

An aerial photograph of Portland, Oregon, showing a dense urban landscape with various high-rise buildings and green spaces. In the background, the snow-capped Mount Hood rises above a layer of clouds under a clear blue sky.

THE PORTLAND PLAN SUMMARY

Proposed Draft | October 2011

PROSPEROUS. HEALTHY. EQUITABLE.

For generations, Portlanders worked with intention to create a city that is culturally vibrant, intellectually curious and innovative. We linked land use, transportation, green spaces and people and poured effort into creating neighborhoods instead of sprawl.

We became the first city in the U.S. to adopt a formal plan to lower carbon emissions. More recently, we reintroduced the modern streetcar, promoted new ways of managing waste and stormwater and are now a home for the clean technology revolution. Over the past 40 years, we showed we could grow our economy, clean our environment and support vibrant places for Portlanders to work and live.

Today, despite many successes, times are tough and resources are scarce. There are further challenges on the horizon. In this context, it's easy to think we can't afford ambitious plans. But, we also know that we must work toward a brighter future. Today we need to follow a strategic path that recognizes our context and challenges, but also our strengths. The path forward requires us to work smarter, be more practical, work together, and be ready to take on difficult conversations.

We need a different kind of plan.



OUR 25-YEAR VISION OF PORTLAND IS ONE OF PROSPERITY, HEALTH AND EQUITY. THE NEW PORTLAND PLAN WILL HELP MAKE THAT VISION A REALITY.

How is this plan different? The Portland Plan is practical, measured and strategic. To get more from our existing budgets, the Portland Plan emphasizes actions that have multiple benefits. Based on extensive analysis of quantitative data and information about conditions in Portland's diverse neighborhoods, it sets numerical targets and suggests ways of measuring progress toward them. It includes both 25-year policies and a five-year action plan.

The Portland Plan is a plan for people. Built from more than 20,000 comments from residents and businesses about the changes they want to see, it addresses core issues that are affecting Portlanders — issues including jobs, education, health and social equity.

Advancing equity is critical because we have a shared fate. When we think about the Portland of 2035, it becomes clear that advancing equity must be an area of strategic focus. We can see from significant demographic shifts that we are becoming a more racially and ethnically diverse city with more newcomers, and a city with more income polarization in its neighborhoods. For the city to succeed — all Portlanders, regardless of race, gender, sexual orientation, disability, neighborhood, age, income or where they were born — must have access to opportunities to advance their well-being and achieve their full potential. Equity is both a means to a healthy, resilient community and an end from which we all benefit.

One size does not fit all. Portland's geographic districts have distinct issues. The Portland Plan presents actions, policies and implementation measures that respect culture, history and the environment.

High-quality core services are fundamental to success. Core services including public safety, clean water and sewer services are fundamental to a city. We cannot make Portland a prosperous, healthy and equitable city without providing reliable and quality core services. This means actively managing assets, having clear service standards, and being prepared to make strategic investments.

Above all, partnerships will be the driver of change. The Portland Plan breaks down traditional bureaucratic silos. Collectively, the public agencies that operate within the City of Portland spend over \$4 billion annually on activities related to prosperity, health, and equity. Our collective actions must be better aligned, integrated and designed to produce multiple benefits.

With an eye toward the year 2035, the Portland Plan sets ambitious goals for the city. It is a strategic plan for the city and its partners and, like many private sector strategic plans, the Portland Plan highlights a limited set of priorities and outlines strategies to get there:

- Create well-paying jobs.
- Advance social equity.
- Improve educational outcomes.
- Support healthy connected communities.

PORTLAND IS KNOWN FOR ITS COMMITMENT TO POSITIVE CHANGE AND RESILIENT COMMUNITIES.

Portland is Oregon's largest employment center and the state's hub for business services.

Portland is second among U.S. metropolitan areas in five-year export growth. In 2008, exports generated \$22 billion for the regional economy.

Portland's innovative solar, wind and energy efficiency policies helped spark a clean energy revolution and the creation of a sustainable industries business sector. Portland boasts one of the largest concentrations of green building professionals in the country, with many also working in wind energy and solar photovoltaic manufacturing.

Portland has the ninth largest Native American population in the United States, including descendants of more than 380 tribes. This diverse population includes enrolled members of local tribes with reserved treaty rights to fish and gather in the Columbia and Willamette Rivers. Native Americans have come to Portland for many reasons, and their stories are powerful.

Portland's public transportation is accessible and affordable, with extensive light rail and bus service and the first modern streetcar system in the nation. Portland also has one of the nation's highest percentage of bike commuters (6 percent) and more than 300 miles of developed bikeways.

In recent years, more than 50 percent of new housing units in the Metro region were built in the city.

More than 20 farmers markets and 35 community gardens emerged to provide access to fresh, locally-sourced food.

People aren't the only ones who enjoy Portland. Over 200 native bird species, 13 native species of reptiles and many other wildlife species either live in or migrate through Portland's watersheds.

Nearly 40 percent of Portland adults have a college degree.



BUT, AS WE MAKE PLANS FOR TOMORROW'S CITY, WE MUST ADDRESS KEY CHALLENGES THAT STAND BETWEEN US AND OUR BRIGHTEST FUTURE.



The “working poor” made up 23 percent of Multnomah County households in 2005–07. These households did not earn enough income to cover their basic needs. Average wages in Multnomah County have not kept pace with the rising cost of living.

In the 2000–08 business cycle, Portland had flat job growth (0.1 percent average annual growth rate) and 17 of Portland’s 23 neighborhood market areas lost jobs. Redeveloping brownfields to support manufacturing jobs is difficult and suburban job growth rates outpaced the city’s job growth rate.

Our children aren’t getting the education they need. Only 53 percent of Portland’s high school students graduate in four years and 23 percent dropped out altogether.

In some inner neighborhoods, many renters and small businesses have been involuntarily displaced. Other Portland neighborhoods are also at risk, with a high percentage of renters who are people of color and/or low income. Displacement and gentrification separates and marginalizes communities.

Chronic disease rates have increased, and 53 percent of Multnomah County residents are overweight or obese.

Our bridges, schools, roads and parks need repair and attention. Portland has nearly 60 miles of unpaved roads. We need to spend over \$300 million more per year to effectively maintain and manage our existing infrastructure.

Portland and Multnomah County’s total carbon emissions were two percent below 1990 levels in 2009. We are doing better than the rest of the nation; however, by 2030, total emissions need to be 40 percent below 1990 levels to reach critical city goals.

Runoff from yards, streets and buildings is the largest source of pollution and contaminants in local waterways, compromising the habitat and water quality of Portland’s streams, rivers and other natural areas. More than 80 “special status species” that are rare, in decline, or of concern either reside or pass through our city.

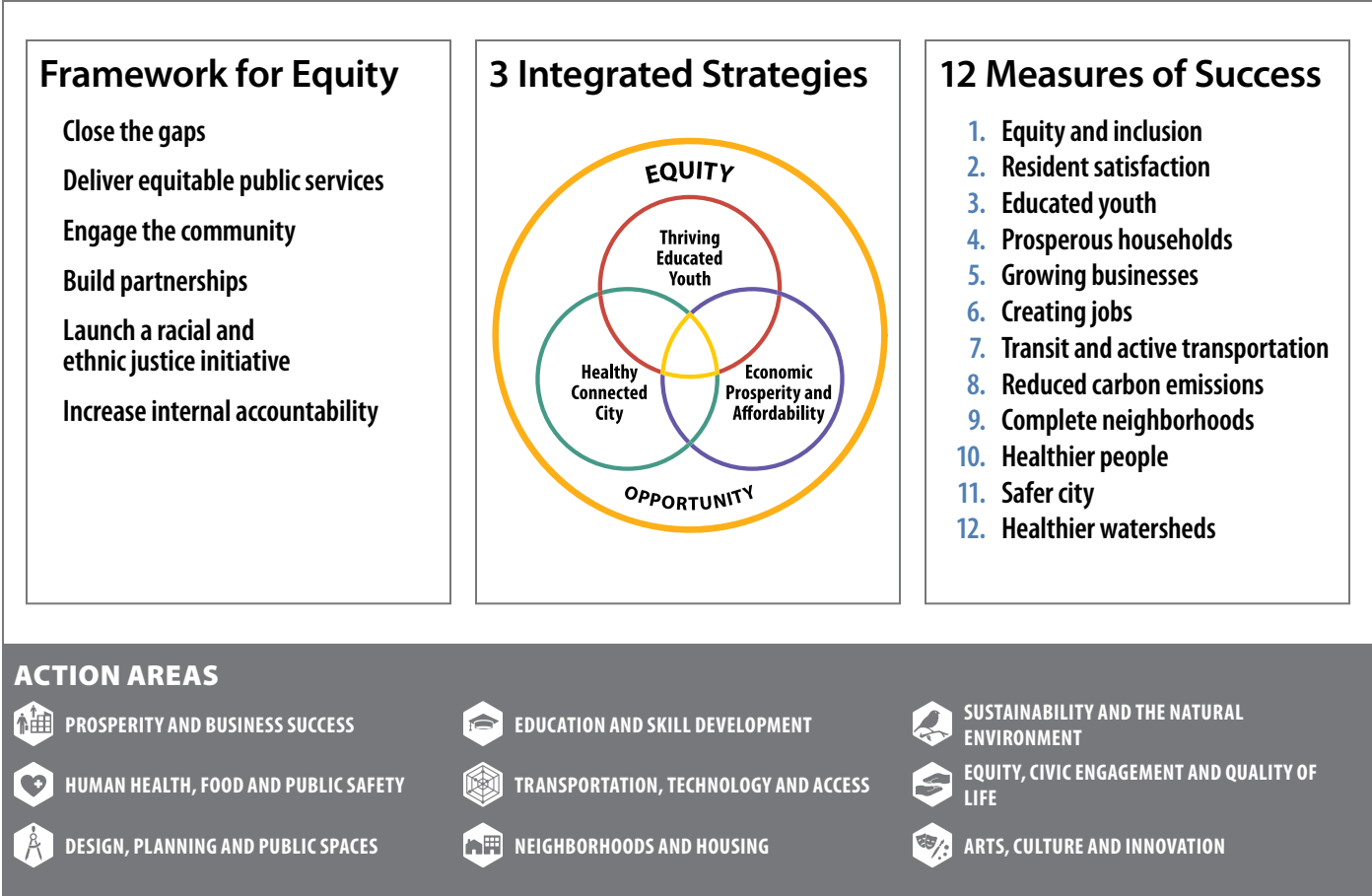




PORTLAND PLAN AT A GLANCE

The Portland Plan is organized around an equity framework, measures of success and integrated strategies based on nine action areas. The action areas were the starting point for completing background research and for setting goals and objectives for 2035.

Together, they provide a five-year action plan and 25-year guiding policies for the City and Portland plan partners.



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A Framework for Equity

The equity framework offers a guide for both implementing the Portland Plan strategies and for changing the way that the city budgets, hires and approaches all activities. The equity framework asserts a new way of working that puts the achievement of equity front and center.

The framework includes direction on:

- What to do — close disparity gaps and focus on equitable outcomes.
- How to do it — improve participation, build partnerships and launch an ethnic and racial justice initiative.
- How to stay accountable over time.

The equity framework includes principles that describe how Portland Plan partners will approach their work and make decisions. It also includes a five-year action plan for Portland. This action plan can be easily adapted to fit the needs of the partner agencies and any other organizations or businesses that want to advance equity. The complete version of the equity framework is included in the full-length Portland Plan.

Achieving equity requires the intentional examination of systemic policies and practices that, even if they have the appearance of fairness, may serve to marginalize some and perpetuate disparities. It requires an understanding of historical contexts and the active investment in social structures over time to ensure that all communities and individuals can experience their vision for success.



See the entire equity framework in the full-length Portland Plan at www.pdxplan.com.

EQUITY DEFINED

Equity is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential. We have a shared fate as individuals within a community and communities within society. All communities need the ability to shape their own present and future. Equity is both the means to healthy communities and an end that benefits us all.

Making Equity Real

We make the promise of opportunity real when:

- All Portlanders have access to a high-quality education, living wage jobs, safe neighborhoods, a healthy natural environment, efficient public transit, parks and green spaces, decent housing, and healthy food.
- The benefits of growth and change are equitably shared across our communities. No one community is overly burdened by our region's growth.
- All Portlanders and communities fully participate in and influence public decision-making.
- Portland is a place where your future is not limited by your race, gender, sexual orientation, disability, age, income, where you were born, or where you live.

Why Equity Matters

Prosperity

We all win when everyone achieves their full potential. We all win when business can thrive in our community, when children graduate from school and when we all can access healthy food sources. Our shared prosperity depends on everyone's participation.

Resilience

Without healthy, thriving, prepared people we cannot achieve our highest goals, implement our best plans for dealing with climate change or secure Portland's position in the global economy. Without a city that is physically designed to last, future generations will not benefit. We want a city where we are better on a good day so we can bounce back from a bad day. That requires everyone's well-being, everyone thriving, everyone participating.

Prevention

Meaningfully connecting everyone to community institutions, programs and services prevents problems from occurring in the first place. The cost of doing nothing is profound, both socially and fiscally.

Leadership

Just as Portland has led innovation in environmental sustainability and green technology, Portland can be a leader in social sustainability. By focusing on ways to build equity and accountability, we can lead the development of 21st century business practice and tools — and that has value in a knowledge-based economy.

THE PORTLAND PLAN





Measures of Success

You can't track what you don't measure. While there are hundreds of data points within the Portland Plan to track progress, it is simply not feasible to measure everything. Instead, the Portland Plan identifies twelve core measures — each of which can tell us many things about the city.

12 Citywide Measures of Success

1. **Equity and inclusion**
2. **Resident satisfaction**
3. **Educated youth**
4. **Prosperous households**
5. **Growing businesses**
6. **Creating jobs**
7. **Transit and active transportation**
8. **Reduced carbon emissions**
9. **Complete neighborhoods**
10. **Healthier people**
11. **Safer city**
12. **Healthier watersheds**

The twelve Portland Plan measures are like medical vital signs, (for example, heartbeat, temperature, and blood pressure). Each vital sign is an indicator of overall health. If one or more is not what it is expected to be, further diagnosis is needed.

Similarly, each Portland Plan measure can provide insight on Portland's overall health. For example, the educated youth measure (tracking the on-time high school graduation rate), tells us how many youth are finishing high school on time, but it also indicates whether youth have strong support systems, if early childhood education is adequate and if Portland is likely to have the trained and skilled workforce it needs to compete.

As we implement the five-year action plans, we will evaluate progress on these measures regularly. If the city's progress on a measure is moving in the wrong direction, it is time to evaluate and adjust our approach.

The following pages include snapshots of the measures of success. Each of the measures shows where we are today and where we want to be by 2035.

A more detailed discussion of each measure can be found in the full-length Portland Plan at www.pdxplan.com.

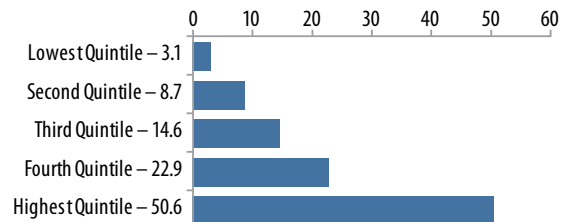
1. Equity and inclusion

When all Portlanders have access to a high-quality education, living wage jobs, safe neighborhoods, a healthy natural environment, efficient public transit, parks and green spaces, decent housing, and healthy food and can fully participate in and influence public decision-making, we will have an equitable and inclusive city. We have a long way to go.

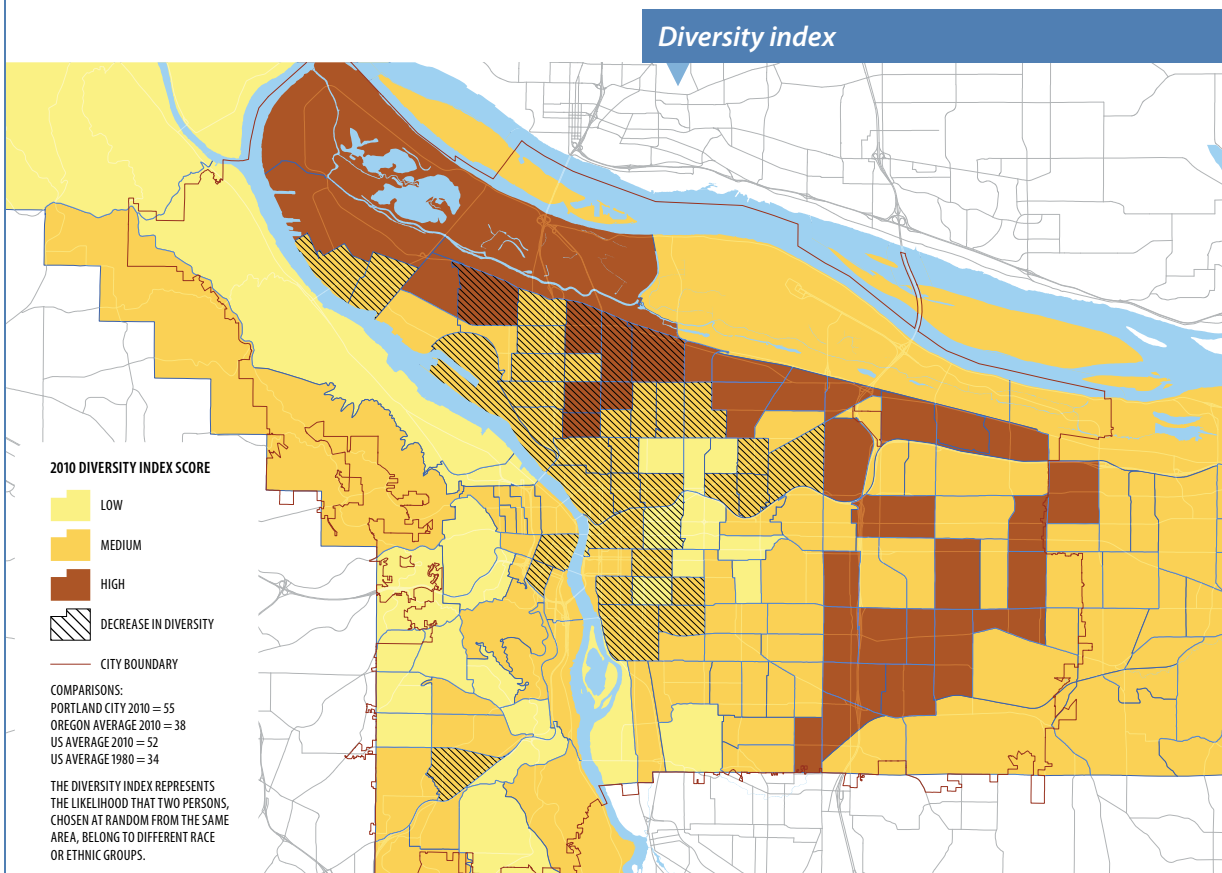
Equity is and should be measured in terms of the outcomes people experience (represented by the other 11 measures). It is also important to look at the level of Portland's integration and inclusivity in Portland because it speaks volumes about whether all Portlanders have the same opportunities, irrespective of their race, ethnicity, gender, ability, gender, sexual orientation, where they were born or where they live.

When looked at together, the following measures help us assess Portland's level of equity and inclusion:

■ **Income distribution** — In Portland, the lowest fifth of income earners earned only three percent of total income in the city. The highest fifth earned just over 50 percent, more than 15 times the poorest fifth.



■ **Diversity index** — The diversity index reports the percentage of times two randomly selected people differ by race/ethnicity. Portland's diversity index score is 55, which is just above the national average of 52. A higher score is one indicator of greater diversity.





A more detailed discussion of each measure can be found in the full-length Portland Plan at www.pdxplan.com.

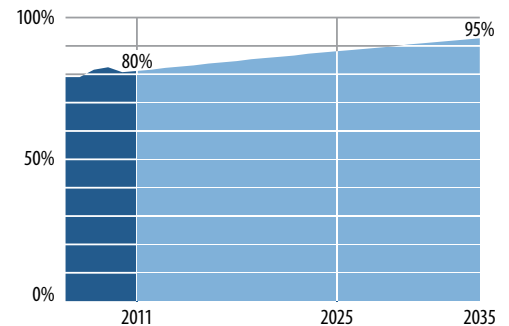
2. Resident satisfaction

In 2010, over 80 percent of residents reported positive feelings about living in the city and their neighborhood.

Objective:

By 2035, 95 percent of Portlanders are satisfied with living in the city and their neighborhood.

PORTLANDERS SATISFIED LIVING IN THE CITY



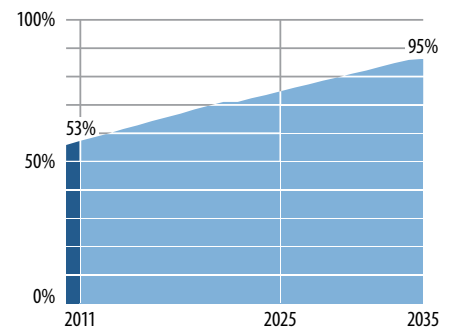
3. Educated youth

Today, only 53 percent of Portland's high school students graduate on time and 23 percent dropout altogether.

Objective:

By 2035, 95 percent of students graduate on time.

ON-TIME GRADUATION RATE



4. Prosperous households

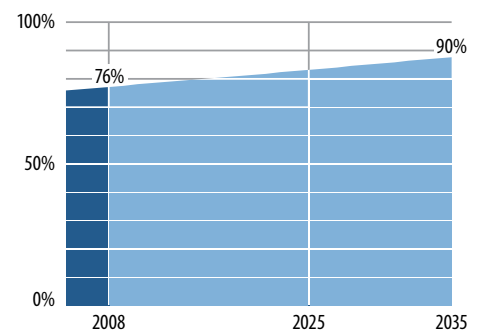
Today, 76 percent of Portland households are economically self-sufficient.

Objective:

By 2035, 90 percent of households are economically self-sufficient.

The self-sufficiency index measures whether an income is sufficient to meet the basic needs of most adults, including the cost of housing, childcare, health care, and transportation.

SELF-SUFFICIENT HOUSEHOLDS



5. Growing businesses

In 2008, exports generated \$22 billion for the regional economy. Portland ranks 12th among major U.S. cities in terms of export value.

Objective:

By 2035, the metropolitan region ranks 10 or better among U.S. cities, in terms of export value.

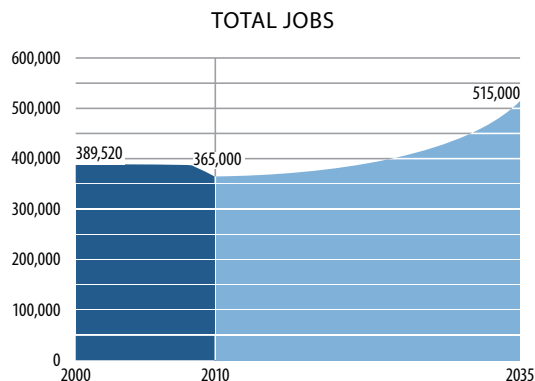


6. Creating jobs

In 2010, there were approximately 365,000 jobs in Portland.

Objective:

By 2035, Portland will be home to over 515,000 jobs, providing a diverse and robust job base for Portlanders.

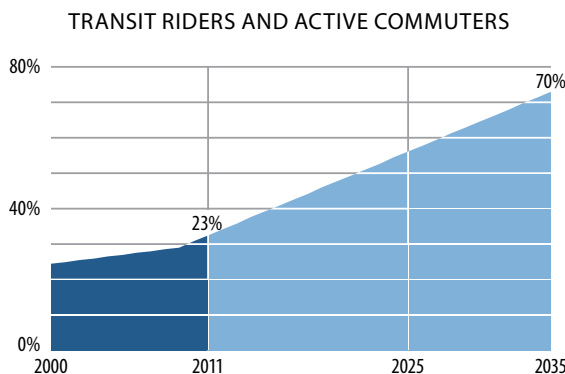


7. Transit and active transportation

Today, about 23 percent of workers 16 years and older take transit or active transportation (they bike, or walk) to work.

Objective:

By 2035, 70 percent of Portlanders take transit, active or less polluting transportation to work.





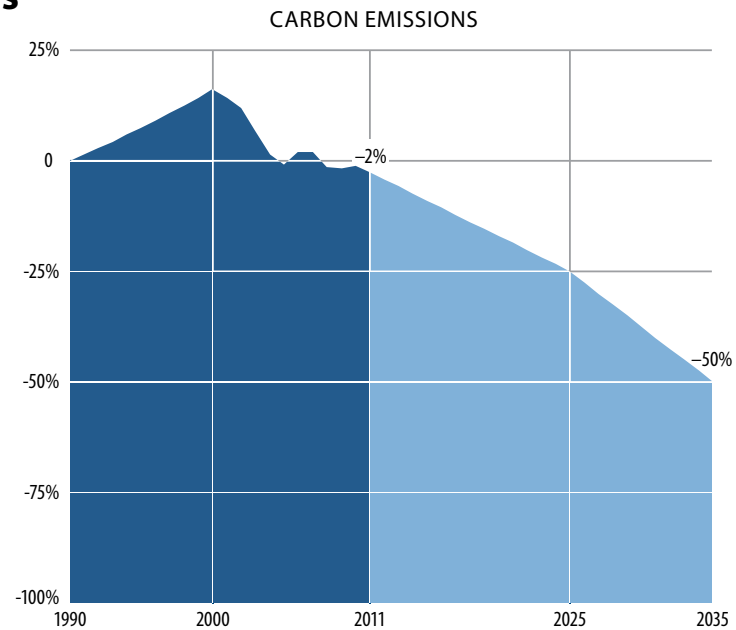
A more detailed discussion of each measure can be found in the full-length Portland Plan at www.pdxplan.com.

8. Reduced carbon emissions

In 2009, carbon emissions in Multnomah County (including Portland) were about two percent below 1990 levels.

Objective:

By 2035, carbon emissions are 50 percent below 1990 levels.



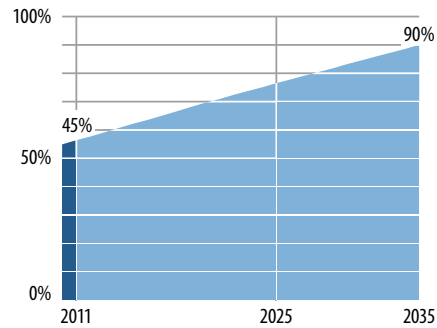
9. Complete neighborhoods

Today, less than 50 percent population is within areas with good access to schools, parks, grocery stores, sidewalks and transit.

Objective:

By 2035, 90 percent of Portlanders live within a quarter to a half-mile of sidewalk-accessible complete neighborhoods.

PORTLANDERS IN WALKABLE NEIGHBORHOODS



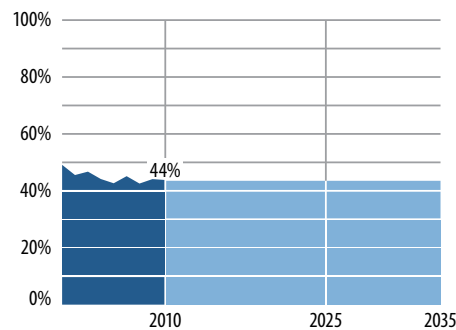
10. Healthier people

Today, the percentage of Multnomah County adults at a healthy weight is declining. Only 44 percent of adults are at a healthy weight. Today, less than 75 percent of 8th graders are at a healthy weight.

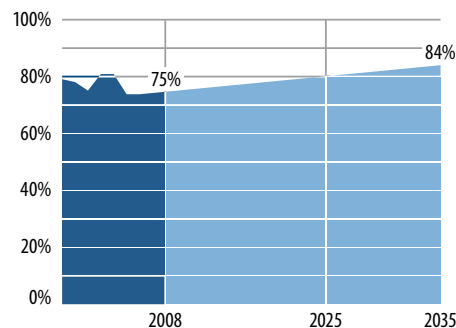
Objective:

By 2035, the percentage of Multnomah County adults at a healthy weight meets or exceeds current rates. The percentage of 8th graders at a healthy rate has increased and meets or exceeds national targets.

ADULTS AT A HEALTHY WEIGHT



8TH GRADERS AT A HEALTHY WEIGHT





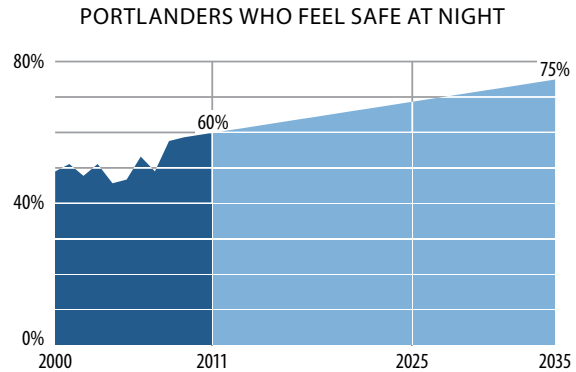
A more detailed discussion of each measure can be found in the full-length Portland Plan at www.pdxplan.com.

11. Safer city

In 2009, 60 percent of Portlanders felt safe walking alone at night.

Objective:

By 2035, 75 percent of Portlanders feel safe walking alone at night.



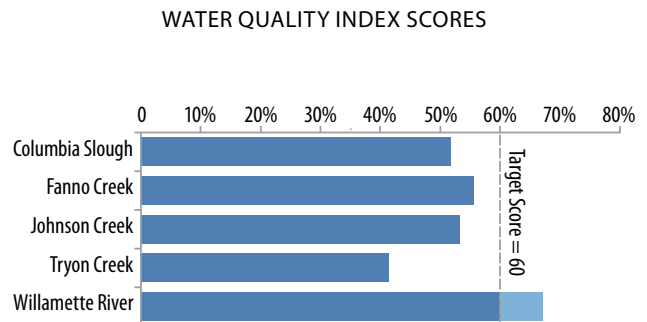
12. Healthier watersheds

Today, four of Portland's five watersheds have Water Quality Index scores (PWQI) between 40 and 55. Only the Willamette River has a PWQI score over 60.

Objective:

By 2035, all five of Portland's watersheds have PWQI scores of 60 or higher and the Willamette River watershed has a score of 75 or greater.

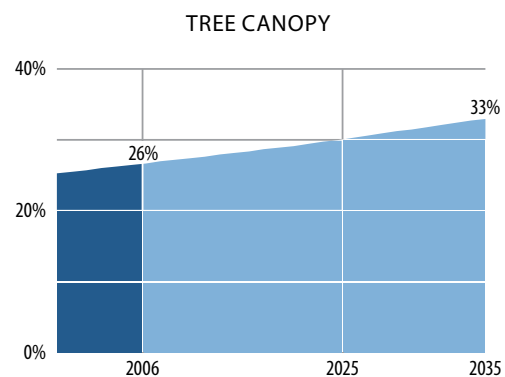
The PWQI combines eight water quality indicators to assess how close Portland streams and rivers are meeting water quality standards (including those set by regulators such as Oregon DEQ).



Today, 26 percent of the city is under tree canopy and tree canopy coverage varies by neighborhood.

Objective:

By 2035, tree canopy covers at least 33 percent of the city and no residential neighborhood has less than 25 percent tree canopy coverage.



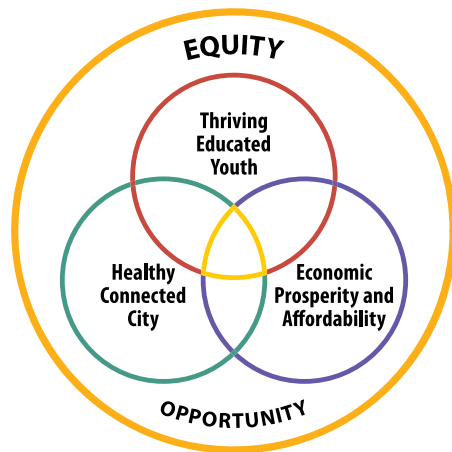


Three Integrated Strategies

The three integrated Portland Plan strategies provide the foundation for greater alignment, collective action and shared success. They organize actions and policies to address Portland's top priorities, including creating jobs, improving affordability, providing high-quality educational opportunities for all Portlanders and building a vibrant, healthy, connected city.

Each strategy includes an overall goal, guiding long-term policies and a five-year action plan (2012–17). The guiding policies to help the City of Portland and its partners make critical, long-term investment and budget decisions. The actions are the specific steps the City of Portland and partners will take in the next five years (2012–17). Some actions are first steps to achieving significant long-term change. Other actions are quick starts that will provide efficient near-term results. The actions and policies in each strategy are grouped into strategy elements, each with a distinct focus.

The full-length Portland Plan can be found at www.pdxplan.com.



Thriving Educated Youth

STRATEGY ELEMENTS

- A culture of high expectations and achievement for all Portland youth
- Shared ownership of student success
- Neighborhoods and communities that support youth
- Facilities and programs that meet 21st century challenges and opportunities

Economic Prosperity and Affordability

STRATEGY ELEMENTS

- Business cluster growth
- Urban innovation
- Trade gateway and freight mobility
- Growing employment districts
- Neighborhood business vitality
- Access to housing
- Education and job training
- Household economic security

Healthy Connected City

STRATEGY ELEMENTS

- Public decisions that benefit human and environmental health
- Vibrant neighborhood hubs
- Connections for people, places, water and wildlife
- Coordinated inter-agency approach

What is in a strategy?

2035 Goals and Objectives

Each strategy's goal and objectives provide big picture statements about what the strategies are designed to achieve. For lists of all the objectives, please see the full-length Portland Plan.

25-year Guiding Policies

The purpose of the guiding policies is to help the City of Portland and its partners make critical, 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 direction for other transportation, housing, economic development, environmental and education plans, among others. A few sample policies are included in the Portland Plan summary. For a complete set of policies, please see the full-length Portland Plan.

5-Year Action Plan

The actions are the specific steps the City of Portland and partners will take within 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. A few sample actions are included in the Portland Plan summary. For a complete set of actions, please see the full-length Portland Plan.

The policies and actions in each strategy are grouped into themes, called strategy elements.



Thriving Educated Youth

Stable homes, safe and accessible neighborhoods, supportive adults, good nutrition and physical activity are among the influences that help youth thrive. Support inside and outside the classroom is needed to ensure that all youth can flourish at each stage of life.

GOAL

Ensure that all youth (0–25 years) have the necessary support and opportunities to thrive — both as individuals and as contributors to a healthy community and prosperous, sustainable economy.





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

- Build a culture of high expectations and achievement for all Portland youth.
- Encourage all Portlanders to share ownership for youth success.
- Create neighborhoods and communities that support youth.
- Support facilities and programs that meet 21st century opportunities and challenges.



The following is a sample of five-year actions and 25-year guiding policies.
To learn more about this strategy, read the full-length Portland Plan at www.pdxplan.com.

Sample 5-Year Actions

Number	Related Action Areas	Actions	Potential Partners
7		Public-private partnerships: Increase private sector partnerships with schools, and in doing so, the number of career-related learning options and dual-enrollment high school students taking college credit.	City, School Districts, MHCC, PCC, PSU
EQUITY 16		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.	Multnomah County, City, School Districts, SUN
EQUITY 20		Early childhood investments: Invest in preschool programs, home visits and other efforts designed to improve the quality and availability of childcare for families in poverty.	Portland Children's Levy
26		Shared resources: Develop and update joint use agreements between Portland Parks and all local school districts. Explore greater level of facility and ground management coordination and cost sharing.	School Districts, PP&R

Sample Guiding Policies

- ▶ Support curricula that foster creativity and critical thinking to prepare students for a workforce that is globally competitive, entrepreneurial and responsive to economic change.
- ▶ Expand effective vocational mentoring, apprenticeships, and college access programs citywide.

ACTION AREAS



PROSPERITY AND BUSINESS SUCCESS



EDUCATION AND SKILL DEVELOPMENT



SUSTAINABILITY AND THE NATURAL ENVIRONMENT



HUMAN HEALTH, FOOD AND PUBLIC SAFETY



TRANSPORTATION, TECHNOLOGY AND ACCESS



EQUITY, CIVIC ENGAGEMENT AND QUALITY OF LIFE



DESIGN, PLANNING AND PUBLIC SPACES



NEIGHBORHOODS AND HOUSING



ARTS, CULTURE AND INNOVATION



Economic Prosperity and Affordability

Community-wide prosperity in Portland depends on a competitive and innovative business environment; an ample supply of stable-living wage jobs; healthy industrial districts and institutions; a well-trained and educated workforce and options for affordable living.

GOAL

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

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


- Promote regional traded sector job growth.
- Support job growth in the city's diverse business districts.
- Improve access to housing and increase housing near transit and job training.

These three areas are mutually reinforcing — each has a role in expanding both economic opportunity and economic equity. At its core, this strategy is about making sure every Portlander who wants a stable well-paying job has one and can afford to meet basic needs.



The following is a sample of five-year actions and 25-year guiding policies.
To learn more about this strategy, read the full-length Portland Plan at www.pdxplan.com.

Sample 5-Year Actions

Number	Related Action Areas	Actions	Potential Partners
1		Business development: Focus business development resources on enhancing the competitiveness of businesses in five target clusters: advanced manufacturing, athletic & outdoor, clean tech, software and research & commercialization.	PDC
3		University connections: Pursue connections between higher education and firms in the target industries, whereby universities help solve technical challenges facing commercial firms by turning university-based innovations into commercially viable products.	PSU, OHSU, PDC
21		Industrial site readiness: Assemble at least one new shovel-ready 25-acre or larger site for environmentally-sensitive industrial development as a pilot project for advancing both economic and natural resource goals in industrial areas.	PDC
22		Growth capacity: Plan for adequate growth capacity to meet projects employment land shortfalls in the Comprehensive Plan, including industrial districts, multi-modal freight facilities, campus institutions and commercial corridors in underserved neighborhoods.	BPS
EQUITY 45		Post-secondary: Study the feasibility of a program that guarantees public school students access to two years of education or training past high school.	C2C

Sample Guiding Policies

- ▶ 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.
- ▶ Foster entrepreneurial support systems that make Portland the home for regional business startup activity, including commercialization of urban innovations.

ACTION AREAS



PROSPERITY AND BUSINESS SUCCESS



EDUCATION AND SKILL DEVELOPMENT



SUSTAINABILITY AND THE NATURAL ENVIRONMENT



HUMAN HEALTH, FOOD AND PUBLIC SAFETY



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

Our health and the health of our children rely on our ability to live, work, learn and play in a city where we can safely and conveniently walk, bike or take transit to meet most of our everyday needs. Where we can easily travel to destinations throughout the city, nature and parks are never far away and the water and air are clean.

GOAL

Improve human and environmental health by creating a system of neighborhood hubs — linked by a network of city greenways that integrate nature into neighborhoods and connect Portlanders to services, destinations and opportunities locally and across the city.





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

- **Prioritize human and environmental health:** Our future decisions must consider impacts on human and environmental health and prioritize actions to reduce disparities and inequities.
- **Promote vibrant neighborhood hubs:** Our neighborhoods must provide business and services, healthy food, parks and other gathering places and housing that are easily accessible by foot, wheelchair, bike and transit so residents have options for living a healthy active lifestyle.
- **Develop city connection, greenways and corridors:** A system of habitat connections, neighborhood greenways and civic corridors will weave nature into the city and sustain healthy neighborhoods, watersheds and Portlanders.
- **Coordinate the work of public, private and community partners:** Alignment among public and private and community partners on planning and investment will help Portland develop new approaches, harness community initiative and build community capacity.



The following is a sample of five-year actions and 25-year guiding policies.
To learn more about this strategy, read the full-length Portland Plan at www.pdxplan.com.

Sample 5-Year Actions Plan

Number	Related Action Areas	Actions	Potential Partners
EQUITY 9		<p>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, affordable housing in and around neighborhood hubs and near transit.</p> <p>a. Explore opportunities to create housing for elders and mobility-impaired residents in service-rich, accessible locations; and ensure that workforce housing is part of the mix of housing in neighborhood hubs.</p> <p>b. As an initial project, construct and include workforce and senior housing in the Gateway-Glisan mixed-use/mixed-income housing development.</p>	PHB, PDC, BPS
13		<p>Healthy and affordable food: 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.</p>	PP&R
EQUITY 33		<p>Civic corridors: Through the “Sidewalk Infill on Arterials Program,” invest \$16 million in building sidewalks on arterials in southwest and east Portland to address high priority gaps in the sidewalk network.</p>	PBOT, BES, BPS, TriMet, Metro, PP&R
36		<p>Planning and investment: Establish a transportation policy that prioritizes creating transportation systems that support active transportation modes — walking, biking and transit. Develop and promote telework resources and incentives.</p>	PBOT, BPS

Sample Guiding Policies

- ▶ Link new housing to local services and transportation by increasing the variety of housing (in terms of cost and size) in and around neighborhood hubs.
- ▶ Foster a multi-modal transportation system that links neighborhood hubs to each other, employment areas, the central city and the broader region through safe and attractive frequent transit, bikeways and pedestrian connections.

ACTION AREAS



PROSPERITY AND BUSINESS SUCCESS



EDUCATION AND SKILL DEVELOPMENT



SUSTAINABILITY AND THE NATURAL ENVIRONMENT



HUMAN HEALTH, FOOD AND PUBLIC SAFETY



TRANSPORTATION, TECHNOLOGY AND ACCESS



EQUITY, CIVIC ENGAGEMENT AND QUALITY OF LIFE



DESIGN, PLANNING AND PUBLIC SPACES



NEIGHBORHOODS AND HOUSING



ARTS, CULTURE AND INNOVATION





Each strategy includes actions that focus on improving equity and outcomes for Portlanders. When reviewing the complete list of actions in the full-length Portland Plan, look for the Equity, Civic Engagement and Quality of Life symbol.

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. In response, this strategy includes actions and policies that will give more community and individual support to students to improve educational outcomes. The purpose is to give youth the greatest chance of success from early childhood to early adulthood, improving their 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 both reduce household costs, support local hiring and improve job training options for Portlanders so that more Portlanders 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 the opportunity to live a healthy life. Right now, some of the city's neighborhoods do not have convenient and safe options for physical activity or nearby services like grocery stores with affordable fresh produce. These neighborhoods often provide the city's most affordable housing and have a high percentage of young residents. To be healthy, Portlanders of all ages, incomes and abilities should have access to nutritious and affordable food, safe and accessible transportation options, a healthy environment and opportunities to gather, connect and recreate. To achieve this goal, the Healthy Connected City strategy targets public actions, policies and investments in communities and areas of the city that currently lack these things.

Implementation

The Portland Plan will be implemented through:

- Collaborative Partnerships
- Goal-based Budgeting
- Citywide and Local Actions

Collaborative Partnerships

The City cannot tackle this ambitious agenda alone. More than 20 agency partners, including Metro, TriMet, Multnomah County, the school districts, the Portland Development Commission and others will continue to commit resources to help implement the plan over the next 25 years. Improved alignment and coordination among the partner agencies, which collectively spend nearly \$4 billion annually on the issues addressed in the Portland Plan, will ensure that partner agencies use public resources in the smartest possible way.

Partnership Types

There are two basic levels of Portland Plan partners: lead partners and supporting partners. Lead and supporting partners will be a combination of local government agencies and community organizations.

Lead partners will:

- Adopt, schedule and coordinate implementation of specific sections of the Portland Plan actions that match their organization's mission. They may support their actions through grants, donations, in-kind, or other sources of support.
- Recruit, coordinate and recognize and support additional partners that can help implement action(s).
- Complete a brief, annual status report on each action they agreed to implement.
- Participate in Portland Plan meetings and community forums.
- Coordinate with other partners to request modifications or add new ideas.

Supporting partners will:

- Provide direct assistance to lead partners where support matches the partner organization's mission and resources.
- Undertake activities that support Portland Plan actions and objectives.
- Coordinate with lead partners where technical assistance or volunteer support is needed.

Although the Portland Plan implementation will begin with partnerships among local government agencies and a small set of community organizations, the success of the plan will depend on continued collaboration with state and federal partners and the future involvement of a greater number of businesses, community organizations and individuals.



A Diverse Toolbox

The plan relies upon the City and its partners to be innovative with new market-based tools, intergovernmental agreements, education and technical assistance, advocacy, capacity building and leading through model behavior.

Reporting and Action Plan Updates

Every year, the Office of Management and Finance with the Bureau of Planning and Sustainability will work with the lead partners will produce a Portland Plan progress report that lists actions that are underway or complete, identifies recommended high priority actions for the upcoming year and updated data on the measures of success. The report will be available for public review and presented to the City Council. The duration of the five-year action plan is 2012 to 2017. An updated action plan will need to be completed for 2017 to 2023 and for future years.

Achieving our integrated strategic goals and advancing equity will require Portlanders to think and act differently and with intention in the years to come. Together, the Portland Plan partners, businesses, community organizations and individuals will build upon our assets to advance equity and improve opportunity for all Portlanders.

Goal-based Budgeting

The Portland Plan will help provide the City of Portland with a coordinated and measurable approach for organizing and prioritizing annual budget requests. By both working collaboratively with other organizations and purposefully prioritizing actions that will help meet the Portland Plan goals and measures of success, in the City's budget process, we will be able to do more with less.

When fully implemented, in the new budget approach, City of Portland bureaus and offices will:

- Identify how programs and projects support the Portland Plan.
- Use an asset management approach to achieve more equitable service levels across communities and geographies.
- Track and report on service levels and investments by community and geography.
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments to help reduce disparities and promote service level equity, improve participation and support leadership development.
- Identify whether requests advance equity, are a strategic change that will improve efficiency and service levels and/or are needed to provide for basic public welfare, health and and/or to meet all applicable national and state regulatory standards.

Citywide and Local Actions

A central intention of the Portland Plan is to bring some of Portland's most influential plans and projects together under a shared title and action plan. The purpose of doing this is to:

- Make sure the most important parts of the City's and various Portland Plan partners' plans are aligned and implementation is coordinated.
- Establish a shared set of priorities and measures of success for partners.
- Coordinate data collection and data analysis processes, so that bureaus, agencies, businesses, community organizations and Portlanders can base decisions on accurate and shared information.

For the purpose of implementation, the policies and actions in the equity framework and the three integrated strategies, which will be implemented by the lead Portland Plan partners, can be grouped into two distinct, but equally important categories: citywide actions and local actions.

Citywide Actions

Citywide actions and policies address how partners coordinate tasks, share information and plan for entire city systems, (e.g., watersheds and transportation networks). Citywide actions and policies also address the needs of non-geographic communities, (communities connected by shared history, experience and culture) and individuals across the entire city.

The Portland Plan is a citywide plan for all Portlanders. The integrated strategies and equity framework are intended to address our shared goals of a prosperous, healthy and equitable city. Most citywide actions are found in the equity framework and the following strategy elements:

Thriving and Educated Youth

- Shared ownership of student success

Economic Prosperity and Affordability

- Education and job training
- Household economic security

Healthy Connected City

- Public decisions that benefit human and environmental health
- Coordinated inter-agency approach
- Citywide action implementation

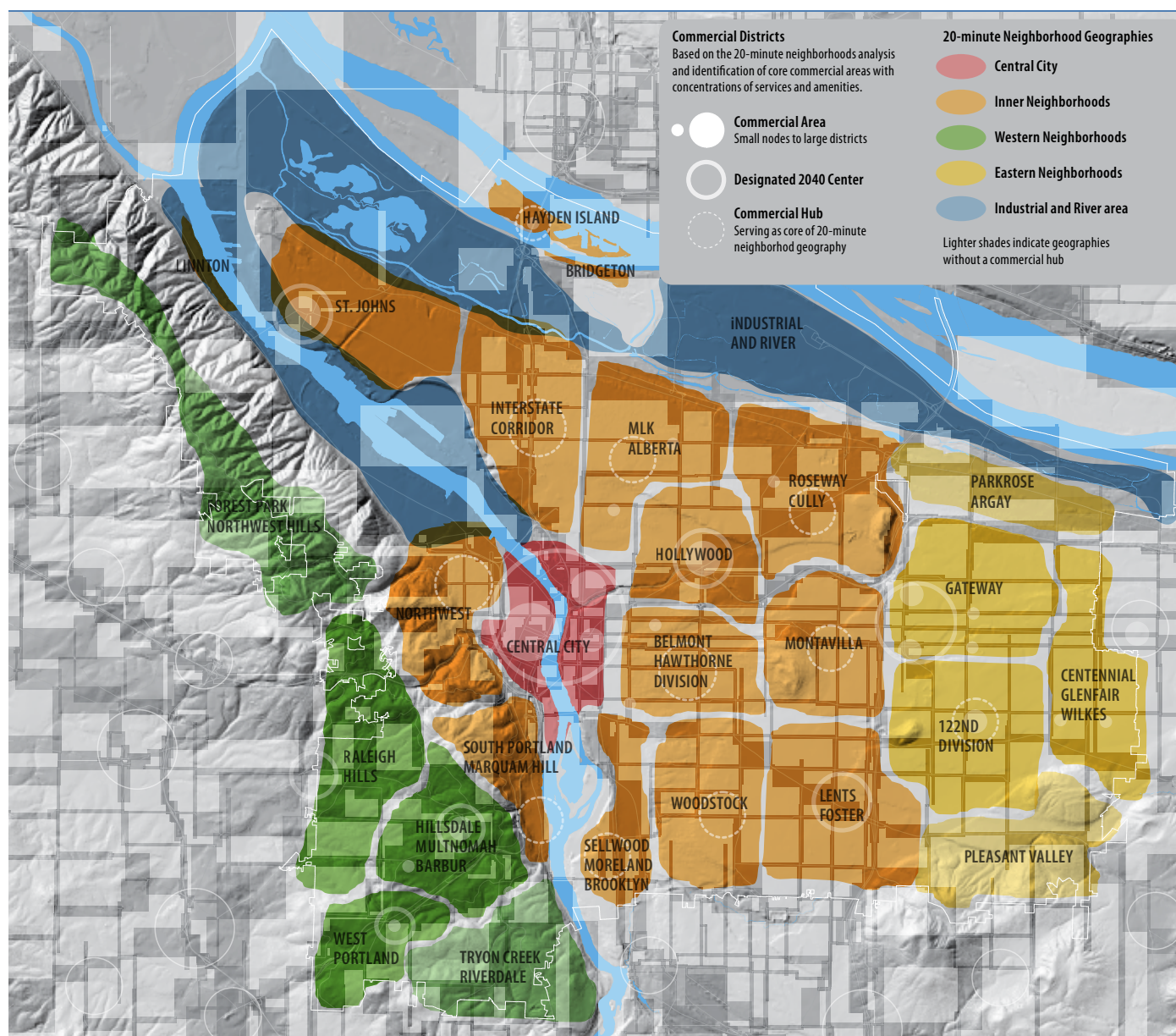
The top priority citywide actions will be developed during upcoming budget process. The 12 citywide measures of success will influence the prioritization of the citywide actions.

12 Citywide Measures

1. Equity and inclusion
2. Resident satisfaction
3. Educated youth
4. Prosperous households
5. Growing businesses
6. Creating jobs
7. Transit and active transportation
8. Reduced carbon emissions
9. Complete neighborhoods
10. Healthier people
11. Safer city
12. Healthier watersheds

14 Local Measures

1. 3rd grade reading
2. 3rd grade math
3. On-time graduation rate
4. Associate's degree attainment
5. Poverty
6. Unemployment
7. Employment growth
8. No more than 30% cost-burdened households
9. Walkability and access rating
10. Most workers commute less than 30 minutes
11. Transit and active transportation
12. Tree canopy
13. Crime rate
14. Household energy use estimate



Local Actions

Many of the actions in the Portland Plan will be seen most directly in changes at the local level. In designing the specifics of these local actions, projects and programs will need to be tailored for the conditions and issues in specific parts of the city. The following shows how this could play out across the different neighborhoods and districts that make up our city.

As part of the Portland Plan analysis, we looked at how different parts of the city were faring in terms of the 12 citywide measures of success. This required identifying related measures for which we have data at the neighborhood scale. The result is that 14 local measures were identified. See the lists on the previous page.

These measures were then compiled for 24 geographic sub-areas that combine traditional neighborhoods and districts. These sub-areas typically share commercial centers, parks, schools and often shared interests. They are equivalent to the scale of a small town, with an average size of 24,000 people.

For the purposes of reporting, we grouped these 24 sub-areas into five groups defined by their shared history, development pattern and physical characteristics. The five groups are Central City, Eastern neighborhoods, Western neighborhoods, Inner neighborhoods and the Industrial and river area.

Sub-area Scorecard

10 Meets or exceeds standard

8–9 Near target; a little work may go a long way

0–7 Far from target; can benefit from extensive work (investment, prioritization)

This table offers an at-a-glance view of how different areas of the city perform relative to the city as a whole and our strategy goals. The purpose of this table is to begin identifying which aspects of the Portland Plan may be most relevant to Portlanders in the different places where they live and work. For example, local actions to address educational achievement and economic development may be especially relevant in Lents-Foster or Parkrose-Argay, while actions to expand transportation options might be relevant in Hollywood.



SCORECARD SUMMARY AND SELECTED SUB-AREA DATA

		Thriving Educated Youth	Economic Prosperity and Affordability	Healthy Connected City	Current population (households)	2035 Population projection (households)	Foreign born population (%)	Diversity index	Area (sq. mi.)	
1	Central City	9	9	7	21,726	50,948	13%	35	3.9	
2	Interstate	7	9	8	15,152	26,448	10%	48	5.2	
3	Hayden Island-Bridgeton	6	8	5	2,501	4,406	9%	38	2	
4	St. Johns	6	6	7	13,042	16,562	13%	50	6.7	
5	Roseway-Cully	7	6	7	14,583	17,473	13%	48	7.1	
6	MLK-Alberta	8	10	8	16,468	20,663	7%	47	5.2	
7	Belmont-Hawthorne-Division	9	7	9	18,579	21,962	7%	21	3.7	
8	Hollywood	9	10	8	14,732	19,027	7%	20	3.9	
9	Montavilla	7	8	7	14,003	18,523	13%	42	4.4	
10	Woodstock	8	8	8	13,802	15,719	9%	28	4.6	
11	Lents-Foster	7	8	7	17,796	24,145	19%	47	6.3	
12	Sellwood-Moreland-Brooklyn	8	6	7	7,851	9,296	6%	21	2.9	
13	Parkrose-Argay	6	10	6	5,750	7,729	18%	60	3.7	
14	Gateway	7	8	6	11,813	27,407	19%	46	5.1	
15	122nd and Division	6	9	6	14,543	21,786	23%	51	5.6	
16	Centennial-Glenfair-Wilkes	6	8	6	12,135	17,767	25%	46	4.5	
17	Pleasant Valley	6	9	6	3,945	5,272	19%	42	5.2	
18	Forest Park-Northwest Hills	9	9	6	3,472	4,944	16%	29	15.9	
19	Raleigh Hills	9	7	6	6,849	10,922	8%	19	5.2	
20	Northwest	9	6	8	14,026	18,194	10%	21	4	
21	South Portland-Marquam	9	10	7	5,119	9,099	8%	24	2.5	
22	Hillsdale-Multnomah	9	7	7	9,471	15,834	8%	20	4.3	
23	West Portland	9	10	7	4,868	7,421	14%	29	2.6	
24	Tryon Creek-Riverdale	9	9	6	3,609	4,721	5%	19	5.1	

The raw scores for each of the local measures were converted to a scale of one to ten. A consistent scale makes it easier to compare outcomes both within and among the 24 sub-areas. To view the raw scores and sources, please read Appendix B of the full-length Portland Plan.

THRIVING EDUCATED YOUTH				ECONOMIC PROSPERITY AND AFFORDABILITY				HEALTHY CONNECTED CITY						
3rd grade reading (2010–11)	3rd grade math (2009–11)	On-time graduation rate (class of 2010)	Associate's degree attainment	Poverty (in last 12 months of 2005–09 sample)	Unemployment (through May 2011)	Employment growth (2000–08)	No more than 30% cost-burdened households (2005–09)	Walkability and accessibility rating	Most workers commute less than 30 minutes	Active transportation (walk, bike or ride transit to work)	Tree canopy (based on analysis of 2007 aerial photos)	Crime rate (person crimes per 1,000 people)	Household energy use estimate	
10	10	8	8	8	9	6	6	9	9	10	3	2	10	
8	7	6	6	9	9	10	7	7	10	6	7	8	9	
8	7	5	5	10	10	0	8	0	9	4	5	7	6	
8	7	4	4	9	9	0	6	2	9	5	7	8	9	
9	8	6	6	9	9	0	7	2	9	5	6	9	9	
8	7	7	7	10	9	10	7	7	10	6	5	9	8	
9	9	8	9	10	9	0	8	10	10	7	7	10	9	
9	9	8	9	10	10	5	10	8	10	5	7	10	8	
8	9	6	6	9	9	0	7	5	9	5	7	9	9	
9	8	7	7	10	9	0	7	5	9	5	8	10	9	
9	9	6	4	9	9	0	6	3	8	5	6	8	9	
9	9	7	8	10	10	0	7	3	9	5	7	10	9	
7	7	7	4	10	9	10	7	0	9	4	5	8	8	
9	9	7	4	10	9	0	6	0	9	3	7	8	9	
8	8	6	3	9	9	1	6	1	9	4	8	8	9	
7	7	7	3	9	9	0	6	0	8	4	7	8	9	
7	7	7	5	10	10	0	7	0	8	3	10	9	6	
10	9	8	10	10	10	0	10	0	10	3	10	10	1	
9	9	8	10	10	10	0	10	0	10	3	10	10	6	
10	10	8	10	9	9	0	7	3	10	7	10	10	9	
10	10	8	10	9	10	10	9	0	10	5	10	10	9	
9	9	8	10	10	10	0	9	0	10	4	10	10	8	
9	9	8	8	10	10	10	7	0	10	4	10	10	7	
10	10	8	10	10	10	0	10	0	10	4	10	10	4	

Central Portland



The Central City includes the downtown retail and office 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, and Old Town/Chinatown and the Pearl District. It is a state, regional and local hub of commercial, residential and recreational activity.

Through its mixed-use areas and connections to the regional multimodal transportation network, both of which make it easy for Portlanders to walk, take transit or bike to work and to meet their daily needs, the Central City supports a healthier environment and healthier Portlanders. It also offers a vibrant and livable environment that is attractive to employers and residents.

The Central City is the state's business and commercial center; it contains the largest supply of land zoned for high-density office uses and offers an array of professional services. The Central City also houses major institutions and universities that are developing tomorrow's workforce and helping commercialize local intellectual capital and industry.

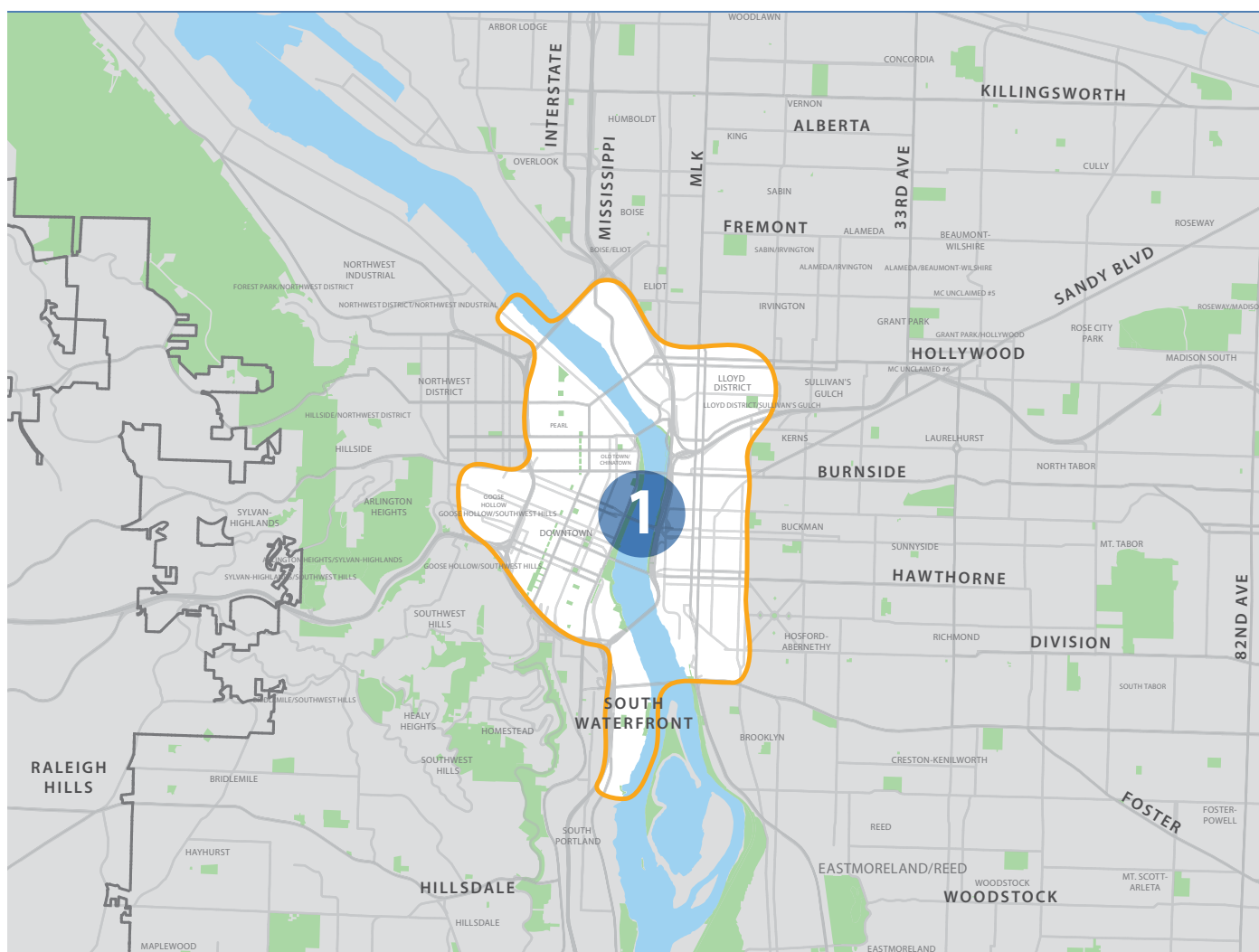
The Central City is a regional cultural hub; it is home to numerous concert halls and performance venues that support local arts organizations, as well as visiting artists and performers from a wide array of artistic disciplines.

Today, more than 34,400 Portlanders call Central City home. Over the last two decades, the Central City has once again become a place where people want to live. Although many Portlanders have moved to the Central City in recent years, the majority of the area's workforce cannot afford to live in the Central City. Nearly all current housing in the Central City consists of either low-income subsidized housing or high-end market rate housing; there is little workforce housing available in this amenity-rich part of town. To ensure Central City neighborhoods are socially sustainable we must develop diverse housing options to support the growing number of students, workers, families with children, and seniors that live in or would like to move to the district.

There is also a growing need to develop new and upgrade existing public school and other community facilities for the Central City's evolving population. Facilities can generate financial and neighborhood support if they are also designed to accommodate multiple community needs, such as afterschool care, continuing education, recreation, civic meeting space, and other uses that make them the center of community.

The success of the Central City is essential to the success of the entire city, and it will play a major role in the implementation of each of the Portland Plan strategies.

Based on the local level data, public comment and knowledge of the area, actions in the following sections of the Portland Plan may be relevant to the Central City. In some cases, the actions may be abbreviated. For a complete list of the actions, please see the full-length Portland Plan at www.pdxplan.com.



SUB-AREA 1: CENTRAL CITY

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Economic Prosperity and Affordability <ul style="list-style-type: none"> Business cluster growth Growing employment districts Access to housing Urban innovation 	<p>Action 1 — Business development: 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.</p> <p>Action 3 — University connections: Pursue connections between higher education and firms in the target industries, whereby universities help solve technical challenges facing commercial firms by turning university-based innovations into commercially viable products..</p> <p>Action 6 — Next generation built environment: Advance the next generation built environment through the creation of the Oregon Sustainability Center and eco-districts. Also, establish at least one new or major expansion of a district energy system.</p> <p>Action 37 — Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.</p>

Inner neighborhoods



This area generally includes those neighborhoods which were developed in an historical “streetcar-era” pattern, from Lents to St. Johns, including South Portland and Northwest. They generally have interconnected street grids, most of which are improved with sidewalks and street trees. Residential areas are characterized by homes on small lots, with buildings oriented to the street. The inner neighborhoods have an extensive system of commercial “main streets” and other neighborhood business districts, providing relatively good local access to commercial services. There are also pockets of industrial services and large institutions, like hospitals.

With more than 140,000 households, more than half of Portland’s population lives in Inner Portland. Since there are few vacant lots, growth over the next twenty five years is expected to occur through infill development and redevelopment.

Although many of the inner neighborhoods share similar physical and historical characteristics, there are still big differences among them. A few neighborhoods, including Cully, Brentwood, Darlington and Woodstock, have many unimproved streets and lack sidewalks. Other sub-areas, such as MLK/Alberta, Interstate and Belmont-Hawthorne-Division experienced a lot of growth and development, while housing patterns and commercial districts of other neighborhoods have remained generally unchanged.

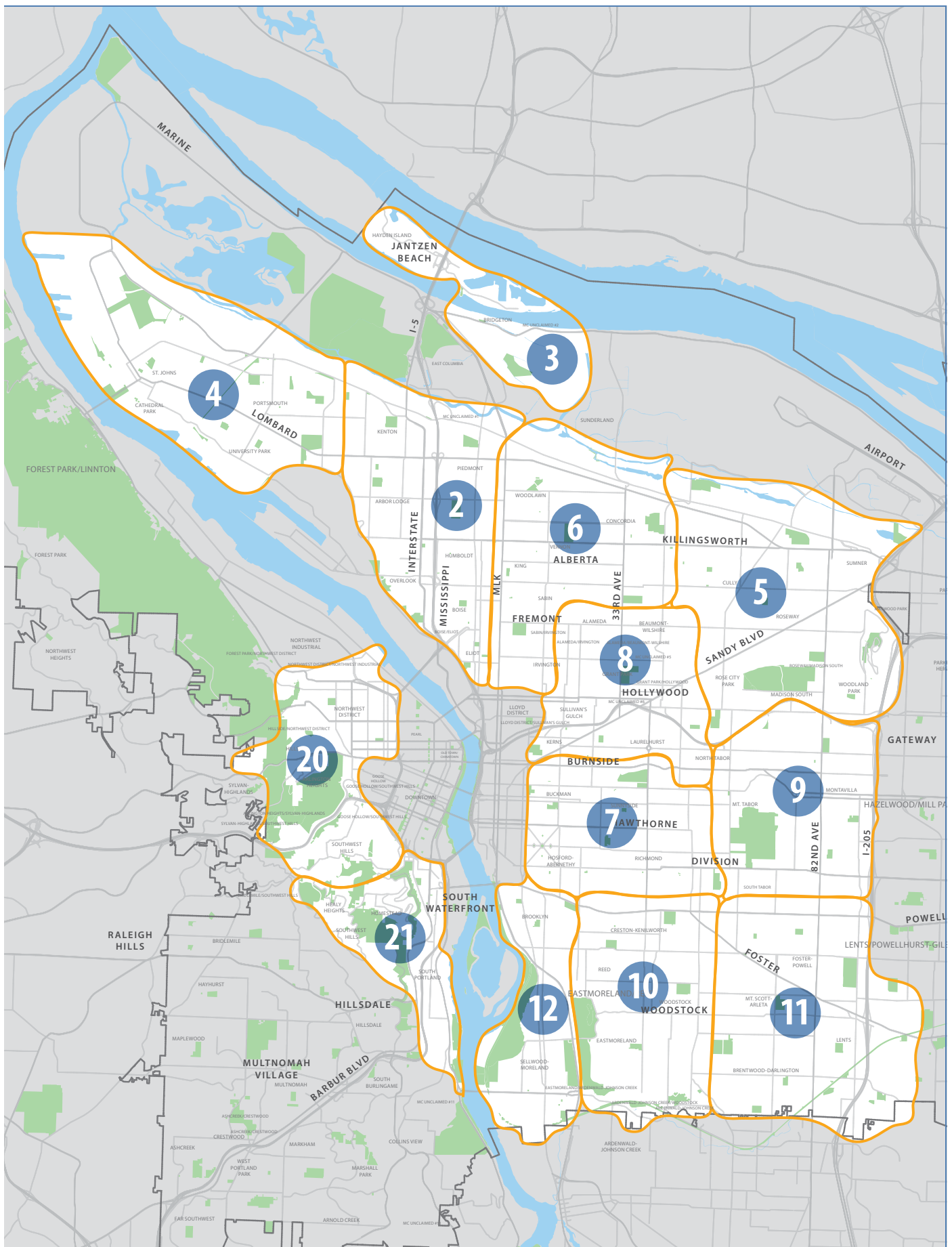
Inner North and Northeast Portland have been the long-time centers of Portland’s African American community. St. Johns and Cully have growing Latino populations. In general, over the past decade, the innermost neighborhoods of Portland have become less diverse, while the eastern and northern portions of this area have become more diverse.

West of the river, there are higher levels of on-time graduation and academic attainment. The Hollywood area (which includes Irvington and parts of Laurelhurst) is notable for having much lower levels of poverty and unemployment. While not large job centers overall, Inner North and Northeast Portland have experienced relatively strong job growth in the most recent economic cycle. Northwest Portland has the largest concentration of multifamily housing outside of the Central City.

Residents of the inner-most neighborhoods are much more likely to walk, ride their bike, or take transit to work. In a few neighborhoods, the bike commuting rate is approaching 25 percent, considerably higher than the citywide average. Many of the inner neighborhoods are highly walkable.

While physically separate and distinctive in its location and development pattern, Hayden Island is also included in this grouping for data analysis purposes. Please see the Hayden Island specific data in the full-length plan for more information.

Based on the local level data, public comment and knowledge of the area, actions in the following sections of the Portland Plan may be relevant in the inner neighborhoods. In some cases, the actions are abbreviated. For a complete list of the actions, please see the full-length Portland Plan at www.pdxplan.com.



SUB-AREA 2: INTERSTATE

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Thriving Educated Youth <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Neighborhoods and communities that support youth 	<p>Action 6 — Campus investment: Support Portland Community College's planned expansion of its Cascade Campus.</p> <p>Action 7 — Public-private partnerships: Increase private sector partnerships with schools, and in doing so, the number of career-related learning options and dual-enrollment high school students taking college credit-bearing classes.</p> <p>Action 14 — Place-based strategies: In neighborhoods where youth are at risk of not graduating due to low achievement levels and/or other factors, conduct one or more pilot projects in which neighborhood services are inventoried. Support a pilot project to inventory neighborhood youth services.</p>
Economic Prosperity and Affordability <ul style="list-style-type: none"> ■ Access to housing 	<p>Action 37 — Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.</p>

SUB-AREA 3: HAYDEN ISLAND / BRIDGETON

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Economic Prosperity and Affordability <ul style="list-style-type: none"> ■ Trade gateway and freight mobility ■ Growing employment districts 	<p>Action 22 — Growth capacity: Plan for adequate growth capacity to meet projected employment land shortfalls in the Comprehensive Plan, including industrial districts and multimodal freight facilities.</p>
Healthy Connected City <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: habitat connections and neighborhood greenways 	<p>Action 21 — Habitat connections: Continue to acquire high priority natural areas identified for potential parks or natural resource restoration.</p>

SUB-AREA 4: ST. JOHNS

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Thriving Educated Youth <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Neighborhoods and communities that support youth 	<p>Action 1 — College and career exposure: Support summer jobs, training and career and college exposure through strategies such as Summer Youth Connect.</p> <p>Action 2 — College access: Develop and expand initiatives that support access to and completion of a minimum of two years post-secondary education or training leading to a career or technical credential, industry certification and/or associate's degree.</p> <p>Action 20 — Early childhood investments: Invest in preschool programs and other efforts to improve availability of childcare for families in poverty.</p>
Economic Prosperity and Affordability <ul style="list-style-type: none"> ■ Neighborhood business vitality 	<p>Action 29 — Business resources: Increase knowledge of resources available for small business development.</p>
Healthy Connected City <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: neighborhood greenways 	<p>Action 26 — Neighborhood greenways: Initiate implementation of the neighborhood greenways network by completing 75 miles of new neighborhood greenways, including the North Portland Neighborhood Greenway from Pier Park to Interstate Avenue.</p> <p>Action 27 — Neighborhood greenways: Implement key trail projects to support neighborhood greenway connectivity, including completing the North Willamette Greenway Feasibility Study.</p>

SUB-AREA 5: ROSEWAY / CULLY

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Thriving Educated Youth ■ A culture of high expectations and achievement for all Portland youth	<p>Action 1 — College and career exposure: Support summer jobs, training and career and college exposure through strategies such as Summer Youth Connect.</p> <p>Action 19 — Family support: Increase the availability of family skills classes such as English as Second Language classes, financial literacy, parenting and other related subjects for families and neighbors in high poverty neighborhoods.</p> <p>Action 20 — Early childhood investments: Invest in preschool programs and other efforts designed to improve the quality and availability of childcare for families in poverty.</p>
Economic Prosperity and Affordability ■ Neighborhood business vitality	<p>Action 25 — Portland main streets: Maintain and expand the Portland Main Streets program for commercial areas interested in and ready to take on the comprehensive main street business district management approach to commercial district revitalization.</p> <p>Action 28 — Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the growth and development of neighborhood based businesses.</p>
Healthy Connected City ■ Vibrant Neighborhood Hubs ■ Connections for people, places, water and wildlife: neighborhood greenways	<p>Action 7 — Neighborhood Businesses and services: Use the Portland Development Commission Main Street and Neighborhood Economic Development strategies to strengthen neighborhood hubs. Undertake business development activities in the Cully Main Street Plan area as a pilot project.</p> <p>Action 13 — Healthy affordable food: Create community garden plots.</p> <p>Action 28 — Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.</p> <p>Action 29 — Neighborhood greenways: Develop new options for temporary or permanent repurposing of unimproved rights-of-way for public uses such as pedestrian and bikeways, community gardens, park spaces, or neighborhood habitat corridors.</p>

SUB-AREA 6: MLK / ALBERTA

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Thriving Educated Youth <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Neighborhoods and communities that support youth 	<p>Action 3 — College access: Expand access and participation in college access and dual enrollment programs through partnerships between K–12 and higher education.</p> <p>Action 14 — Place-based strategies: In neighborhoods where youth are at risk of not graduating due to low achievement levels and/or other factors, conduct one or more pilot projects in which neighborhood services are inventoried. Support a pilot project to inventory neighborhood youth services.</p> <p>Action 20 — Early childhood investments: Invest in preschool programs and other efforts designed to improve the quality and availability of child care for families in poverty.</p>
Economic Prosperity and Affordability <ul style="list-style-type: none"> ■ Access to housing 	<p>Action 37 — Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.</p>

SUB-AREA 7: BELMONT / HAWTHORNE / DIVISION

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Economic Prosperity and Affordability <ul style="list-style-type: none"> ■ Access to housing 	<p>Action 37 — Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.</p>
Healthy Connected City <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: neighborhood greenways 	<p>Action 26 — Neighborhood greenways: Initiate implementation of the neighborhood greenways network, including the SE Clay Green Street project connecting to the Willamette River.</p>

SUB-AREA 8: HOLLYWOOD

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Economic Prosperity and Affordability <ul style="list-style-type: none"> ■ Growing employment districts ■ Access to housing 	<p>Action 23 — Campus institutions: Develop new land use and investment approaches to support the growth and neighborhood compatibility of college and hospital campuses.</p> <p>Action 37 — Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.</p>
Healthy Connected City <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: Neighborhood greenways 	<p>Action 27 — Neighborhood greenways: Implement key trail projects to support neighborhood Greenway connectivity by completing the Sullivan’s Gulch Trail Concept Plan.</p>

SUB-AREA 9: MONTAVILLA

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Thriving Educated Youth ■ A culture of high expectations and achievement for all Portland youth	Action 6 — Campus investment: Support Portland Community College's planned transformation of its Southeast Center.
Economic Prosperity and Affordability ■ Neighborhood business vitality	Action 28 — Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the growth and development of neighborhood based businesses.
Healthy Connected City ■ Connections for people, places, water and wildlife: neighborhood greenways and civic corridors	Action 28 — Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics. Action 31 — Civic corridors: Identify and develop new right-of-way designs for key transit streets that integrate frequent transit and bike facilities, pedestrian crossings, landscaped stormwater management, large canopy trees and place-making amenities (e.g. benches, lighting and signage).

SUB-AREA 10: WOODSTOCK

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Thriving Educated Youth ■ Neighborhoods and communities that support youth	Action 1 — Safe routes to schools: Expand the Safe Routes to Schools programs, which currently serves K–8 students to reach all middle and high school students in Portland.
Healthy Connected City ■ Connections for people, places, water and wildlife: neighborhood greenways	Action 28 — Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.

SUB-AREA 11: LENTS / FOSTER

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Thriving Educated Youth <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Neighborhoods and communities that support youth 	<p>Action 1 — College and career exposure: Support summer jobs, training and career and college exposure through strategies such as Summer Youth Connect.</p> <p>Action 19 — Family support: Increase the availability of family skills classes such as English as Second Language classes, financial literacy, parenting and other related subjects for families and neighbors in high poverty neighborhoods.</p> <p>Action 20 — Early childhood investments: Invest in preschool programs, home visits and other efforts designed to improve the quality and availability of childcare for families in poverty.</p>
Economic Prosperity and Affordability <ul style="list-style-type: none"> ■ Neighborhood business vitality 	<p>Action 28 — Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the growth and development of neighborhood based businesses.</p> <p>Action 29 — Business resources: Increase knowledge of resources available for small business development.</p>
Healthy Connected City <ul style="list-style-type: none"> ■ Vibrant neighborhood hubs ■ Connections for people, places, water and wildlife: neighborhood greenways and civic corridors 	<p>Action 7 — Neighborhood Businesses and services: Use the Portland Development Commission Main Street and Neighborhood Economic Development strategies to strengthen neighborhood hubs.</p> <p>Action 9 — 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, affordable housing in and around neighborhood hubs and near transit. Explore opportunities to create housing for elders and mobility-impaired residents in service-rich, accessible locations; and ensure that workforce housing is part of the mix of housing in neighborhood hubs.</p> <p>Action 11 — Healthy and affordable food: Retain and recruit grocery stores and other sources of healthy food as key components of neighborhood hubs.</p> <p>Action 32 — Civic corridors: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment in the Foster Lents Integration Partnership.</p>

SUB-AREA 12: SELLWOOD / MORELAND / BROOKLYN

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Economic Prosperity and Affordability ■ Access to housing	Action 37 — Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.
Healthy Connected City ■ Connections for people, places, water and wildlife: habitat connections and civic corridors	Action 20 — Habitat connections: Restore Crystal Springs to a free-flowing salmon bearing stream with enhanced stream bank and in-stream habitat. Action 32 — Civic corridors: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment at the Tacoma Street Station along the Portland-Milwaukie Light Rail. Restore the adjacent section of Johnson creek and provide connections to the Springwater Corridor.

SUB-AREA 20: NORTHWEST

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Economic Prosperity and Affordability ■ Access to housing	Action 35 — Housing security: Remove barriers to affordable housing for low-wage workers and other low income households, through the Fair Housing Action Plan and housing placement services. Action 36 — Homelessness: Continue investing to finish the job on the 10-Year Plan to End Homelessness for veterans, families, and chronically homeless people, including housing placement, eviction prevention, and coordinated support services.
Healthy Connected City ■ Connections for people, places, water and wildlife: habitat connections and neighborhood greenways	Action 24 — Habitat connections: Remove invasive species and re-vegetate natural areas. Action 26 — Neighborhood greenways: Initiate implementation of a neighborhood greenways network, including a connection to the Willamette River via Pettygrove Street.

SUB-AREA 21: SOUTH PORTLAND / MARQUAM

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Economic Prosperity and Affordability ■ Business cluster growth ■ Growing employment districts ■ Access to housing	Action 1 — Business development: Focus business development resources on enhancing the competitiveness of business in five industry concentrations: advanced manufacturing, athletic and outdoor, clean tech, software and research and commercialization. Action 3 — University connections: Pursue connections between higher education and firms in the target industries, whereby universities help solve technical challenges facing commercial firms by turning university-based innovations into commercially viable products. Action 22 — Growth capacity: Plan for adequate growth capacity to meet projected employment land shortfalls in the Comprehensive plan, including campus institutions. Action 35 — Housing security: Remove barriers to affordable housing for low-wage workers and other low income households, through the Fair Housing Action Plan and housing placement services.
Healthy Connected City ■ Connections for people, places, water and wildlife: habitat connections	Action 24 — Habitat connections: Remove invasive species and re-vegetate natural areas.

AREAS 13 THROUGH 17 ARE IN THE EASTERN NEIGHBORHOODS SECTION.
AREAS 18 AND 19 ARE IN THE WESTERN NEIGHBORHOODS SECTION.

Eastern neighborhoods



This area includes neighborhoods east of Interstate 205 and spans from the Columbia Corridor to Portland's southern and eastern boundaries. It includes a diverse range of development patterns. Large and deep lots with many trees are interspersed with multi-family housing. Streets range from wide thoroughfares like 122nd Avenue to gravel streets in neighborhoods.

This area was unincorporated until the mid-1980s. Much of this area 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 East Portland.

During more recent decades, eastern neighborhoods experienced rapid growth and now includes almost a quarter of the City's total population (about 50,000 households) and more than 40 percent of Portland's households with children. By 2035, the Bureau of Planning and Sustainability projects East Portland will be home to as many as 80,000 households. This rapid growth has strained area schools and highlighted many infrastructure and service deficiencies in the area.

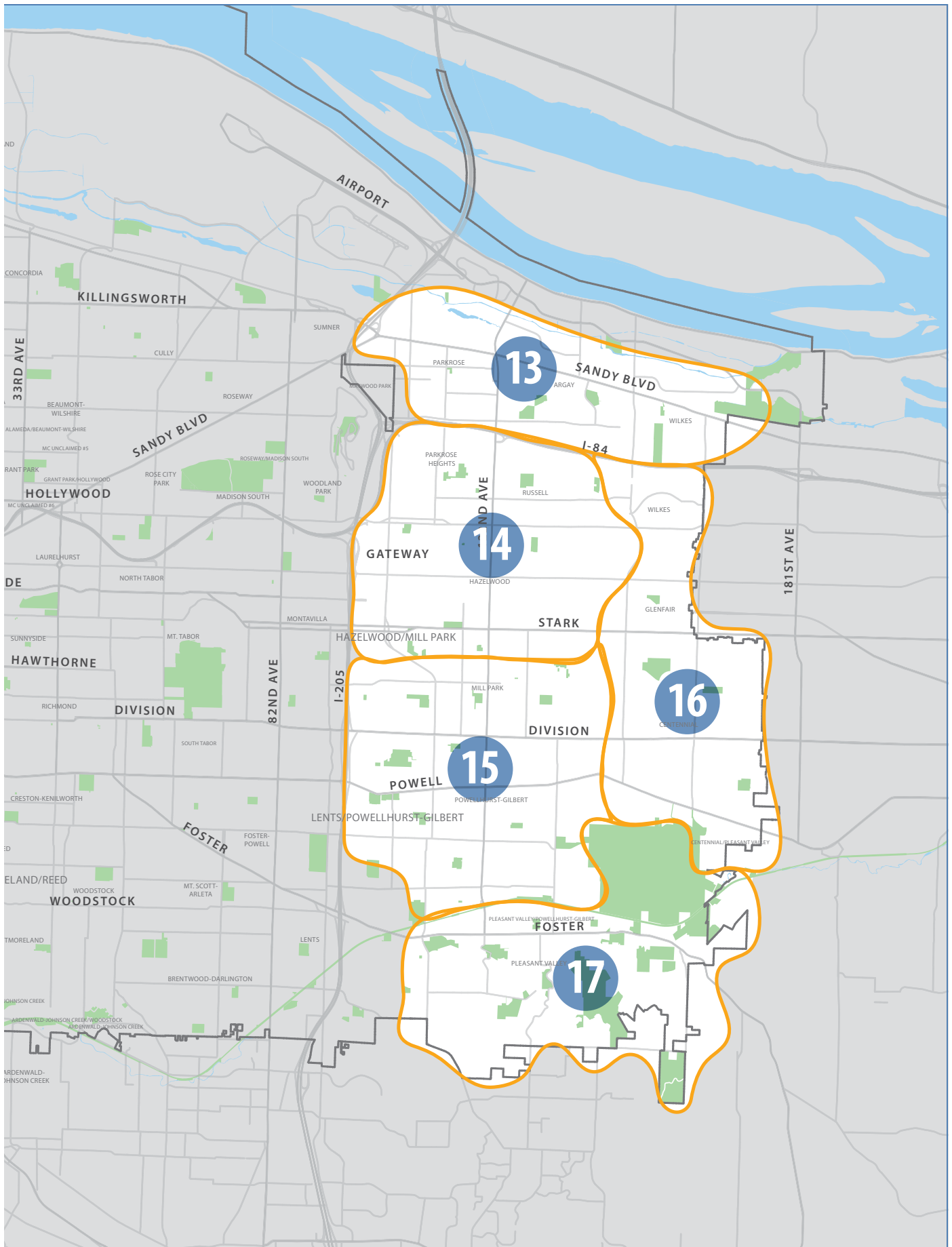
East Portlanders do not have convenient access to many of the features for which Portland is renowned, such walkable business districts, robust transportation options and easy access to healthy food. There is poor street connectivity in many areas of East Portland, with vehicles dependent on a small number of major streets for through connections. Services and amenities are congregated in automobile-oriented strip commercial areas located on wide multi-lane streets. Most residential streets, and some major streets, lack sidewalks.

David Douglas, Reynolds, Parkrose, and Centennial school districts all serve East Portland residents. They face distinct challenges related to growth and changing demographics. For example, between 1998 and 2008, enrollment in the David Douglas school district grew by 34 percent and the percentage of students eligible for free or reduced price lunches increased from 49 to 78 percent. The influx of school-aged children with different needs inside and outside the classroom is driving the need to expand and upgrade facilities and adjust services to meet the needs of its growing and changing student population.

The recent East Portland Review (2007) and the East Portland Action Plan (2009) demonstrates 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.

While the eastern neighborhood sub-areas have a lot in common, They differ in significant ways. For example, the area around SE 122nd Avenue and Division is rapidly being developed with multi-family residential buildings and many young residents are moving in, while Pleasant Valley is a hilly semi-rural area with features and issues similar to some Western Portland Neighborhoods.

Based on the local level data, public comment and knowledge of the area, actions in the following sections of the Portland Plan may be especially relevant in the eastern neighborhoods. In some cases, the actions are abbreviated. For a complete list of the actions, please see the full-length Portland Plan at www.pdxplan.com.



SUB-AREA 13: PARKROSE / ARGAY

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Thriving Educated Youth <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Neighborhoods and communities that support youth 	<p>Action 2 — College access: Develop and expand initiatives that support access to and completion of a minimum of two years post-secondary education or training leading to a career or technical credential, industry certification and/or associate's degree.</p> <p>Action 20 — Early childhood investments: Invest in preschool programs and other efforts to improve availability of childcare for families in poverty.</p>
Economic Prosperity and Affordability <ul style="list-style-type: none"> ■ Neighborhood business vitality 	<p>Action 28 — Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the growth and development of neighborhood based businesses.</p>

SUB-AREA 14: GATEWAY

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Thriving Educated Youth <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Facilities and programs that meet 21st century opportunities and challenges. 	<p>Action 24 — Co-location: 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.</p>
Economic Prosperity and Affordability <ul style="list-style-type: none"> ■ Business cluster growth 	<p>Action 1 — Business development: Focus business development resources on enhancing the competitiveness of businesses in five industry concentrations, advanced manufacturing, athletic and outdoor, clean tech, software and research and commercialization.</p>
Healthy Connected City <ul style="list-style-type: none"> ■ Vibrant neighborhood hubs 	<p>Action 9 — 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, affordable housing in and around neighborhood hubs near transit. As an initial project, construct and include workforce and senior housing Gateway-Glisan mixed-use/mixed-income housing development.</p> <p>Action 10 — Transit and active transportation: Identify pedestrian barriers within and to neighborhood hubs, develop priorities for investment and implement policy changes to ensure hubs have safe and convenient pedestrian connections.</p>

SUB-AREA 15: 122ND AND DIVISION

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Thriving Educated Youth <ul style="list-style-type: none"> ■ Neighborhoods and communities that support youth ■ Facilities and programs that meet 21st century opportunities and challenges. 	<p>Action 3 — College access: Expand access and participation in college access and dual enrollment programs through partnerships between K–12 and higher education.</p> <p>Action 15 — Place-based strategies: Support pilot place-based projects like the Dreamer School at Alder Elementary in Reynolds School District, the Wee Initiative in David Douglas School District and the Promise Neighborhood in the Jefferson cluster of Portland Public Schools.</p>
Economic Prosperity and Affordability <ul style="list-style-type: none"> ■ Neighborhood business vitality ■ Business cluster growth 	<p>Action 28 — Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the growth and development of neighborhood based businesses.</p>
Healthy Connected City <ul style="list-style-type: none"> ■ Vibrant neighborhood hubs ■ Connections for people, places, water and wildlife: neighborhood greenways 	<p>Action 28 — Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.</p>

SUB-AREA 16: CENTENNIAL / WILKES / GLENFAIR

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Thriving Educated Youth <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Neighborhoods and communities that support youth 	<p>Action 1 — College and career exposure: Support summer jobs, job training and career and college exposure through strategies such as Summer Youth Connect.</p> <p>Action 14 — Place-based strategies: In neighborhoods where youth are at risk of not graduating due to low achievement levels and/or other factors, conduct one or more pilot projects in which neighborhood services are inventoried. Support a pilot project to inventory neighborhood youth services.</p>
Healthy Connected City <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: neighborhood greenways 	<p>Action 28 — Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.</p>

SUB-AREA 17: PLEASANT VALLEY

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Thriving Educated Youth <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth 	<p>Action 1 — College and career exposure: Support summer jobs, job training and career and college exposure through strategies such as Summer Youth Connect.</p>
Healthy Connected City <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: Habitat connections 	<p>Action 21 — Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restoration sites.</p>

Western neighborhoods



This area includes neighborhoods west of Central City, extending along the crest of the Portland Hills and into the Fanno Creek basin. The western neighborhoods represent 11 percent of the City's population, and 12 percent of its households. The western neighborhoods have some of the lowest levels of racial and ethnic diversity in the city.

The western neighborhoods are shaped by the area's hilly terrain and other natural features. Streets are often curvilinear, following hill contours. Trees and lush vegetation are often more prominent than buildings in residential areas, and large areas have a relatively low density of development and population. The area has a relatively small number of commercial areas, located beyond walking distance for most residents. It includes a large amount of natural area parkland and an extensive system of trail connections, sometimes using unimproved street rights-of-way. Parks, streams, ravines and forested hillsides provide a network of green coursing through the area.

Due to the hilly terrain and lack of a consistent street grid and sidewalks, this area is generally less walkable than other areas of the city. Bike riding and transit usage are lower in these neighborhoods.

The western neighborhoods have higher educational attainment and achievement rates the City as a whole. Household incomes are about 30 percent higher than the citywide median and poverty and unemployment rates are low. Crime rates are also lower than the city as a whole.

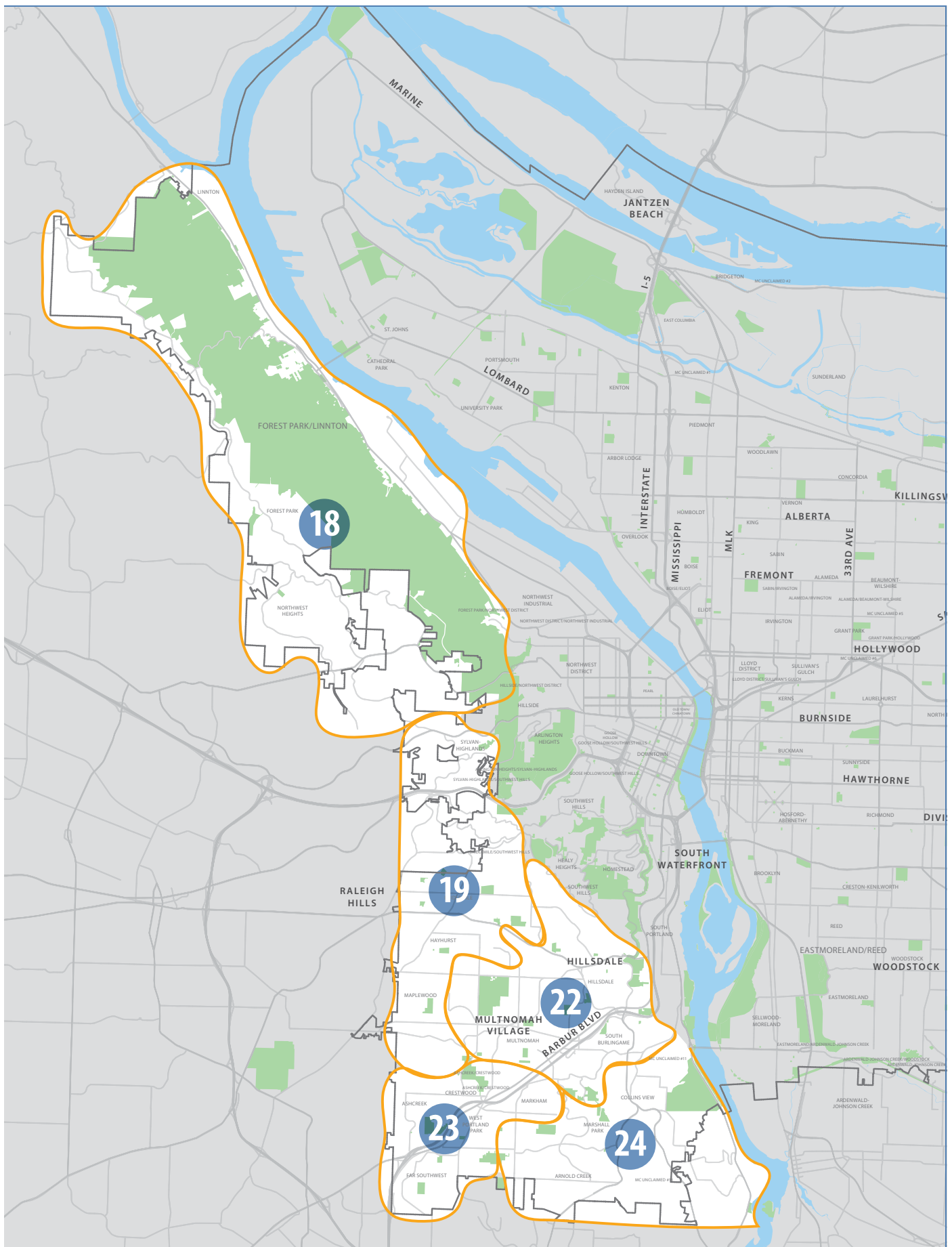
Household energy consumption is likely to be higher than other areas of the city, primarily due to the large average home size.

Although western neighborhoods share many characteristics, there are notable differences. Tryon Creek-Riverdale and Forest Park-Northwest Hills are distinguished by their semi-rural character, and a general absence of multifamily housing and commercial development. In contrast, the Hillsdale-Multnomah-Barbur area is more densely populated. West Portland and Forest-Park-Northwest Hills are notable for having a higher percentage of foreign born people relative to other western neighborhoods. Linnton, which is also included in Western Portland has a distinct and different character, due to its location between Forest Park, the Willamette River and industrial areas.

Based on the local level data, public comment and knowledge of the area, actions in the following sections of the Portland Plan may be especially relevant in the Western Neighborhoods.

Note: The older neighborhoods on the flatlands and the hilly neighborhoods with interconnected streets systems immediately abutting the Central City have been included in the inner neighborhoods.

Based on the local level data, public comment and knowledge of the area, actions in the following sections of the Portland Plan may be especially relevant in the western neighborhoods. In some cases, the actions are abbreviated. For a complete list of the actions, please see the full-length Portland Plan at www.pdxplan.com.



SUB-AREA 18: FOREST PARK / NW HILLS

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Healthy Connected City <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: Habitat connections 	<p>Action 21 — Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restorations sites.</p> <p>Action 24 — Habitat connections: Remove invasive species and re-vegetate natural areas.</p>

SUB-AREA 19: RALEIGH HILLS

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Healthy Connected City <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: habitat connections 	<p>Action 21 — Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restorations sites.</p> <p>Action 24 — Habitat connections: Remove invasive species and re-vegetate natural areas.</p> <p>Action 27 — Neighborhood greenways: Implement key trail projects to support Neighborhood greenway connectivity, including additional sections of the Red Electric Trail.</p> <p>Action 28 — Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.</p> <p>Action 30 — Neighborhood greenways: Resolve issues related to pedestrian facilities that do not meet city standards but provide safe pedestrian connections.</p>

AREAS 20 AND 21 ARE IN THE INNER NEIGHBORHOODS SECTION.

SUB-AREA 22: HILLSDALE / MULTNOMAH / BARBUR

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Economic Prosperity and Affordability ■ Access to Housing	Action 40 — Align housing and transportation investments: Identify housing needs and opportunities in conjunction with the Barbur Corridor Study.
Healthy Connected City ■ Vibrant neighborhood hubs ■ Connections for people, places, water and wildlife: neighborhood greenways and civic corridors	Action 9 — 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, affordable housing in and around neighborhood hubs and near transit. Explore opportunities to create housing for elders and mobility-impaired residents in service-rich, accessible locations; and ensure that workforce housing is part of the mix of housing in neighborhood hubs. Action 10 — Transit and active transportation: Identify pedestrian barriers within and to neighborhood hubs, develop priorities for investment, and implement policy changes to ensure hubs have safe and convenient pedestrian connections. Action 27 — Neighborhood greenways: Implement key trail projects to support neighborhood greenway connectivity, including additional sections of the Red Electric Trail. Action 32 — Civic corridors: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment in the Barbur Concept Plan.

SUB-AREA 23: WEST PORTLAND

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Economic Prosperity and Affordability ■ Neighborhood business vitality	Action 28 — Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the growth and development of neighborhood based businesses.
Healthy Connected City ■ Connections for people, places, water and wildlife: neighborhood greenways and civic corridors	Action 30 — Neighborhood greenways: Resolve issues related to pedestrian facilities that do not meet city standards but provide safe pedestrian connections. Action 32 — Civic corridors: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment in the Barbur Concept Plan.

SUB-AREA 24: TRYON CREEK / RIVERDALE

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Healthy Connected City ■ Connections for people, places, water and wildlife: Habitat connections	Action 21 — Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restorations sites. Action 24 — Habitat connections: Remove invasive species and re-vegetate natural areas.

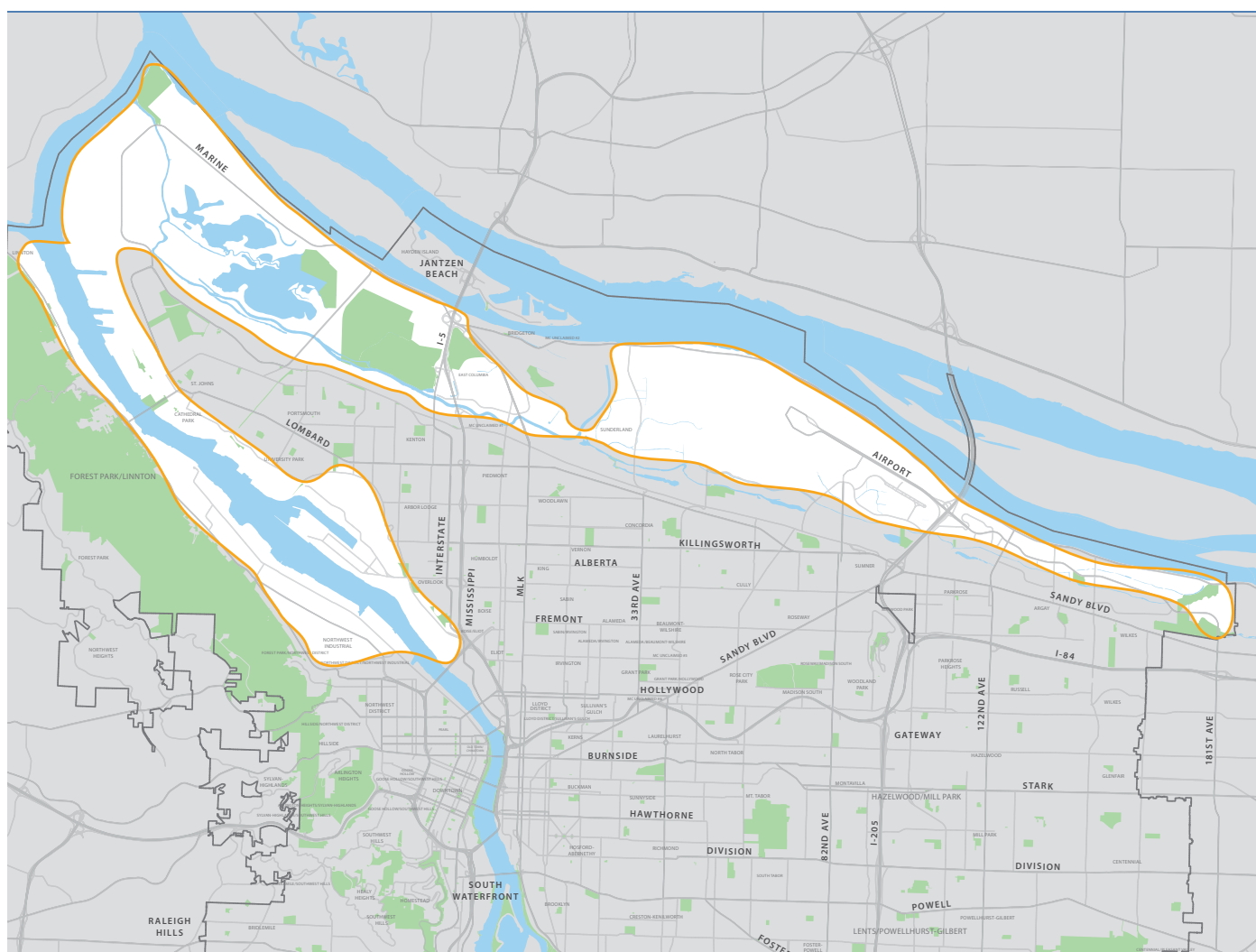
Industrial and river area



The industrial and river area is Oregon's international trade gateway and freight infrastructure hub. Much of the activity in this area revolves around the Portland Harbor, interstate highways, two trans-continental railroads, the Portland International Airport and major pipeline infrastructure. This part of the city is home to numerous jobs and businesses that fuel Portland's economy and provide stable, living wage jobs throughout the region.

Because the transportation infrastructure of Portland's industrial and river area cannot easily be replicated elsewhere in the region, land in this area will inevitably be in short supply. With that in mind, Portland's land use policies discourage conversion of industrial land to other uses. We must also continue investing in key transportation infrastructure improvements and brownfield cleanup to make this area more productive in terms of business activity and jobs.

With the confluence of the Columbia and Willamette Rivers, it is also arguably one of 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 another pressing issue to address in this area. Portlanders will need to figure out how to build smarter and manage properties for multiple uses, including marine industrial, habitat and recreational uses.



INDUSTRIAL AND RIVER AREA

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
Economic Prosperity and Affordability <ul style="list-style-type: none"> ■ Growing employment districts ■ Trade gateway and freight mobility ■ Business cluster growth 	<p>Action 1 — Business development: 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.</p> <p>Action 17 — International service: Implement strategic investments to maintain competitive international market access and service at Portland's marine terminals and PDX.</p> <p>Action 20 — Brownfield investment: Pursue legislative changes and funding sources to accelerate clean up of brownfields. Develop a strategy to address the impediments to redevelopment of brownfields.</p>
Healthy Connected City <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: habitat connections 	<p>Action 21 — Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restoration sites.</p> <p>Action 25 — Habitat connections: Assemble at least one new shovel-ready, 25-acre or larger site for environmentally-sensitive industrial site development as a pilot project for advancing both economic and natural resource goals in industrial areas.</p>





How did we get here? The Portland Plan Process

The Portland Plan is the result of continued work and commitment of thousands of Portlanders, numerous community organizations, businesses and government agencies who devoted their interest, intellect and passion to creation of a strategic plan for all of Portland.

The Portland Plan has roots in visionPDX, a process that involved more than 17,000 Portlanders who identified a vision for Portland's future and the values we want our city to embody:

- Equity and access.
- Environmental, economic and social sustainability.
- Distinctive neighborhoods and community connections.

A series of more than 20 background reports on numerous topics, including human health and safety, energy, economic development, watershed health and historic resources were developed. The purpose of the background reports was to develop a well-researched and thorough understanding of Portland's existing conditions to help develop a plan that reflects our shared values and addresses our most pressing needs.

Portlanders reviewed this research, helped refine the facts, submitted detailed comments and ranked their top priorities. Nearly 4,500 people participated in fairs, workshops, community presentations and other outreach events. An additional 13,000 youth and adults completed surveys. Jobs, education, equity, public health and sustainability came out as top priority objectives.

Based on this input, a set of goals and objectives organized into nine action areas were developed for public review. The top priority objectives, including job growth and affordability, education, equity, public health and sustainability became the basis for the three integrated strategies, the equity framework and citywide and local measures of success that make up the Portland Plan.

Throughout the process the Community Involvement Committee, the Mayor's Portland Plan Advisory Group and the Planning and Sustainability Commission provided advice and direction.

For more information, please see the full-length Portland Plan and the Public Participation Progress Reports, which are available at www.pdxplan.com.

Action Areas



Equity, Civic Engagement and Quality of Life



Education and Skill Development



Arts, Culture and Innovation



Prosperity and Business Success



Neighborhoods and Housing



Transportation, Technology and Access



Design, Planning and Public Spaces



Human Health, Food and Public Safety



Sustainability and the Natural Environment

Strategies



Thriving Educated Youth

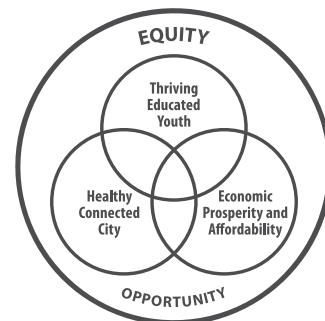


Economic Prosperity and Affordability



Healthy Connected City

Equity Framework



Close the gaps

Deliver equitable outcomes

Engage the community

Build partnerships

Launch a racial and ethnic justice initiative

Increase internal accountability

The nine Portland Plan action areas were the starting point for completing background research and for setting our goals and measures for 2035.

The integrated strategies include actions and policies to address the most critical issues identified during the public outreach and research phases of the Portland Plan. These multi-objective strategies take an holistic approach to solving our most pressing concerns. Next to each action in the strategies, you'll see icons that represent the nine action areas. The strategies and action areas are closely tied.

The Equity Framework provides a guide for implementing the Portland Plan strategies. It sets forth a new way of working that puts achieving equity front and center and identifies some of the specific actions needed to ensure that the Portland Plan's equity foundation is strong and supportive.

Citywide Measures →

Equity and inclusion Index of dissimilarity + income distribution
Resident satisfaction Satisfaction with living in the city (SEA)
Educated youth High school graduation rate
Prosperous households Economic self-sufficiency index
Growing businesses Export growth
Creating jobs Job growth
Transit and active transportation Walking, biking, transit commuting to work
Reduced carbon emissions Carbon emissions
Complete neighborhoods 20-minute neighborhoods index
Healthier people Weight
Safer city Sense of safety
Healthier watersheds Water quality index and tree canopy

The measures are a tool to track our progress toward our goals. The measures are like medical vital signs, (e.g., heartbeat and temperature). Each of your vital signs is an indicator of overall health. Similarly, the measures tell us about the health of our city.

For each measure we will track how the whole city is doing. For many of the measures, we will also look at differences across all racial and ethnic groups and income and geography.

Local Measures

3rd grade reading
3rd grade math
On-time graduation rate
Associate's degree attainment
Poverty
Unemployment
Employment growth
No more than 30% cost-burdened households
Walkability and accessibility rating
Commute less than 30 minutes
Transit and active transportation
Tree canopy
Crime rate
Household energy use

To provide a bridge to local initiatives and actions, twenty-four smaller analysis areas were developed. These areas are larger than single neighborhoods, but smaller than a city quadrant. They include several neighborhoods that share a common commercial center. They are a scale equivalent to a small town, with populations ranging from 5,000 to 40,000 people.

The data available at the citywide scale is different from that available at the local level. As a result, it was necessary to develop proxy local measures, for those measures based on data not available at a small scale.

List of Abbreviations

ADA	Americans with Disabilities Act
BES	Bureau of Environmental Services
BPS	Bureau of Planning and Sustainability
C2C	Cradle to Career
CCC	Coalition of Communities of Color
CIC	Community Involvement Committee
City	City of Portland
CLF	Coalition for a Livable Future
CRA	Civil Rights Act
MCCFC	Multnomah County Commission on Children, Families and Communities
MCHD	Multnomah County Health Department
MWESB	Minority and Women-owned Emerging Small Businesses
OCT	Office for Community Technology
OHR	Office of Human Relations
OHWR	Office of Healthy Working Rivers
OMAS	Open Meadow Alternative School
OMF	Office of Management and Finance
PBOT	Portland Bureau of Transportation
PDC	Portland Development Commission
PIAC	Public Involvement Advisory Committee
PPAG	Portland Plan Advisory Group
PoP	Port of Portland
PPR	Portland Parks and Recreation
PWB	Portland Water Bureau
SUN	Schools Uniting Neighborhoods Service System
TAG	Technical Advisory Group
WSI	WorkSystems, Inc.

Acknowledgements

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Joe Zehnder, *Bureau of Planning and Sustainability, Chief Planner*

Eric Engstrom, *Bureau of Planning and Sustainability, Principal Planner and Project Manager*

Alexandra Howard, *Bureau of Planning and Sustainability, Project Coordinator*

Gil Kelley, *Bureau of Planning (former director)*

Planning and Sustainability Commission

André Baugh, <i>Chair</i>	Michelle Rudd
Karen Gray	Howard Shapiro
Don Hanson, <i>Past Chair</i>	Jill Sherman
Mike Houck	Chris Smith
Lai-Lani Ovalles	Irma Valdez
Gary Oxman	

Community Involvement Committee

Paula Amato	Linda Nettekoven
Jason Barnstead-Long	Lai-Lani Ovalles
Judy BlueHorse Skelton	Stanley Penkin
Lois Cohen	Kevin Pozzi
Elizabeth Gatti	Rahul Rastogi (<i>past member</i>)
Judith Gonzalez Plascencia	Ryan Schera
Anyeley Hallova	Howard Shapiro, <i>Chair</i>
Brian L. Heron	Peter Stark
Shirley Nacoste	Allison Stoll

Portland Plan Project Teams

Arts, Culture and Innovation

Lead: Mark Walhood, *BPS*

Communications

Leads: Julia Thompson and Eden Dabbs, *BPS*

Design, Planning and Public Spaces

Lead: Bill Cunningham, *BPS*

Education and Skill Development

Leads: Mark Walhood and Deborah Stein, *BPS*

Equity, Quality of Life and Civic Engagement

Leads: Amalia Alarcon de Morris, *ONI*, Lisa K. Bates, *PSU* and Bob Glascock, *BPS*

Human Health, Food and Public Safety

Leads: Noelle Dobson, *ORPHI*, Michelle Kunec, *BPS* and Jennifer Moore, *MCHD*

Measures

Lead: Radcliffe Dacanay, *BPS*

Neighborhoods and Housing

Lead: Uma Krishnan, *BPS*

Policy Development

Lead: Steve Dotterrer, *BPS*

Prosperity and Business Success

Lead: Steve Kountz, *BPS*

Public Involvement and Outreach

Leads: Deborah Stein, Marty Stockton and Tom Armstrong, *BPS*

Sustainability and the Natural Environment

Lead: Marie Johnson, *BES*

Technical Support

Ralph Sanders, Carmen Piekarski and Julie Hernandez, *BPS*

Transportation, Technology and Access

Leads: Courtney Duke and Rodney Jennings, *PBOT*

Mayor's Portland Plan Advisory Group

The Portland City Council appointed the Mayor's Portland Plan Advisory Group on October 23, 2009.

The primary charge of the Mayor's Portland Plan Advisory Group was to pose provocative questions, challenge assumptions, and prompt each other and staff to tackle difficult ideas to support the development of a smart and strategic plan and provide advice to the Mayor and Director of the Bureau of Planning and Sustainability, and by extension, the Planning and Sustainability Commission. Thank you to the members of the Portland Plan Advisory Group for their advice and direction.

For a list of the members of the Portland Plan Advisory Group, please go to www.pdxplan.com.

The Portland Plan is brought to you by more than 20 municipal and regional agencies and nonprofit organizations.

Portland Plan Lead Partners

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 and Science University

Portland Community College

Home Forward (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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