festivals and farmers markets.
- Action 16.** Explore ways to support arts and cultural facilities and incubators in underserved areas, through tools such as public-private partnerships and incentives.

**SUSTAINABLE URBAN FORM** -- Neighborhood hubs' compact form will allow sustainable development approaches to go beyond individual buildings and greater efficiencies that designing for multiple buildings or broader districts provides. Foster neighborhood hubs as ecodistricts, which improve environmental sustainability, reduce carbon emissions, create opportunities for district energy systems, solar, and water and energy efficiencies, and protect sensitive environmental areas.

- Action 17.** Pursue ecodistrict partnerships and support collaboration among building owners to improve environmental performance at a district scale.
- Action 18.** Provide realtime data feedback systems that give ecodistrict tenants, owners and visitors performance information.
- Action 19.** Develop strategies to achieve efficiencies through districtwide water conservation, stormwater management and natural resource enhancement projects, such as districtwide contracting for installation of ecoroofs or solar panels.

**LOCAL INITIATIVES & DISTINCTIVENESS** – Support capacity-building community initiatives and efforts to ensure neighborhood hubs are safe places and respond to the distinct character, historic resources, and needs of communities.

- Action 20.** Establish a new matching grant program to incentivize and leverage community-based initiatives that further Portland Plan goals and objectives.
- Action 21.** Support and expand community-based crime prevention efforts and work to improve communication and understanding between police and the community.
- Action 22.** Implement new approaches, such as area-specific development standards or design guidance, to ensure new development responsive to the distinctive characteristics of Portland's neighborhoods.
- Action 23.** Inventory historic resources and develop a strategy to preserve key resources, prioritizing areas that are likely to redevelop.



## Draft Strategy

**B. City Greenways**

City Greenways calls for an interconnected network of habitat corridors, neighborhood greenways and civic corridors. It will weave nature into the city, while merging recreation and active transportation into a network that links neighbor to neighbor, and connects Portlanders to streams and rivers, schools, parks, natural areas, regional trails and neighborhood hubs. City Greenways will expand on Portland's existing network of forests and streams, parks and open spaces, bikeways and green streets by identifying and prioritizing new green transportation and habitat connections.

City Greenways will build on work begun over 100 years ago in the Olmstead Plan and more recently on the 40-Mile Loop, and will serve as Portland's component of The Intertwine – a regional network of trails and habitats.

Creating this network of habitat, neighborhood and civic greenways will require a coordinated approach that prioritizes and aligns investments in green infrastructure: parks and trails; natural areas; bicycle, pedestrian and transit facilities; and stormwater systems. By doing this, City Greenways will make efficient use of public and community investments to achieve greater benefits for mobility, public health, watershed health, the economy and quality of life.

In keeping with this coordinated approach, City Greenways will build on the efforts of government agencies, nonprofit, stewardship and service organizations to increase and restore habitat, develop trails and greenways, and cultivate green streets and neighborhoods.

**Key Policies**

- Re-establish functioning habitat greenways, including natural areas and corridors, within Portland by restoring degraded habitats wherever possible, with an emphasis on stream and river corridors, landslide-prone properties, floodplains, wetlands and critical habitat sites.
- Create a neighborhood greenway network of trails and neighborhood greenways that serves most Portlanders, especially in currently underserved communities, and connects to neighborhood hubs, schools, parks, natural areas and the Willamette and Columbia Rivers. Design trails and greenways to integrate bike and pedestrian facilities with sustainable stormwater facilities, tree planting and recreational amenities.
- Transform prominent transit streets and corridors into distinctive civic greenways that are places of community pride and models of ecological design by integrating high-quality transit facilities, safe and direct pedestrian crossings, sustainable stormwater facilities and tree plantings. Develop these corridors as the spine of Portland's civic, transportation and green infrastructure systems.
- Recognize the multiple benefits of green infrastructure – such as trees and natural areas -- for mitigation and resilience to climate change, wildlife habitat, improved water and air quality, and cost-effective stormwater management. Plan, fund and manage green infrastructure as part of the City's capital systems.
- Evaluate land use and density to reduce environmental impacts related to new development and to minimize risks from flooding, landslides and climate change.
- Establish a transportation policy that prioritizes planning and investing in active transportation modes – walking, biking and transit.

## Quick Start Actions: City Greenways

**PLANNING** -- Integrate planning for habitat corridors and neighborhood and civic greenways to allow for more coordinated, multi-objective, cost-effective solutions than are possible through isolated efforts.

**Action 24.** Identify, prioritize and design a citywide system of habitat, neighborhood and civic greenways that creates connections between parks and natural areas, schools, neighborhood services and business districts. Incorporate this into the Comprehensive Plan.

**HABITAT GREENWAYS** – Foster a system of habitat corridors that preserves existing habitat and restores degraded habitat to provide connections for wildlife, improve water quality and reduce risks due to flooding and landslides.

- Action 25.** Engage with Metro and The Intertwine, a regional network of trails and habitats, to connect, expand and maintain Portland trails and habitat corridors as part of the regional system.
- Action 26.** Initiate a culvert removal program to expand salmon habitat, beginning by restoring Crystal Springs to a free-flowing salmon-bearing stream with enhanced stream bank and in-stream habitat.
- Action 27.** Acquire high-priority natural areas in regional or local target areas, such as the Columbia Slough, Forest Park, Johnson Creek, Tryon Creek, Fanno Creek and Willamette Greenway.
- Action 28.** Identify key locations for preserving and enhancing neighborhood tree canopy for stormwater, hazard mitigation and wildlife habitat benefits.
- Action 29.** Develop baseline protections for all Portland streams, stream corridors and wetlands.
- Action 30.** Monitor the effectiveness of regulations to improve stream health.
- Action 31.** Remove invasive species and revegetate 700 acres of natural areas.
- Action 32.** To explore ways to balance economic and natural resource goals in industrial areas, identify two key industrial sites to bring to “shovel-ready” conditions and prepare them as pilot projects for environmentally-sensitive industrial site development.

**NEIGHBORHOOD GREENWAYS** -- Build on Portland’s green street and bikeway efforts to extend the regional system of trails and greenways, currently located along the rivers and in natural areas, into city neighborhoods.

- Action 33.** Identify a citywide system of neighborhood greenways that coordinates and expands on existing planning for trails, neighborhood greenways and green streets. Identify and prioritize greenway connections that improve pedestrian access to neighborhood hubs, transit, schools and parks through the East Portland Active Transportation Plan and other area-specific efforts.
- Action 34.** Complete 15 miles of Neighborhood Greenways, including :
- a. Clay and Montgomery Green Street projects with connections to the Willamette River
  - b. Pedestrian and bicycle facilities to improve connections from neighborhoods to Multnomah Village and the Hillsdale Town Center
  - c. Between NE/SE 128<sup>th</sup> and 132<sup>nd</sup> connecting SE Foster to the I-84 path
  - d. Between NE/SE 85<sup>th</sup> and 88<sup>th</sup> connecting the Springwater Trail to the I-84 path
  - e. Connections from nearby neighborhoods to Multnomah Village and the Hillsdale Town Center
  - f. North Portland Neighborhood Greenway from Pier Park to Interstate Avenue
- Action 35.** Explore 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 can be completed in a timely manner.



## Draft Strategy

- Action 36.** Complete the North Portland Greenway alignment plans and construct unbuilt sections of the Columbia Slough and Marine Drive trails to improve walking and biking connections between Kenton, East Delta Park, Bridgeton, Hayden Island and Vancouver.
- Action 37.** Construct unbuilt sections of the Red Electric Trail.
- Action 38.** Implement pilot projects of alternative right-of-way improvements and funding approaches for unimproved streets in East and Southwest Portland and Cully.
- Action 39.** Complete the Sullivan's Gulch Trail Concept Plan and the North Willamette Greenway Feasibility Study.
- Action 40.** Resolve issues related to pedestrian facilities that do not meet city standards but provide safe pedestrian connections, such as the Southwest Trails system.

**CIVIC GREENWAYS** -- Improve Portland's highest profile streets as key transportation connections and prominent urban places where more people live and work. Use design and green features that minimize environmental impacts and support livability.

- Action 41.** Identify and develop new right-of-way designs for key transit streets that integrate transit facilities, pedestrian crossings, landscaped stormwater management, large canopy trees and place-making amenities (e.g. benches, lighting and signage).
- Action 42.** Ensure neighborhood hubs have adequate transit service and connectivity by working with TriMet to
  - a. Prioritize bus system improvements that ensure long-term route efficiency and allow more frequent service without adding additional buses
  - b. Enhance transit use and connections between 122nd Avenue and other East Portland and regional destinations
  - c. Incorporate stream restoration, sustainable stormwater facilities and trail connections in the design for the Tacoma Street Station on the Portland to Milwaukie light rail line.
- Action 43.** Identify opportunities to coordinate transit, pedestrian and stormwater improvements with private actions and investments in the Foster-Lents area.

## STEWARDSHIP AND EDUCATION

- Action 44.** Provide grants and/or technical support to community-based groups that maintain green streets, care for natural areas and remove invasive plants.

### C. Human and Environmental Health in Public Decisions

To achieve a healthy Portland, it is necessary to work toward a city that provides access to healthy options for everyone. This strategy places a priority on those who have poorer access to the services and amenities, adequate infrastructure, transportation options, and opportunities that would enable them to make healthy choices.

Currently lower-income, minority residents as well as seniors and children are more at risk for poor health than the general population and experience significant health disparities. For example, African Americans have higher rates of death from heart disease, diabetes and stroke compared to the population in general. These residents may also suffer disproportionately from pollution, toxics and environmental hazards. 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 and incomes.

Portland will also consider human and environmental health as explicit criteria in decision-making to maximize the health benefit to our residents and our community. Incorporating public health and environmental health perspectives in land use, community design and transportation planning will help create communities that enable people of all ages, income level, race/ethnicity and ability to access the things they need to be healthy—like healthy food and opportunities to be physically active.

#### **Education and Employment play a role in health too!**

Education, employment and income levels play a significant role in Portlanders health by increasing their ability to afford quality housing, healthy food and other basic needs and improving their social connections, self-confidence and sense of control in their life. *The Economic Prosperity and Affordability and Education Strategies focus on improving employment and education opportunities for all Portlanders.*

### Key Policies

- Explicitly consider current and long-term human and environmental health risks and outcomes when making public decisions, including land use, transportation and infrastructure investments.
- Target public actions and investments to reduce disparities and maximize health in currently underserved neighborhoods so the benefits of Portland extend equitably to residents of all races, ages, and incomes.
- Manage and maintain public infrastructure, including drinking water, sewer, public safety, civic buildings, and transportation systems, to reduce risks to human and environmental health.
- Establish collaborative partnerships between the City of Portland, local health officials, the community and planners.

**Quick Start Actions: Human and Environmental Health in Public Decisions**

Incorporating community health in planning and decision-making will help create communities that enable people of all ages, income level, race/ethnicity and ability to access the things they need to be healthy. Fully integrating public health in decision-making will require establishing collaborative partnerships between the City of Portland, local health officials, the community and planners.

- Action 45.** Institute consideration of health impacts, particularly for communities of color, low-income, youth and senior populations, in public decisions.
- a. Identify and track neighborhood and environment factors (determinants of health) that have significant health impacts for residents, such as access retail food sources and/or places to grow food, sidewalks and parks, air quality, and the demographics of impacted residents.
  - b. Establish criteria and methods to formally assess the health equity impacts of public investment and growth decisions, including which types of decisions require assessment and which health impacts to consider.
  - c. Develop metrics and measures to track progress toward disparity reduction.
- Action 46.** Implement asset management practices to help ensure City of Portland infrastructure is managed in a way that provides essential public services, protects human and environmental health and safety, and meets community needs.
- a. Establish service levels – or measurable performance standards – for the reliability, quality, and safety of all key public infrastructure services
  - b. Assess infrastructure’s vulnerability to risks and hazards.
  - c. Prioritize high-risk and critical infrastructure facilities and assets for further monitoring, data collection, planning, and investment.
- Action 47.** Increase collaboration with Multnomah County Health Department (MCHD) and community public health stakeholders
- a. Public health stakeholders participate directly in planning and decision-making, such as by serving on technical committees and advisory boards.
  - b. Establish protocols for ongoing updates and information sharing between MCHD and city agencies including annual report on the greatest health risks facing our community.
  - c. Share and develop research connecting health risks to factors in the built and natural environments, such as the Multnomah County Community Health Assessment.

### **Next Steps**

After the Portland Plan Fairs and follow-up outreach efforts, the draft strategies will be revised, based on input from the community, Portland Plan partners and national experts.

The revised strategies will be the core of the strategic plan, which will be available for comment and review this summer and will be presented to the Planning and Sustainability Commission this fall.

### **Portland Plan Partners**

The Portland Plan is being developed in partnership with the community and the following agencies:

City of Portland  
Multnomah County  
Metro  
TriMet  
Portland Development Commission  
Portland State University  
Mt. Hood Community College  
Portland Public Schools  
David Douglas School District  
Parkrose School District  
Reynolds School District  
Centennial School District  
Oregon Health & Science University  
Portland Community College  
Housing Authority of Portland  
Oregon Department of Land Conservation and Development  
Oregon Department of Transportation  
West Multnomah Soil and Water Conservation District  
East Multnomah Soil and Water Conservation District  
Multnomah County Drainage District  
Worksystems, Inc.  
Multnomah Education Service District  
Port of Portland

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