



CITY OF  
**PORTLAND, OREGON**

OFFICE OF NEIGHBORHOOD INVOLVEMENT

**AMANDA FRITZ, COMMISSIONER**  
Amalia Alarcón de Morris, Bureau Director  
1221 SW 4th Avenue, Room 110  
Portland, Oregon 97204

*Enhancing the quality of Portland's Neighborhoods through community participation*

**TRANSMITTAL TO COUNCIL**

February 2, 2012

TO: Portland City Council  
FROM: Commissioner Amanda Fritz  
Subject: Transmit East Portland Action Plan Annual Report (Report)

Members of the East Portland Action Plan committee will report on the purpose, accomplishments, and successful partnerships with the City this past year.

The Council on February 18, 2009 resolved through acceptance of Resolution No. 36682 to adopt the East Portland Action Plan to inform City Council and City bureaus in the course of decision-making related to long-term planning and capital improvement projects in the East Portland area.

The East Portland Action Plan (EPAP) was developed by the community for the community. Over an eight month process with the City of Portland Bureau of Planning and Sustainability, 268 Action items were identified. The 2011 EPAP Report will highlight specific action item accomplishments and points out areas where additional emphasis is needed. There will be presentation on the success of the Grants Award program.

We recommend that Council accept this report.

Respectfully submitted,

Amanda Fritz  
Commissioner of Public Utilities



# East Portland Action Plan

## Portland City Council Annual Presentation

Thursday, February 9, 2012

**2:00 PM** (time certain)

### Presentation Agenda

<u>Person</u>	<u>Topic</u>
Katie Larsell	Opening Remarks: EPAP background and accomplishments and 'Committees & Representatives'. Success through partnerships with the City.
Matteo Luccio	EPAPbike purpose, accomplishments, and successful partnerships.
David Hampsten	Transportation Representative accomplishments and successful partnerships (East Portland In Motion), Metro Flexible Funds, other transportation success in partnership with the City.
Pei-ru Wang	Civic Engagement Subcommittee purpose, accomplishments, and successful partnerships.
Dan Cogan	Economic Development Subcommittee purpose, accomplishments, 'Assessment' and successful partnerships through the 'Neighborhood Prosperity Initiatives'.
Frieda Christopher	Housing Subcommittee purpose, goals, collaboration, and confluence of issues.
Kim Breckel	MAXaction purpose, accomplishments and successful partnerships.
Tom Barnes	Powell Blvd. Citizen Working Group project purpose, accomplishments, and success partnerships.
<b>OVER</b>	

<b><u>Person</u></b>	<b><u>Topic</u></b>
Marie Manuel	Youth Subcommittee purpose, accomplishments, and successful partnerships.
Megan Bier	Youth Subcommittee goals for East Portland.
Mary Lui	Youth Subcommittee goals for East Portland.
Nancy Velasquez	Youth Subcommittee goals for East Portland.
Chris Scarzello	122 <sup>nd</sup> Pilot and Zoning Projects purpose, accomplishments, and success of EPAP initiated project and partnership with City.
Iore Wintergreen	Grant Review Committee purpose, accomplishments and successful partnerships.
Claudia Carrillo	'Latino Learning Community' project purpose, accomplishments and successful partnerships.
Maria Luisa Gonzalez	'Latino Learning Community' project purpose, accomplishments and successful partnerships.
Jessica Dover	Spanish/English Interpreter for Claudia and Maria with the 'Latino Learning Community' project.
Natalya Sobolevskaya	'Russian Speaking Network' project purpose, accomplishments, and successful partnerships.
Victor Salinas	'Latino Network' project purpose, accomplishments, and successful partnerships.
Jenny Glass	'Rosewood Initiative' project purpose, accomplishments, and successful partnerships.
Katie Larsell	Future: Appreciation of City Budget Geographic Mapping; commitment to EPAP Advocate position, operations, and projects through \$279,692 in FY 2011 – 12 and FY 2012-13 Budgets; and Bureau partnership success appreciations.

### **EAST PORTLAND ACTION PLAN**

**[www.eastportlandactionplan.org](http://www.eastportlandactionplan.org)**

East Portland Neighborhood Office 1017 NE 117<sup>th</sup> Ave. Portland, OR 97220  
503.823.4035 or [iore.wintergreen@portlandoregon.gov](mailto:iore.wintergreen@portlandoregon.gov)



# LIVING IN EAST PORTLAND

East Portland became part of Portland between 1986 and 1994. We are a growing and exciting community with:

- 24% of Portland's people (138,000)
- 20% of Portland's land (29 sq. mi.)
- 40% of Portland's school-age children
- 13 Neighborhood Associations
- 5 business districts
- 67 languages

We are proud of our:

- Strong Schools
- Family-friendly Neighborhoods
- Cultural Diversity
- Beautiful Natural Environments

## East Portland Action Plan Area



# GET INVOLVED



**We need you**  
to help make the  
action item improvements  
a reality for East Portland.



## Join us!

East Portland Action Plan meets:  
**4th Wednesday of each month**  
**6:30 - 8:30 pm**

**David Douglas School District**  
**Office Board Room**  
**1500 SE 130th Avenue**  
(SE 130th Ave. at Market - between Division & Stark)

Food provided. Childcare & interpretation  
provided upon request.

Questions?

Contact Lore Wintergreen at 503-823-4035  
[lore.wintergreen@portlandoregon.gov](mailto:lore.wintergreen@portlandoregon.gov)  
or visit

[www.eastportlandactionplan.org](http://www.eastportlandactionplan.org)



## East Portland Action Plan



**Pride in East Portland**  
*A Great Place to Live and Grow*



**East Portland Action Plan**  
[www.eastportlandactionplan.org](http://www.eastportlandactionplan.org)



## EAST PORTLAND ACTION PLAN

## PROGRESS FOR EAST PORTLAND

## WHAT YOU DO MATTERS

### East Portland Action Plan (EPAP): Developed by the community for the community.

A group of active community members meet to advocate for improved life in East Portland.

In the first few years of meeting, we came up with 268 action items to make our community even better!



### EPAP VALUES:

- Advocacy for East Portland's **fair share** of resources
- Improved quality of life for residents
- Equity
- Strong community connections

### East Portland Action Plan successes:

- City of Portland now tracks spending by area - this way we can make sure East Portland is getting our FAIR SHARE
- Directed funding to:
  - Transportation
  - Community building
  - Economic development
  - Project area planning
  - After-school programs
  - Parks
  - Graffiti clean-up
  - Neighborhood beautification
- Brought community members together to build powerful new partnerships
- East Portland representatives now serve on several City committees
- Everyone can now update the EPAP website to share progress on action items  
[www.eastportlandactionplan.org/updates](http://www.eastportlandactionplan.org/updates)



### We need EACH OTHER!

Help make the improvements identified in the East Portland Action Plan become real in our community.

Download a copy of the Action Plan at  
[www.eastportlandactionplan.org](http://www.eastportlandactionplan.org)



### EPAP Committees

What is your interest and passion? Join one of our committees -- or take the lead in starting a new one.

- Bicycle
- Youth
- Grants Review
- MAXaction
- Communication
- Economic Development
- Civic Engagement
- Powell Boulevard

We work together with an understanding that *relationships, process, and results* all matter equally. Together we set priorities and advocate for projects.

**Make it happen!**



# East Portland Action Plan

## Committees & Representatives

East Portland Action Plan (EPAP) Committees & Representatives demonstrate the work being done by the community through the EPAP. Everyone is welcome to Committee meetings. Please, request childcare and language interpretation as needed to support your participation.

**New members and proposals for new Representatives and Committees are always welcome!** You must have attended at least two general East Portland Action Plan meetings, signed a Participation Agreement, and request time on the general meeting agenda to be approved as a Representative or to establish a Committee.

You can find the Action Plan at [www.eastportlandactionplan.org](http://www.eastportlandactionplan.org) or by contacting 503.823.4035 or [lore.wintergreen@portlandoregon.gov](mailto:lore.wintergreen@portlandoregon.gov). To verify meetings, go to [www.eastportlandactionplan.org/calendar](http://www.eastportlandactionplan.org/calendar).

Name:	<b>East Portland Action Plan (EPAP) general meeting</b>
Purpose:	To coordinate implementation of action items in the East Portland Action Plan.
Regular meeting:	4 <sup>th</sup> Wednesdays, 6:30 PM- 8:30 PM at the David Douglas District Office Board Room, 1500 SE 130 <sup>th</sup> (at SE Market & 130 <sup>th</sup> )
Membership:	Open to all – Participation Agreement membership offered after 2 meetings
Chair:	Co-chairs: Arlene Kimura and Katie Larsell
Contact:	lore wintergreen = ( <a href="mailto:lore.wintergreen@portlandoregon.gov">lore.wintergreen@portlandoregon.gov</a> or 503.823.4035)
Attendance:	44

Name:	<b>EPAP Bike Subcommittee</b>
Purpose:	To provide direction and support to the EPAP on bike related actions.
Regular meeting:	3 <sup>rd</sup> Thursdays, 6:30 PM at Muchas Gracias 1307 NE 102nd Ave.
Membership:	Requires one EPAP Participation Agreement member (2 or more general meetings and signed form), otherwise open for inclusion
Chair:	Matteo Luccio
Contact:	<a href="mailto:biking@palebluedotllc.com">biking@palebluedotllc.com</a> or <a href="mailto:epapbike@gmail.com">epapbike@gmail.com</a> or 541.543.0525
Bike web page:	<a href="http://www.Eastportlandactionplan.org/bike">www.Eastportlandactionplan.org/bike</a> or <a href="http://www.epapbike.org">www.epapbike.org</a>
Attendance:	7

Name:	<b>EPAP Chairs</b>
Purpose:	To plan and organize the EPAP.
Regular meeting:	2nd Thursdays, 4:00 PM at the East Portland Neighborhood Office, 1017 NE 117 <sup>th</sup> Ave., Portland 97220 (between Halsey + Glisan at the foot of the watertower).
Membership:	Co-Chairs
Chair:	Arlene Kimura and Katie Larsell
Contact(s):	Arlene = ( <a href="mailto:arlene.kimura@kraft.com">arlene.kimura@kraft.com</a> ) or Katie = ( <a href="mailto:larsell@comcast.net">larsell@comcast.net</a> )
Attendance:	3

Name:	<b>EPAP Civic Engagement Subcommittee</b>
Purpose:	To organize multi-cultural/language specific Civic Engagement workshop curriculum and advocate for ongoing funding.
Regular meeting:	3rd Tuesdays, 6:30 PM at the Gateway Community Policing Contact Office, 1111 NE 102 <sup>nd</sup> Ave. Suite 'F' (To the left of the main entrance of the Gateway Fred Meyer off 102 <sup>nd</sup> ).
Membership:	Requires one EPAP Participation Agreement member (2 or more general meetings and signed form), otherwise open for inclusion.
Chair:	Rotating
Contact:	<a href="mailto:lore.wintergreen@portlandoregon.gov">lore.wintergreen@portlandoregon.gov</a> or 503.823.4035
Attendance:	13

Name:	<b>EPAP Communications Committee</b>
Purpose:	To provide communication support (materials and web page development, and translation/interpretation) to the EPAP.
Regular meeting:	2 <sup>nd</sup> Tuesdays of every other Month at 6:00 PM at the East Portland Neighborhood Office, 1017 NE 117 <sup>th</sup> Ave., Portland 97220 (between Halsey + Glisan at the foot of the watertower).
Membership:	Requires one EPAP Participation Agreement member (2 or more general meetings and signed form), otherwise open for inclusion.
Contact:	<a href="mailto:lore.wintergreen@portlandoregon.gov">lore.wintergreen@portlandoregon.gov</a> or 503.823.4035
Attendance:	3

Name:	<b>EPAP Economic Development (EcDev) Subcommittee</b>
Purpose:	To develop a strong business environment which strengthens existing businesses, promotes new businesses, and expands family wage jobs in East Portland.
Meeting:	Regular meetings on the 1 <sup>st</sup> Mondays, 5:00 PM at East Portland Neighborhood Office, 1017 NE 117 <sup>th</sup> , Portland 97220 (between Halsey + Glisan at the foot of the watertower). March meeting starts at 5:30 PM.
Membership:	Requires one EPAP Participation Agreement member (2 or more general meetings and signed form), otherwise open for inclusion.
Chair:	Rotating
Contact:	<a href="mailto:lore.wintergreen@portlandoregon.gov">lore.wintergreen@portlandoregon.gov</a> or 503.823.4035
EcDev web page	<a href="http://www.eastportlandactionplan.org/economicdevelopmentcommittee">www.eastportlandactionplan.org/economicdevelopmentcommittee</a>
Attendance:	9



Name:	<b>EPAP Grants Review Committee</b>
Purpose:	To provide EPAP granting opportunities with direction, review, and selection.
Regular meeting:	As needed
Membership:	Appointed by the EPAP after signing EPAP Participation Agreement (2 or more general meetings and signed form).
Chair:	Collective
Contact:	<a href="mailto:lore.wintergreen@portlandoregon.gov">lore.wintergreen@portlandoregon.gov</a> or 503.823.4035
Attendance:	7

Name:	<b>EPAP Housing Subcommittee</b>
Purpose:	To find common ground in supporting a range of housing types in East Portland as a means to strengthen livable communities; encourage healthy, complete, and stable neighborhoods; and promote family wage jobs.
Regular meeting:	2 <sup>nd</sup> Mondays, 6:00 – 7:30 PM at the East Portland Neighborhood Office, 1017 NE 117 <sup>th</sup> Ave., Portland 97220 (between Halsey + Glisan at the foot of the watertower). No meeting February 2012.
Membership:	Requires one EPAP Participation Agreement member (2 or more general meetings and signed form), otherwise open for inclusion.
Co-Chairs:	Frieda Christopher and Jean DeMaster
Contact:	Frieda = ( <a href="mailto:friedajc@comcast.net">friedajc@comcast.net</a> ) and Jean = ( <a href="mailto:jdemaster@humansolutions.org">jdemaster@humansolutions.org</a> or 503.548.0222)
Attendance:	8

Name:	<b>MAXaction Subcommittee</b>
Purpose:	To develop MAX as a community asset in East Portland.
Regular meeting:	3 <sup>rd</sup> Fridays, 6:00 – 8:00 PM at Lifegate Baptist Church, 208 SE 148th, Portland..
Membership:	Requires one EPAP Participation Agreement member (2 or more general meetings and signed form), otherwise open for inclusion
Chair:	Doug Bernick and Mike VanderVeen
Contact:	Doug = <a href="mailto:db720075@Yahoo.com">db720075@Yahoo.com</a> Mike = 503.810.8269 or <a href="mailto:mike@secondstories.org">mike@secondstories.org</a>
Web Page:	<a href="http://www.MAXaction.org">www.MAXaction.org</a>
Attendance:	12

Name:	<b>EPAP Operations Committee</b>
Purpose:	To function as an EPAP decision making body in time-sensitive situations and to develop and execute EPAP strategy.
Regular meeting:	Meet at least four (4) times a year to reinforce purpose integration.
Membership:	Both General EPAP Co-Chairs; a Participant Agreement (PA) representative (2 or more general meetings and signed form) from each Committee and Subcommittee; 2 ad hoc EPAP PA members; and EPAP staff Advocate
Chair:	Co-chairs: Arlene Kimura and Katie Larsell
Contact:	<a href="mailto:lore.wintergreen@portlandoregon.gov">lore.wintergreen@portlandoregon.gov</a> or 503.823.4035
Attendance:	7

Name:	<b>EPAP Representative Support Group</b>
Purpose:	To connect and share our strategies for being a good advocate.
Regular meeting:	As need is expressed
Membership:	Requires one EPAP Participation Agreement member (2 or more meetings), otherwise open for inclusion
Chair:	Katie Larsell
Contact:	<a href="mailto:larsell@comcast.net">larsell@comcast.net</a>

Name:	<b>EPAP Structures Committee</b>
Purpose:	To plan and organize the function & process of the EPAP.
Regular meeting:	As needed at East Portland Neighborhood Office, 1017 NE 117 <sup>th</sup> Ave., Portland 97220 (between Halsey + Glisan at the foot of the watertower)
Membership:	Requires one EPAP Participation Agreement member (2 or more general meetings and signed form), otherwise open for inclusion
Chair:	To be decided
Contact:	<a href="mailto:lore.wintergreen@portlandoregon.gov">lore.wintergreen@portlandoregon.gov</a> or 503.823.4035
Attendance:	5

Name:	<b>EPAP Technical Advisory Committee</b>
Purpose:	To work collaboratively to implement Action items and to coordinate website reports of agency progress on specific Action items.
Regular meeting:	4 <sup>th</sup> Wednesdays of every other Month from 2:00 – 3:30 PM at the East Portland Neighborhood Office, 1017 NE 117 <sup>th</sup> Ave., Portland 97220 (between Halsey + Glisan at the foot of the watertower)
Membership:	Requires one EPAP Participation Agreement member (2 or more general meetings and signed form), otherwise open for inclusion by agency specified representative
Chair:	lore wintergreen
Contact:	<a href="mailto:lore.wintergreen@portlandoregon.gov">lore.wintergreen@portlandoregon.gov</a> or 503.823.4035
Attendance:	16

Name:	<b>EPAP Youth Subcommittee</b>
Purpose:	To bring forward the voices of East Portland youth.
Regular meeting:	1 <sup>st</sup> + 3 <sup>rd</sup> Wednesdays 3:00 – 4:00 PM at David Douglas High School, 1001 SE 35 <sup>th</sup> Ave., Room 117
Membership:	Requires one EPAP Participation Agreement member (2 or more general meetings and signed form), otherwise open for inclusion
Chair:	Marie Manuel and Melissa Payne
Contact:	<a href="mailto:mariemanuel17@gmail.com">mariemanuel17@gmail.com</a> or 503.847.4273 and <a href="mailto:melissapayne17@gmail.com">melissapayne17@gmail.com</a> or 503.756.1774
Web page	<a href="http://www.eastportlandactionplan.org/eastpdxyouth">www.eastportlandactionplan.org/eastpdxyouth</a>
Attendance:	11

Issue	Representative(s)
Asset Based Community Development (ABCD)	Mike Vander Veen 503.810.8269 or ( <a href="mailto:mike@secondstories.org">mike@secondstories.org</a> )
City-wide Budget Advisory Committee	Katie Larsell ( <a href="mailto:larsell@comcast.net">larsell@comcast.net</a> )
Emergency Preparedness	Jeremy O'Leary ( <a href="mailto:Jeremy@tpdx.net">Jeremy@tpdx.net</a> )
'Forest Park East' Lava Domes	Frank DiGregorio ( <a href="mailto:frank.jeanie@comcast.net">frank.jeanie@comcast.net</a> )
Gateway Eco-District	Colleen Gifford 503.251.7610 ( <a href="mailto:Colleen@ABCSustainableSolutions.com">Colleen@ABCSustainableSolutions.com</a> )
Gateway Education Center	Karen Fischer Gray 503.408.2114 or Alternate Frieda Christopher ( <a href="mailto:friedajc@comcast.net">friedajc@comcast.net</a> )
Gateway Green	Linda Robinson ( <a href="mailto:lrobinPDX@comcast.net">lrobinPDX@comcast.net</a> )
Gateway Urban Renewal Area	Bob Earnest 503.252.0373 or ( <a href="mailto:bobearnest@gmail.com">bobearnest@gmail.com</a> )
Main Streets Program	Arlene Kimura ( <a href="mailto:arlene.kimura@kraft.com">arlene.kimura@kraft.com</a> )
Minority Home Ownership	Jean DeMaster 503.548.0222 or ( <a href="mailto:jdemaster@humansolutions.org">jdemaster@humansolutions.org</a> )
Multnomah County Consolidated Plan	Jean DeMaster 503.548.0222 or ( <a href="mailto:jdemaster@humansolutions.org">jdemaster@humansolutions.org</a> )
Office of Neighborhood Involvement Budget Advisory Committee	Tom Lewis ( <a href="mailto:gamodato@aol.com">gamodato@aol.com</a> or 503.253.5025)
Parks	Arlene Kimura ( <a href="mailto:arlene.kimura@kraft.com">arlene.kimura@kraft.com</a> ) + Linda Robinson ( <a href="mailto:lrobinPDX@comcast.net">lrobinPDX@comcast.net</a> )
Pedestrian Advisory Committee	Ellison Pearson ( <a href="mailto:pearson.ellison@gmail.com">pearson.ellison@gmail.com</a> )
Planning & Sustainability Commission	Karen Fisher Gray 503.408.2114
Public Involvement Advisory Committee (City of Portland)	Mike Vander Veen 503.810.8269 or ( <a href="mailto:mike@secondstories.org">mike@secondstories.org</a> )
Transportation	Linda Bauer ( <a href="mailto:lbauerpvna@aol.com">lbauerpvna@aol.com</a> or 503.761.2941)
Transportation Budget Advisory Committee	David Hampsten ( <a href="mailto:David_hampsten@yahoo.com">David_hampsten@yahoo.com</a> )

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#### **EAST PORTLAND ACTION PLAN**

**[www.eastportlandactionplan.org](http://www.eastportlandactionplan.org)**

East Portland Neighborhood Office 1017 NE 117<sup>th</sup> Ave. Portland, OR 97220  
503.823.4035 or [lore.wintergreen@portlandoregon.gov](mailto:lore.wintergreen@portlandoregon.gov)





# East Portland Action Plan

## Structure

### CHARGE

The East Portland Action Plan (EPAP) is an ongoing group charged with providing advocacy and leadership in implementing the *East Portland Action Plan, a guide for improving livability in outer East Portland*, as adopted by the Portland City Council in February 2009 and the Multnomah County Commission in July 2010.

The EPAP is an extension and outgrowth of the East Portland Action Plan Committee, which met from December 2007 to July 2008 to provide leadership and guidance to public agencies and other entities on how to strategically address community-identified issues and allocate resources to improve livability for the neighborhoods in the East Portland Neighborhood Office (EPNO) coalition area. The EPAP engages the community and works with other community-based entities in advocacy for East Portland issues and furthering the actions and strategies specifically described in the Action Plan.

### GUIDING PRINCIPLES

The EPAP is dedicated to:

- Value the past and consider the future in making decisions that contribute to improved livability in East Portland
- Build lasting community leadership and relationships as a means to laying the groundwork for successful implementation of the Action Plan.
- Develop avenues for partnering by creating opportunities to bridge the work being done amongst EPAP committees and representatives, communities, and neighborhoods, thus building upon common values with respectful collaboration.
- Openness of input and ideas and to respect and value differences of opinion, ideals, and time commitments with civility.
- Ensure opportunities to participate are equitably provided across the spectrum of all interest groups and geographic areas, which may include the provision of translation, interpretation, and childcare.
- Provide a hospitable and welcoming environment to all attendees.
- Prioritize the involvement of underrepresented communities.
- Work towards the furtherance of actions and strategies as specifically described in the Action Plan.



## COMPOSITION

Involvement in the EPAP is open to residents, Neighborhood Association members, business people, Business Association members, nonprofit organizations, special districts and service providers in the East Portland Neighborhood Office area. An EPAP orientation session will be provided after each general monthly EPAP meeting.

## MEETINGS

All meetings, including general, Committee, and Subcommittee, are open to the public and will be announced in advance on the EPAP website calendar <http://eastportlandactionplan.org/calendar>. All meetings are subject to David Douglas School District status concerning weather-related building closures.

A general meeting will be held on the 4<sup>th</sup> Wednesday of every month, starting at 6:30 PM. Should the meeting be canceled, the Operations Committee will determine whether or not to schedule another meeting, as well as alert the EPAP membership of such cancellations and rescheduling.

The purpose of the general meeting is to coordinate activities, monitor Action Plan progress, organize future advocacy opportunities, and consider new issues.

Committee and Subcommittee chairs are responsible for the scheduling of their respective Committee and Subcommittee meetings.

## DECISION-MAKING

The EPAP will craft and recommend approaches and solutions that are workable for a wide range of needs and interests. The group will operate on a consensus model with final decisions made by *Participation Agreement* signing members. The group will engage in open and constructive dialogue among all attendees, seek input from other stakeholder groups, and ensure that diverging opinions are openly aired, discussed, and documented.

## PARTICIPATION AGREEMENT (PA) MEMBERS

Attendance at two (2) meetings is required before an attendee is offered an opportunity to sign a *Participant Agreement*, which will designate them as a PA member. PA members will make every effort to be present at meetings. As a courtesy, staff will be notified in advance if a PA member is unable to attend. If a PA member is unable to attend, he or she may provide written comments relevant to the agenda, and the comments will be forwarded to the EPAP.

Participant Agreement (PA) members will:

- Encourage broad and inclusive participation. Current PA members will consciously welcome and orient new people and ideas.
- Interact with community members and partners to develop and promote interest and participation in implementing the Action Plan.
- Share information with local organizations in which you are involved, and gather, synthesize, and convey information and perspective from those organizations.



- Review background materials and monthly reports, so as to understand the issues and to gain familiarity with the array of actions and initiatives currently underway that may intersect with the work you are doing.
- Provide a sounding board to ensure that a variety of data and viewpoints have been considered in the formulation of recommendations.
- Advocate with agencies and service providers as determined by the group.
- Voice concerns directly, promptly, and constructively with respect and civility.
- Become familiar with EPAP guiding documents, such as the East Portland Action Plan, Structures, Committees & Representatives

## LEADERSHIP

The EPAP will elect two PA members to act as general EPAP Co-Chairs. Each Co-Chair will be elected for two-year terms, each being elected in different years, and the terms are renewable upon approval of the EPAP PA membership. Nominations will be submitted to the EPAP and elections will occur at the following meeting. If there is a single nomination for Co-Chair, a call for consensus shall be initiated. In case of two or more nominations for Co-Chair, a written secret ballot shall be used to determine the election of the Co-Chair, with the nominee receiving the majority of attending PA member ballot designations being elected as officer. Only attending PA members may submit a ballot.

The EPAP Co-Chairs are expected to facilitate and regularly attend EPAP meetings and to be informed about EPAP activities. As facilitators, the EPAP Co-Chairs will preside over meetings, except when an alternate facilitator is designated. It is up to the discretion of the general EPAP Co-Chairs, with the support of the staff Advocate, to draft and adjust the agenda.

The EPAP Co-Chairs will work to establish a healthy and sustainable culture by keeping energy devoted to **Relationships**, **Process**, and **Results** in balance – understanding that each of the three contribute to the health of the other two.

The EPAP will authorize establishment of Representatives, Committees and Subcommittees, striving for co-chair leadership that reflects the aforementioned healthy and sustainable culture. EPAP co-chairs are expected to assign representation at Operations Committee meetings as convened. The EPAP may consider further attendance requirements for leadership positions.

## STRUCTURE

A Committee, Subcommittee, and Representative structure serves the operational functionality of the EPAP and implementation of the Action Plan.

### Committees and Subcommittees

The purpose of a committee is to provide operational service to the EPAP; the purpose of a Subcommittee is to carry out specific strategies and action items of the Action Plan by providing an issue-related forum for organizing action:

- Committees and Subcommittees will be established by consensus of the EPAP.
- All meetings are open to the public and will be announced in advance on the EPAP web site calendar: <http://eastportlandactionplan.org/calendar>.



- Each Committee and Subcommittee will have open participation, but must have at least one active person who is a *Participation Agreement* signing member of the EPAP who will report to the monthly general EPAP meeting.
- Committees and Subcommittees will strive for sustainability by establishing a culture that is equally invested in **Relationships, Process, and Results**.
- Committees and Subcommittees are encouraged to embrace a co-chair model that consciously brings together individuals with the sustainable strengths mentioned above.
- Committees and Subcommittees will submit brief monthly reports to the EPAP Advocate one week prior to the monthly meeting. A report form will be provided and will include the following:
  - ✓ Identification of the EPAP item being addressed by the Committee or Subcommittee
  - ✓ Articulation of the Committee or Subcommittee goal
  - ✓ Statement of new decisions being made
  - ✓ Identification of Committee or Subcommittee attendees
  - ✓ Request for input or action from the EPAP.

### **Representatives**

The purpose of a Representative is to provide a vehicle for EPAP advocacy through a spokesperson who serves as a liaison until there is enough EPAP capacity to establish a Subcommittee. An EPAP Representative position will:

- Be a PA member established as an area-specific Representative by the consensus of the EPAP
- Utilize the EPAP Advocate and Co-Chairs for reference and guidance
- Report on their significant activities and position statements on behalf of the EPAP at the general EPAP meetings
- Adjust their representation as is necessary, based upon input from the EPAP.

### **Operations Committee**

The purpose of the Operations Committee is to:

- Develop, seek general EPAP approval, and advocate for EPAP strategy
- Function as an EPAP decision making body in time-sensitive situations
- Meet at least four (4) times a year to reinforce purpose integration.

The Operations Committee has the following stipulated composition:

- Both General EPAP Co-Chairs
- A PA representative from each Committee and Subcommittee that reports back to the committee they are representing on decisions made by the Operations Committee
- Two (2) positions for ad hoc EPAP PA members
- The EPAP staff Advocate

### **Structures Committee**

The EPAP Structures Committee will make structural proposals to the full EPAP in an effort to support the operational functions of the group. Membership will be composed of interested PA members.



As the EPAP grows, we recognize that there will be a need to design enhanced operational structures, such as the Vision PDX 5-element categorization Committees.

### **Communications Committee**

The EPAP Communications Committee will provide communication support that includes materials and web page development, and translation or interpretation, to the EPAP.

### **STAFF**

The EPAP will be staffed by an Advocate through the City of Portland Office of Neighborhood Involvement East Portland Neighborhood Office subject to funding availability. The EPAP Advocate will:

- Convene monthly general EPAP meetings and manage efforts for the good of the group as a whole.
- Work with the general EPAP Co-Chairs to develop and distribute monthly full EPAP meeting agendas, submitted Committee and Subcommittee reports, and background materials in advance of meetings.
- Develop notes from the full EPAP meetings and distribute them within three weeks of the meeting. These notes will faithfully represent areas of general agreement within the group, note areas in which there are diverging viewpoints, and outline commitments to timelines for supported actions.
- Develop documents for review and comment.

J:\PROJECTS\EP Action Plan\EPAP Committees\Structures Committee\2011.04.22 EPAP Group Structure.doc

### **EAST PORTLAND ACTION PLAN**

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[www.eastportlandactionplan.org](http://www.eastportlandactionplan.org)





Location & Access

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Available Real Estate

# East Portland Action Plan: Economic Development Assessment

Competitive Assessment Report  
February 2012





## **Prepared for**

East Portland Action Plan Economic  
Development Subcommittee

## **Prepared by**

Marketek, Inc.  
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# Introduction & Guiding Strategies

In fall 2011, the Portland Development Commission contracted Marketek, Inc. to prepare an Economic Development Assessment for the East Portland Action Plan. Based on input from the Economic Development Subcommittee, Marketek identified the following project goals:

<b>Primary Goals</b>	Assess East Portland's competitive posture for growing family wage jobs
	Identify top strategic initiatives for employment and business expansion
<b>Secondary Goals</b>	Expand business and economic development capacity of Economic Development Subcommittee
	Spur action on strategic initiatives and create sustainable approach to implementation

This report summarizes East Portland's competitive position for a variety of indicators in the following categories: business climate and vitality, workforce and education, real estate, quality of life, other business decision factors and economic development resources. Results are based on a review of previous plans, studies and strategies (listed in Appendix A); reflections of the EPAP Economic Development Subcommittee; and secondary research from sources such as the Oregon Employment Department, the City of Portland – Bureau of Planning and Sustainability, the U.S. Census Bureau and ESRI Business Information Solutions, among others.

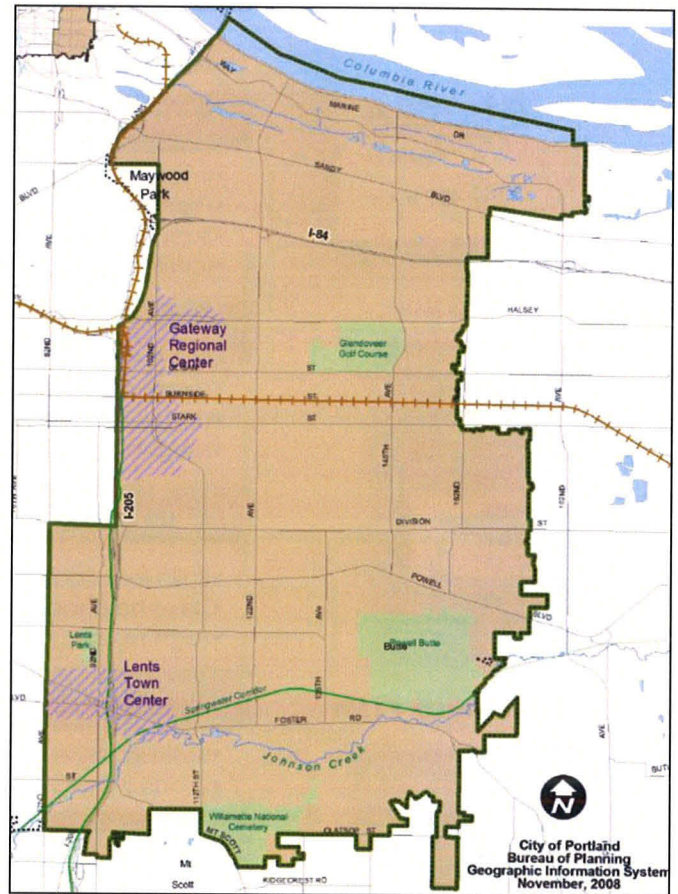
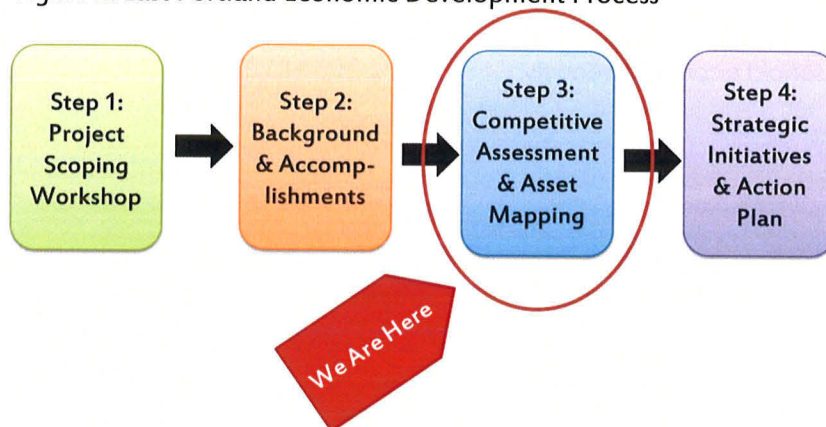


Figure 1. East Portland Study Area

Figure 2. East Portland Economic Development Process



Using results of the competitive indicators research and a series of stakeholder interviews, Marketek will refine the assessment to identify East Portland's top assets and barriers for economic development and strategic initiatives for capitalizing on strengths. Figure 2 outlines the Economic Development Assessment process.



## Guiding Strategies

The competitive assessment together with existing neighborhood and citywide economic development plans will provide the Economic Development Subcommittee with a foundation to prepare strategic initiatives for job growth and business recruitment in East Portland. Key guiding strategies follow.

### East Portland Action Plan



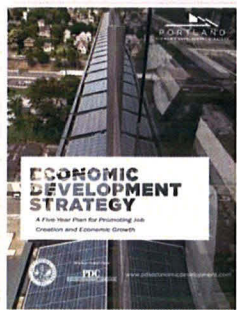
#### Commercial & Mixed Use

- Offer development opportunities throughout East Portland
- Promote vital and healthy multi-use commercial areas

#### Economic

- Implement an ED plan and policy agenda
- Promote key opportunity sites
- Support businesses based in or owned in Portland
- Increase & promote workforce training & employment opportunities

### PDC Strategies



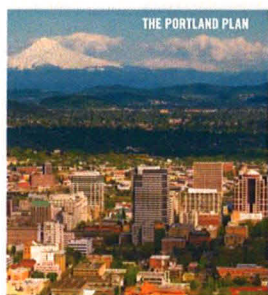
#### Economic Development Strategy

- Competitive industry clusters
- Urban innovation
- Neighborhood business vitality

#### Neighborhood Economic Development Strategy

- Build local capacity to achieve outcomes
- Drive neighborhood business growth
- Align resources for neighborhood economic development

### The Portland Plan



#### Traded Sector Job Growth

- Business cluster growth
- Urban innovation

#### Diverse Expanding City Economy

- Growing employment districts
- Neighborhood business vitality

#### Broadly Accessible Household Prosperity & Affordability

- Access to housing
- Education and job training
- Household economic security

## Retail & Industrial Business Attraction Factors

To successfully attract new businesses, East Portland must identify, develop and market characteristics demonstrating that the area meets the needs of recruitment targets. They must provide business owners with compelling answers to the question "Why should I locate here?"

Four overriding factors drive business expansion and attraction: cost of doing business, proximity to markets, quality workforce and access to materials. The competitive assessment measures how East Portland stacks up from the perspective of business prospects and investors considering factors such as those listed below.

Figure 4. Industrial Attraction Factors

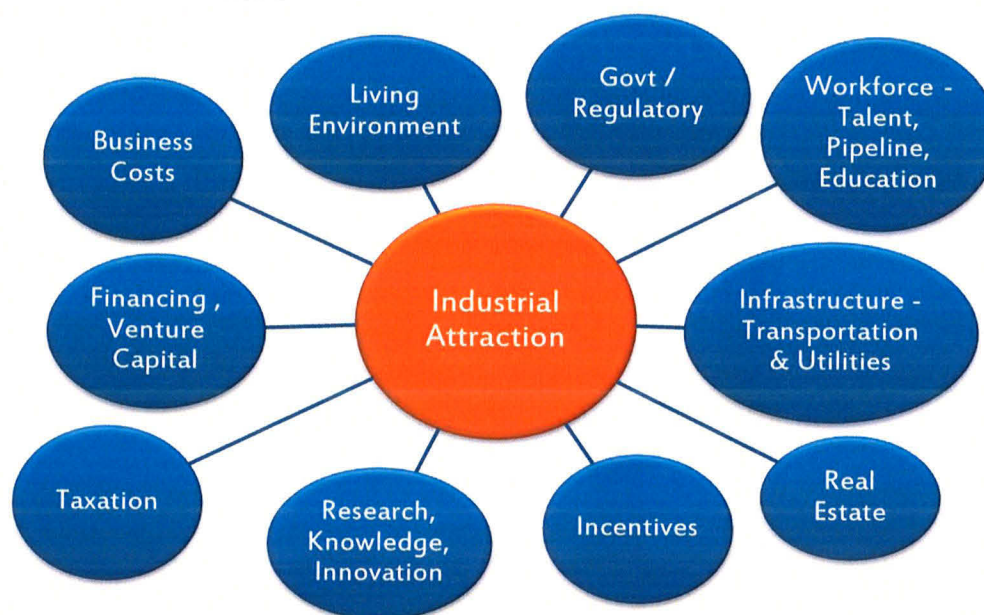


Figure 3. Retail Attraction Factors





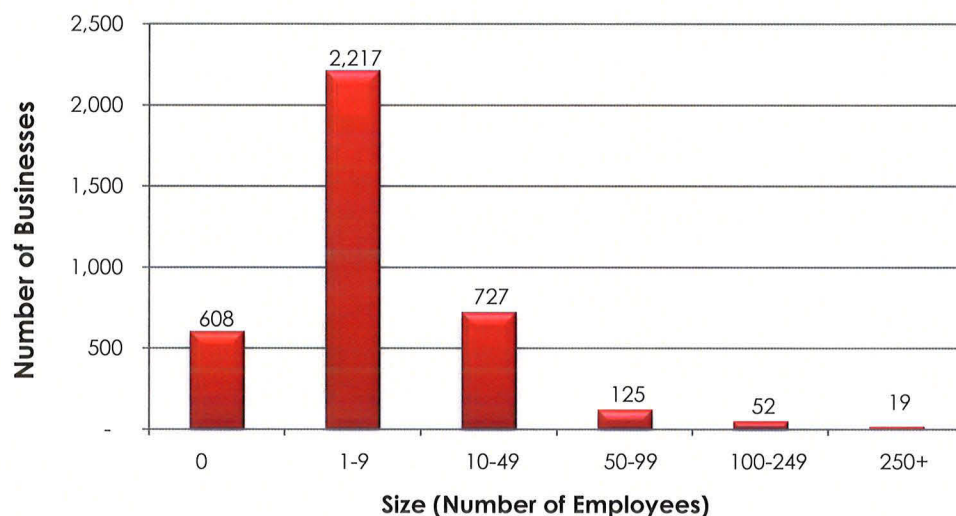
# Business Climate & Vitality

The first set of indicators evaluates business and employment activity in East Portland, including top industries, job centers, wages, historic and projected employment growth and retail activity.

## Existing Business & Employment Trends

East Portland was home to 3,748 businesses employing 46,397 persons as of 2010. The largest share of businesses (59 percent) were small with less than ten employees. Top industries include health care and social assistance, which made up 21 percent of jobs in 2010, retail trade (17 percent) and educational services (9 percent). Within the health care and social assistance industry, health care is the larger sector in East Portland; it comprises 17 percent of total jobs.

Figure 5. East Portland Businesses by Size, 2010



East Portland  
Businesses: 3,748  
East Portland  
Employment:  
46,397

Source: Oregon  
Employment Department,  
2010 Quarterly Census of  
Employment and Wages  
(QCEW)

Figure 6. Top East Portland Industries, 2010

	East Portland	Metro Portland
<b>Business Establishments</b>		
Health Care & Social Assistance	15%	9%
Other Services	13%	13%
Retail Trade	12%	10%
Construction	11%	10%
<b>Employment</b>		
Health Care & Social Assistance	21%	13%
Health Care	17%	---
Social Assistance	4%	---
Retail Trade	17%	12%
Accommodation & Food Services	9%	10%
Educational Services	9%	3%

Source: Oregon Employment Department, 2010 QCEW

Compared to statewide employment by industry, East Portland has a higher concentration of educational services employment and healthcare and social assistance, with location quotients of 4.5 and 1.4, respectively.

**Location Quotient (LQ):** Ratio between an industry's share of local employment and its share of employment statewide.

**Example:** Educational service jobs make up 4.5 times as high a share of East Portland employment than they do statewide (2 percent).

#### Top 2010 East Portland LQs

	East Portland	City of Portland
Educational Services:	4.52	1.32
Health Care & Social Assistance	1.43	0.91
Transportation, Warehousing, Utilities	1.39	1.06
Retail Trade	1.22	0.87

Source: Oregon Employment Department, 2010 QCEW

## Average Annual Wages



Metro Portland 2010 Average Annual Wage: \$47,227



East Portland 2010 Average Annual Wage: \$37,063

#### Highest East Portland Wages:

- Management of Companies: \$79,100
- Construction: \$49,600
- Wholesale Trade: \$48,800

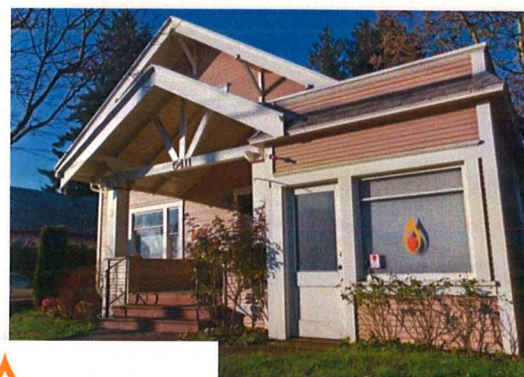
#### East Portland Industries with Wages above MSA:

- Educational Services: \$36,500
- Other Services: \$34,000
- Retail: \$31,000

Source: Oregon Employment Department, 2010 QCEW

## Home-Based Businesses

The City of Portland Bureau of Planning and Sustainability compared small business locations with zoning to determine the number of small businesses (those with zero to one employees) in non-employment zones. In East Portland, 21 percent of businesses are located in non-employment zones. In comparison, home-based businesses constitute 29 percent of inner Portland neighborhoods and 41 percent of western neighborhoods. Note that these numbers do not include unpermitted or unlicensed businesses.





## Growth Industries

From 2005 to 2009, employment in East Portland grew by 7,440 jobs, from 42,483 to 49,923, with an average annual growth rate of 4.4 percent. Top expansion industries were educational services (+1,510 jobs), accommodation and food services (+1,344 jobs) and health care and social assistance (+1,170 jobs). Other large gains were seen in the arts, entertainment and recreation industry, which grew by 15.3 percent per year; the information sector (+13.5 percent per year); and professional, scientific and technical services (+12.9 percent per year).

Figure 7. East Portland Employment Growth by Industry, 2005-2009

Industry	2005	2009	Change	% Change
Agriculture, Forestry, Fishing & Hunting	377	429	52	13.8%
Mining	28	15	-13	-46.4%
Construction	2,518	2,338	-180	-7.1%
Manufacturing	5,882	6,168	286	4.9%
Wholesale Trade	2,460	3,039	579	23.5%
Retail Trade	5,156	5,854	698	13.5%
Transportation, Warehouse & Utilities	2,131	2,075	-56	-2.6%
Information	758	1,166	408	53.8%
Finance & Insurance	1,824	1,926	102	5.6%
Real Estate	874	936	62	7.1%
Professional, Scientific & Technical Services	1,843	2,795	952	51.7%
Management of Companies	954	1,061	107	11.2%
Administrative Support & Waste Remediation	2,951	2,448	-503	-17.0%
Educational Services	2,955	4,465	1,510	51.1%
Health Care & Social Assistance	5,023	6,193	1,170	23.3%
Arts, Entertainment & Recreation	533	859	326	61.2%
Accommodation & Food Services	3,473	4,817	1,344	38.7%
Other Services	1,675	1,919	244	14.6%
Public Administration	1,068	1,420	352	33.0%
Total	42,483	49,923	7,440	17.5%

Note: Because 2010 employment data were provided by a separate source (the Quarterly Census of Employment and Wages), 2010 data is not shown in this figure and instead growth rates are calculated using 2005 and 2009 data.

Source: Oregon Employment Department, U.S. Census Bureau Local Employment Dynamics

Figure 8 on the following page shows Oregon Employment Department projected job growth by industry for 2010 to 2020 for Multnomah and Washington Counties (the lowest geography for which projections are available). Biggest gains are anticipated in: (1) health care and social assistance (+24,300 jobs or 3.2 percent average increase per year); (2) administrative support and waste remediation (+13,000 jobs/+3.5 percent); and (3) accommodation and food services (+12,600 jobs/+2.3 percent). While the first and the third were high growth industries in East Portland from 2005 to 2009, the administrative support and waste remediation industry lost employment over that period.



**Figure 8. Projected Employment Growth, Multnomah & Washington Counties, 2010-2020**

Industry	2010	2020	Change	% Change
Natural Resources & Mining	5,400	6,300	900	16.7%
Construction	26,100	34,900	8,800	33.7%
Manufacturing	72,800	83,800	10,500	14.4%
Wholesale Trade	37,000	45,300	8,300	22.4%
Retail Trade	65,500	76,300	10,800	16.5%
Transportation, Warehousing & Utilities	23,900	28,600	4,700	19.7%
Information	17,300	20,800	3,500	20.2%
Finance & Insurance	30,200	35,200	5,000	16.6%
Real Estate	14,600	16,000	1,400	9.6%
Professional, Scientific & Technical Services	37,600	47,900	10,300	27.4%
Management of Companies	20,300	23,400	3,100	15.3%
Administrative Support & Waste Remediation	37,300	50,300	13,000	34.9%
Educational Services	18,500	23,800	5,300	28.6%
Health Care & Social Assistance	75,100	99,400	24,300	32.4%
Arts, Entertainment & Recreation	9,200	10,900	1,700	18.5%
Accommodation & Food Services	55,800	68,400	12,600	22.6%
Other Services	23,800	27,900	4,100	17.2%
Public Administration	97,000	105,600	8,600	8.9%
Total	667,400	804,300	136,900	20.5%

Source: Oregon Employment Department

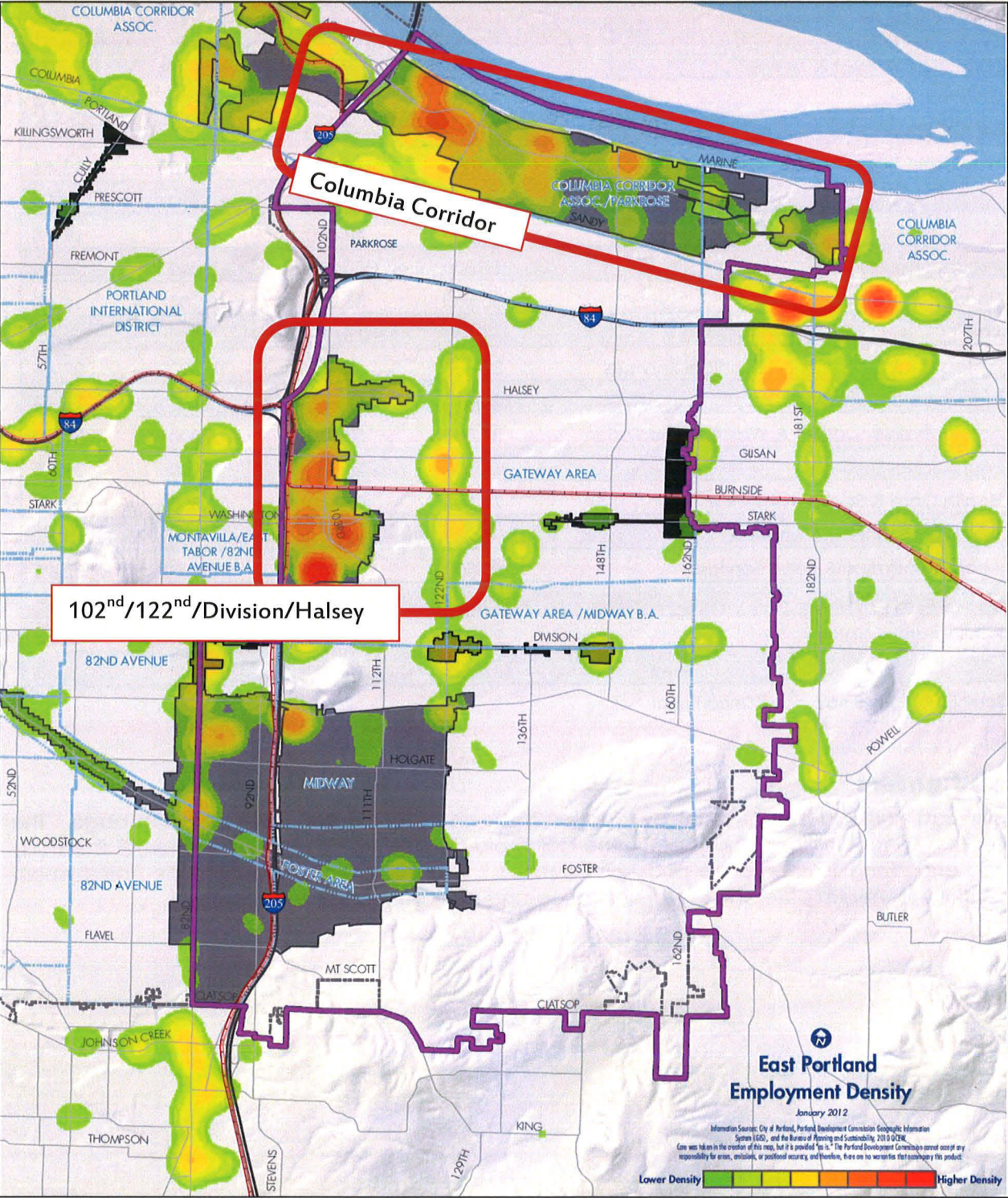
## Job Centers

Total East Portland employment by location is shown in the map on the following page. The greatest concentrations of jobs are in the Columbia Corridor in the northern portion of the Study Area and along 102<sup>nd</sup> Avenue and 122<sup>nd</sup> Avenue.<sup>1</sup> Subsequent maps identify top employment locations for health care and social assistance and educational services jobs.

<sup>1</sup> The methodology for the employment density model assesses proximity to employment, creating a smoothed surface with minor variations of increased and decreased values, represented by a color scheme. Thus, specific numbers are not assigned to each color in the color band used in the map. Lower employment levels – shown in green to light yellow areas – have job densities in the range of 50 to 300 employees. Orange and light red colors represent areas with 300 to 500 jobs and dark red areas have over 1,000 employees.



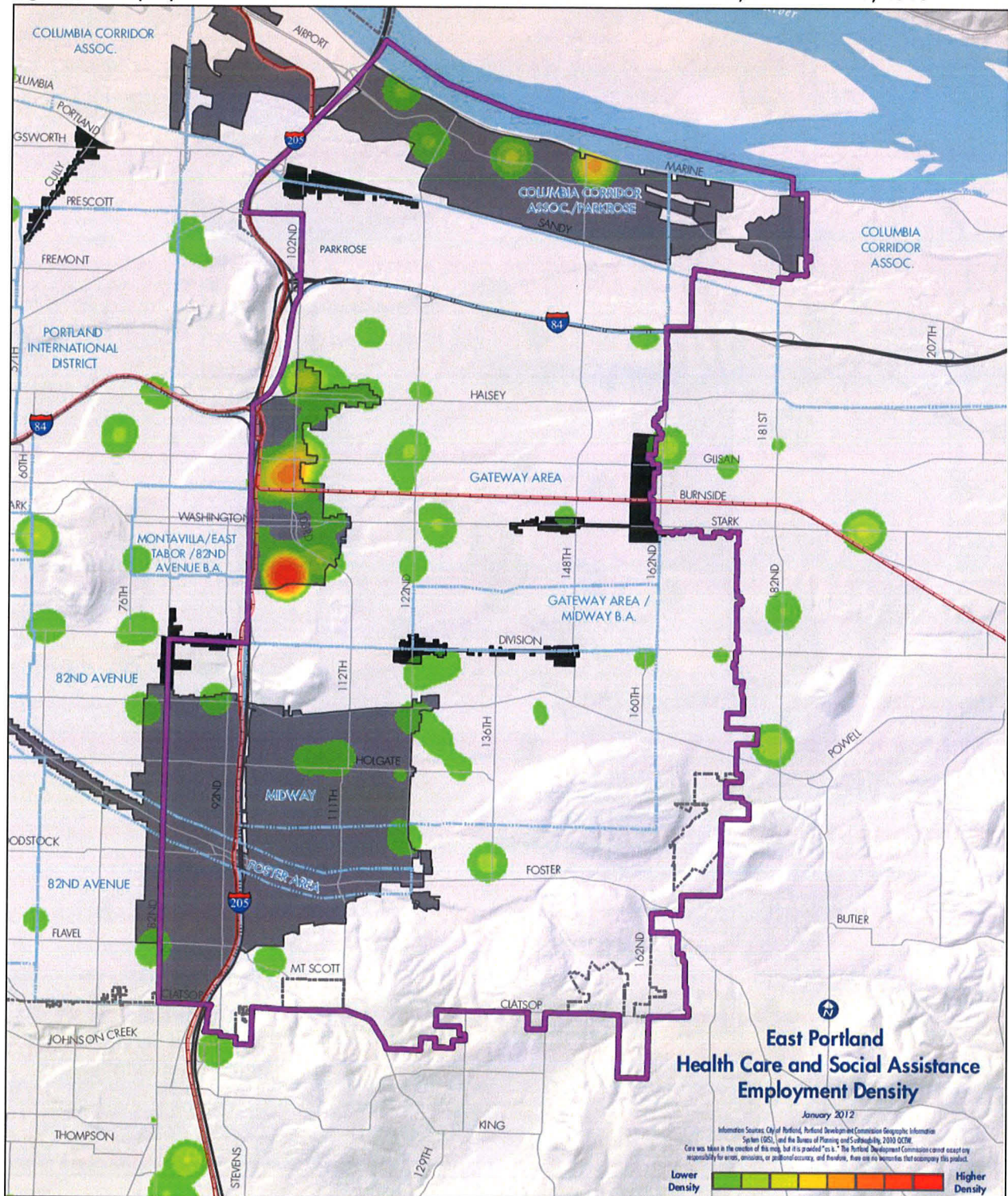
Figure 9. Employment Concentration for All Jobs, East Portland, 2010



Source: 2010 QCEW and Portland Development Commission



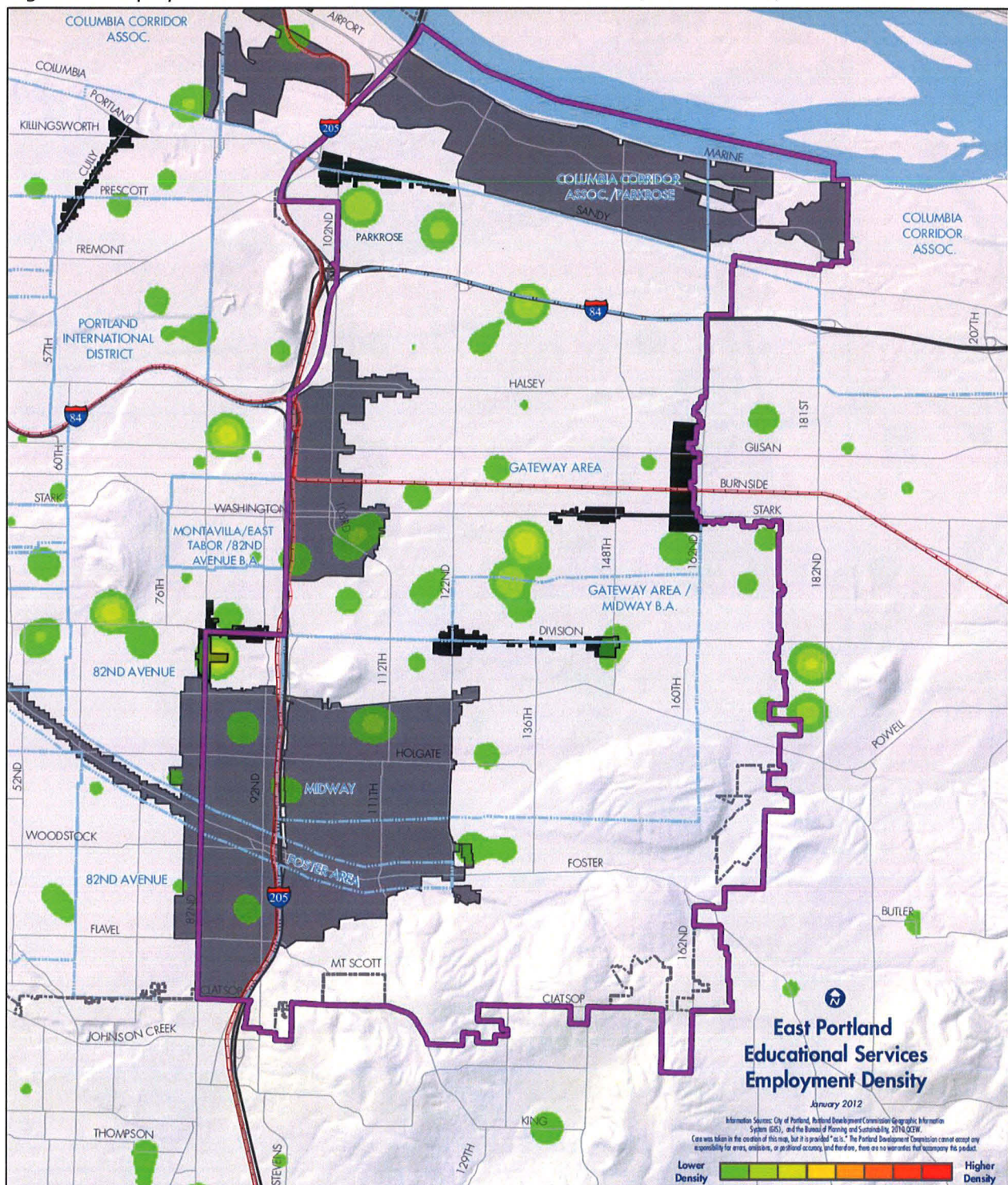
Figure 10. Employment Concentration for Health Care & Social Assistance Jobs, East Portland, 2010



Source: 2010 QCEW and Portland Development Commission



Figure 11. Employment Concentrations for Educational Service Jobs, East Portland, 2010



Source: 2010 QCEW and Portland Development Commission



## Retail Supply & Demand

Existing retail demand is found by comparing retail supply (i.e., sales) with demand (i.e., expected resident expenditures). When demand outweighs supply, a leakage occurs, meaning that consumers are spending outside of the area for retail goods or services. While shoppers will always do a certain amount of shopping away from home, this comparison provides a reasonable indication of the availability of goods in the local market.

In East Portland, retail sales totaled \$752 million in 2010 with a sales surplus of \$11 million concentrated in the General Merchandise category. These findings indicate that the Study Area is, to a modest extent, capturing sales dollars of shoppers who live outside of East Portland. Figure 12 compares retail sales balance in East Portland neighborhoods with those of other neighborhoods in Portland.

Figure 12. Neighborhood Retail Balance

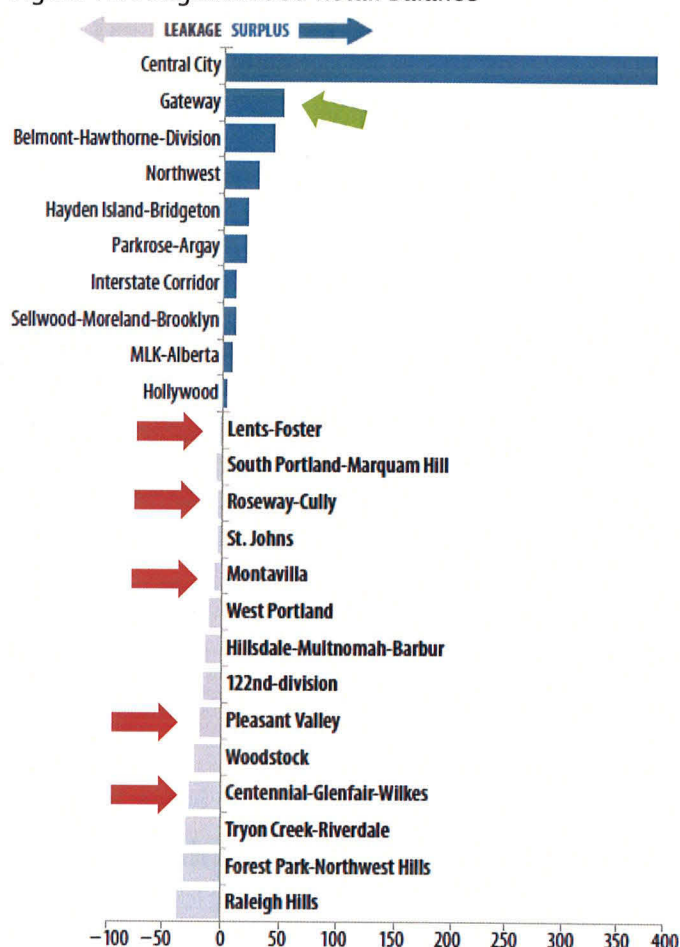
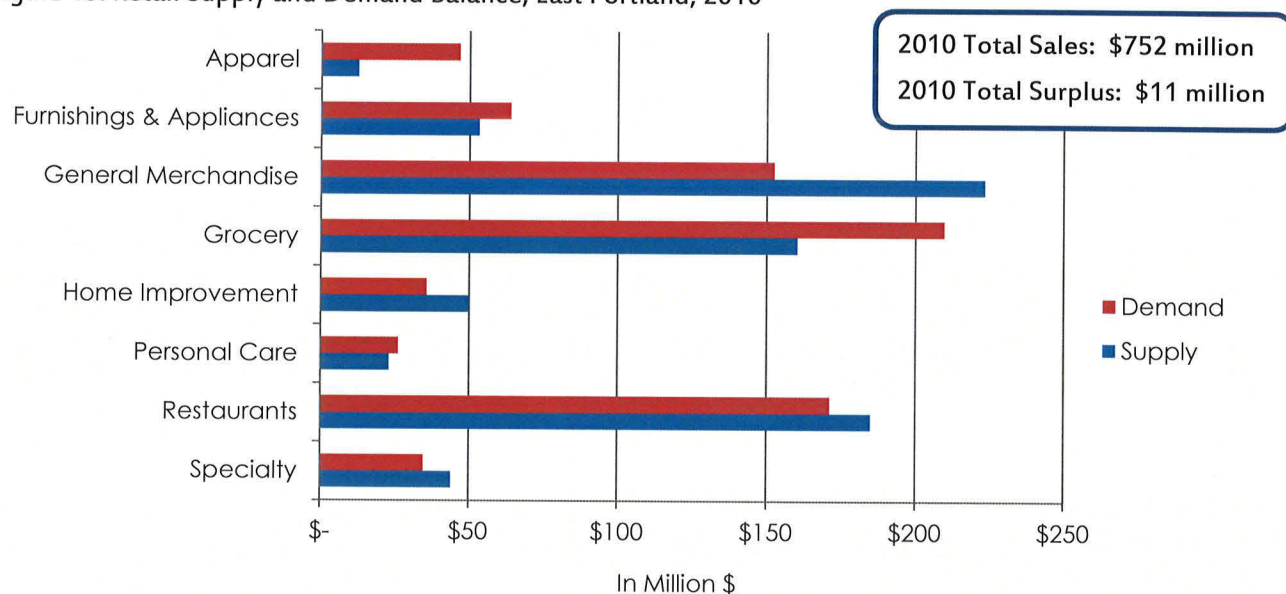


Figure 13. Retail Supply and Demand Balance, East Portland, 2010



Sources: City of Portland Bureau of Planning & Sustainability; ESRI Business Information Solutions



# Workforce & Education

Workforce and education indicators characterize East Portland's existing workforce and persons looking for work in the East Portland area. The factors include age, race, educational attainment, occupation and place of residence. Workforce development partners and resources within East Portland are also identified.

## Labor Force Overview

An area's labor force includes all residents age 16 to 64 who are employed or looking for employment. East Portland's labor force is made up of 66,000 persons, of whom 19 percent over age 25 hold a bachelor's degree or higher. By comparison, 33 percent of the Portland MSA population over the age of 25 holds a bachelor or graduate degree.

Figure 14. Labor Force & Educational Attainment

	East Portland	Portland MSA
Labor Force (age 16-64)	66,038 persons	923,400 persons
Labor Force Participation	77%	78%
Highest Level of Educational Attainment (total pop, age 25 & up)		
High School	31%	24%
Some College	26%	25%
Associate Degree	8%	8%
Bachelor Degree	13%	21%
Graduate Degree	6%	12%

Source: 2005-09 American Community Survey; ESRI BIS

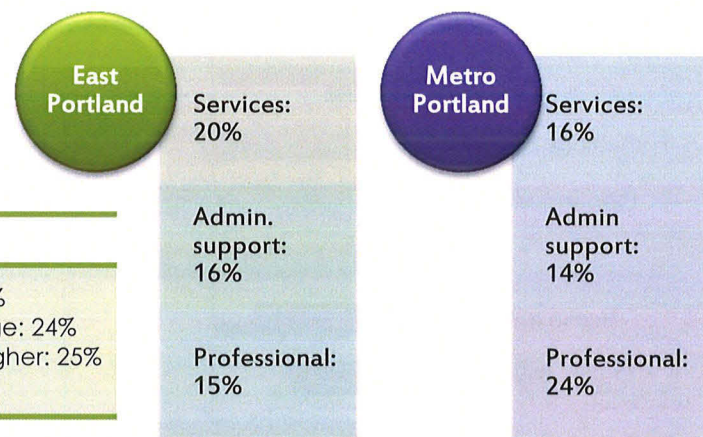
## Existing East Portland Employees

The majority of East Portland employees are white (81 percent) and between 30 and 54 years old (58 percent). The largest share lives in the City of Portland and an additional 10 percent live in Gresham. A quarter of workers hold bachelor degrees or higher; another quarter hold associate degrees or completed some college. Services make up 20 percent of East Portland occupations, compared to 16 percent in metro Portland.

Figure 15. East Portland Employees, 2010

Race & Ethnicity	Educational Attainment
<ul style="list-style-type: none"> <li>White: 81%</li> <li>Asian: 11%</li> <li>Black: 5%</li> <li>Hispanic: 9%</li> </ul>	<ul style="list-style-type: none"> <li>High school or less: 27%</li> <li>Associate/some college: 24%</li> <li>Bachelor degree or higher: 25%</li> <li>Info not available: 24%</li> </ul>
Age	Place of residence
<ul style="list-style-type: none"> <li>Under 30: 24%</li> <li>30 to 54: 58%</li> <li>Over 54: 18%</li> </ul>	<ul style="list-style-type: none"> <li>Portland: 40%</li> <li>Gresham: 10%</li> <li>Other: 50%</li> </ul>

Source: U.S. Census Local Employment Dynamics; ESRI BIS



## Metro Portland East Job Seekers

Currently, there are 26,500 job seekers using WorkSource Portland's Metro East services. This service area extends beyond the East Portland Study Area to include East Multnomah County, a segment of Portland from Glisan on the north to the city boundaries in Clackamas County and east to the Sandy and Boring city boundaries. The majority of this area could be considered the potential labor shed for East Portland employers.

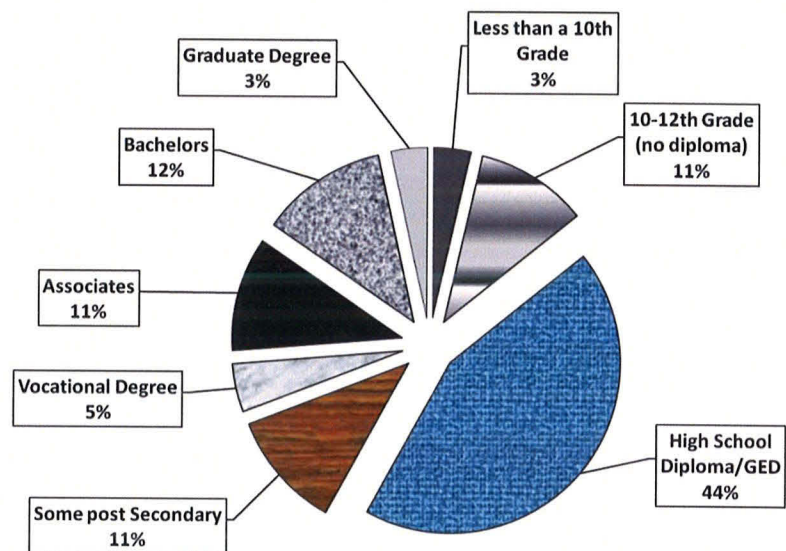
Top Occupations  
Sought by Metro  
Portland East  
Jobseekers, 2011

Production
Office and Administrative Support
Transportation
Food Prep/Service
Construction
Sales

Source: WorkSource Oregon

Fifteen percent of Metro Portland East job seekers hold a bachelor or graduate degree. Seventeen percent earned an associate or vocational degree; another 11 percent finished some post-secondary schooling.

Figure 16. Educational Attainment of Job Seekers in Metro Portland East, 2011



Sources: WorkSource Oregon

## Workforce Development Partners

### Workforce Investment

- ☐ Worksource Metro East
- ☐ SE Works
- ☐ Worksystems, Inc.

### Schools

- ☐ MHCC
- ☐ PCC
- ☐ ITT Tech
- ☐ Heald College
- ☐ NE College of Const.
- ☐ Oregon College of Oriental Medicine

### Other

- ☐ Youthbuild
- ☐ IRCO
- ☐ Home Forward
- ☐ Action for Prosperity
- ☐ Human Solutions
- ☐ Impact Portland



# Real Estate

A key factor affecting business location decisions is the availability and cost of commercial and industrial real estate. Variables that affect the availability of land and space include zoning, market conditions and neighborhood-wide and site-specific development opportunities. Businesses also look for information about recent real estate investments and improvements, both public and private.

## Zoning

East Portland contains a similar share of commercial and employment land as the City of Portland. It has a greater share of residential land, and a lower share of industrial-zoned land and open space.

Figure 17. East Portland and City of Portland Land by Zone, 2007

Zone	East Portland		City of Portland	
	Acres	Share	Acres	Share
Commercial	1,544	6%	6,220	7%
Employment	793	3%	2,864	3%
Industrial	2,878	12%	18,715	20%
Residential Multi-dwelling	3,641	15%	8,401	9%
Residential Single-dwelling	13,151	53%	41,502	44%
Open Space	2,697	11%	16,794	18%
Other	200	1%	655	1%
<b>Total</b>	<b>29,904</b>	<b>100%</b>	<b>91,151</b>	<b>100%</b>

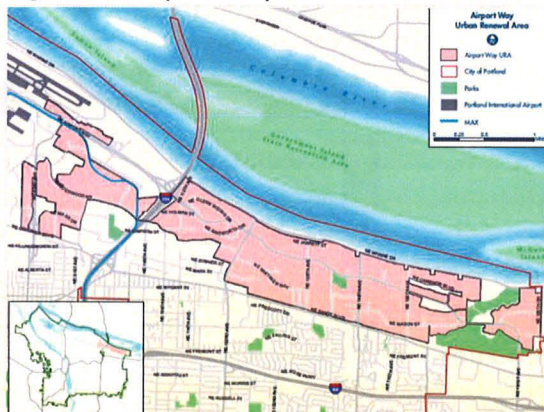
Source: City of Portland Bureau of Planning & Sustainability in the East Portland Review

## Industrial & Commercial Markets

According to Cushman Wakefield's 3<sup>rd</sup> Quarter 2011 Industrial Report, Portland's Airport Way industrial submarket (shown in Figure 18) includes 16.3 million square feet of and constitutes 9 percent of industrial space in the region. Vacancy rate in the Airport Way submarket is 5.3

percent, below the regional industrial vacancy rate of 6.6 percent. Average annual net rents are \$5.65/SF for warehouse space, \$9.00/SF for high tech space and \$15.60/SF for office space.

Figure 18. Airport Way Urban Renewal Area



CoStar's retail inventory lists 1.3 million square feet of retail space in the East Portland Study Area, constituting 19 percent of commercial space citywide. The vacancy rate for the Study Area is estimated at 8.4 percent, compared to 20.0 percent for Portland. Annual net rent per square foot ranges from the teens to low \$20s, compared to a citywide average of \$18 per square foot.



## Development Patterns & Opportunities

Outside of the Mall 205/Gateway area, commercial development in East Portland is characterized by low-scale, dispersed, older strip centers or freestanding space. The supply of land and supply of flex/industrial space uses is very limited. Infill and redevelopment opportunities primarily exist in Gateway, Lents/Foster, Airport Way and along other commercial corridors and nodes.

Industrial and commercial business prospects/investors generally seek information on 'ready-to-go' sites including site size, zoning, topography, setting, ingress/egress, infrastructure, utilities and cost. At present, there is no centralized conduit or system of available East Portland locations.

The Portland Economic Opportunity Analysis prepared by E.D. Hovee and Company projects a future shortage of 826 acres of employment land citywide. The bulk of this shortage is expected to be in industrial transportation land and institutional uses. Neighborhood commercial land capacity is adequate, although selected town centers may need additional land or higher floor area ratios to accommodate future growth.

Figure 19. Gateway URA Opportunity Sites

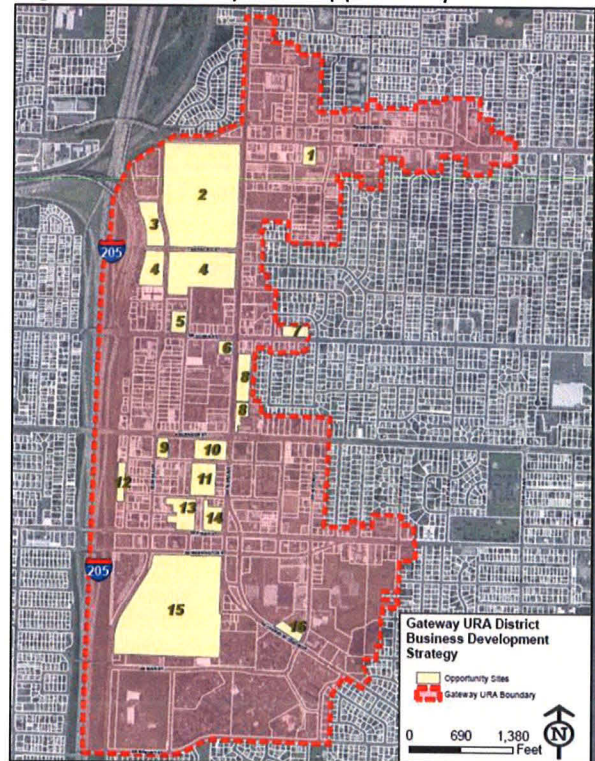
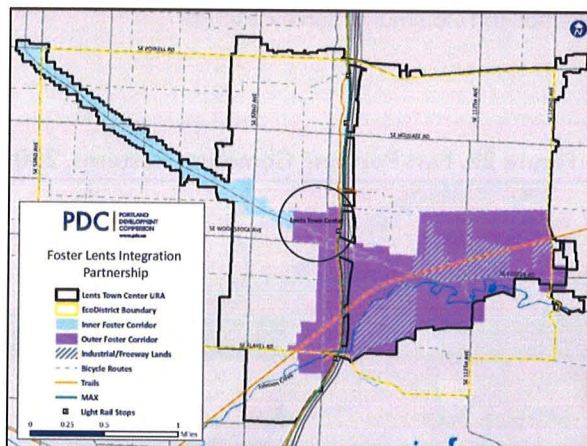


Figure 20. Foster Lents Integration Partnership Service Area



The Foster-Lents Integration Partnership (FLIP) is a key initiative responding to the industrial/employment land limitations in East Portland. FLIP is a collaboration designed to improve conditions along the Foster Road corridor, with a focus on prime industrial sites. It will identify projects, funding and actions to stimulate infrastructure improvements, economic development and property development. FLIP partners include Environmental Services, Parks and Recreation, Planning and Sustainability, PDC, Foster Green EcoDistrict and Portland Sustainability Institute.

## Recent Investment

- Since 1996, 8,770 residential units were permitted in East Portland, making up nearly half of total residential units permitted in the city.
- From 2005 to 2010, 980 commercial building permits were issued in East Portland, including permits for remodeling, additions and other tenant improvements.
- Estimated \$20 million in real estate and infrastructure investments over the last three years.



# Quality of Life

Quality of life factors include a variety of indicators that help depict the experience of living in East Portland, from population growth to housing prices to commute patterns to community pride. East Portland scores well in terms of population diversity, home prices, parks and open space. While its schools and crime rate are on par with the remainder of the city, East Portland suffers from the perception of high crime and below average schools.

## Demographic Profile

East Portland was home to 146,000 persons in 2010, with an average annual population growth rate of 1.8 percent since 2000, which is above the city's growth rate of 1.5 percent per year.

One of East Portland's most striking demographic characteristics is its diversity. The largest minorities are Asians, who make up 13 percent of the population, and Hispanics, who make up 15 percent.

Figure 21. Demographic Snapshot

	East Portland	Portland MSA
Population in 2010	146,000 people	2.2 million people
Pop. growth since 2000	1.8% per year	1.5% per year
Diversity	67% white 15% Hispanic 13% Asian	81% white 11% Hispanic 6% Asian
Age	25% under age 18 12% over age 64	24% under age 18 11% over age 64
Median income	\$42,800	\$56,100
Avg. commute time	25 min	25 min

Source: U.S. Census 2005-2009 American Community Survey; ESRI BIS

Projected East Portland population growth of 1.4% per year through 2016 vs. 1.1% for City of Portland

## Commute Patterns

The average commute time for East Portlanders is estimated at 25 minutes, which is equal to that of City of Portland residents. Figure 22 compares the inflow and outflow of East Portland residents and employees. Ten percent of East Portland residents work in East Portland. This rate is lower than similar rates for several metro Portland cities, but this is not surprising given East Portland's smaller size (see Figure 23 for comparison to other locations).

Figure 22. East Portland Commute Patterns, 2009

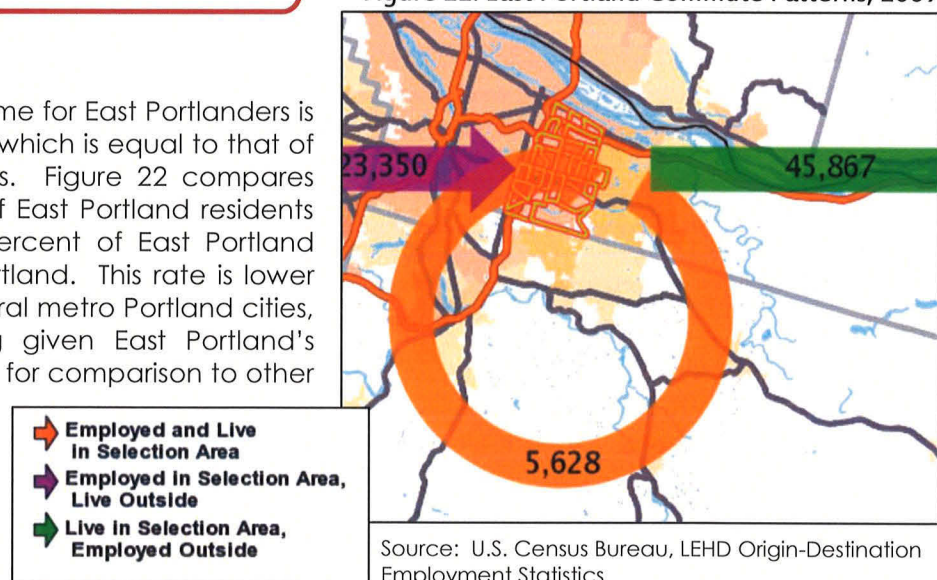




Figure 23. Commute Pattern Comparison, 2009

Location	Area Residents		Area Employees	
	Work in Area	Commute Out	Live in Area	Commute In
East Portland	10.9%	89.1%	19.4%	80.6%
City of Portland	60.5%	39.5%	42.0%	58.0%
City of Beaverton	20.8%	79.2%	15.0%	85.0%
City of Gresham	17.7%	82.3%	20.9%	79.1%
City of Hillsboro	32.6%	67.4%	20.1%	79.9%

Note: East Portland employment totals based on LEHD Employment Statistics (shown in Figure 22) are below those given by the Quarterly Census of Employment and Wages (shown in Figure 5) due to several factors: LEHD data includes only primary jobs, is based on samples rather than a census and is matched to population samples. LEHD data is most valuable when considering the proportion of residents and employees who commute in and out of a given area to work.

Source: U.S. Census Bureau, LEHD Origin-Destination Employment Statistics

## Residential Environment

East Portland median home prices are typically below those of the City of Portland. As of 2006, only three East Portland neighborhoods had median home sales prices above that of the city.

### 2010 Median Home Values:

- East Portland: \$225,224
- Portland MSA: \$273,500

Housing development in East Portland is of mixed scale and character, including single-family homes and apartments and old and new construction.

Figure 24. Median Home Sales Prices for East Portland Neighborhoods, 1996 - 2006

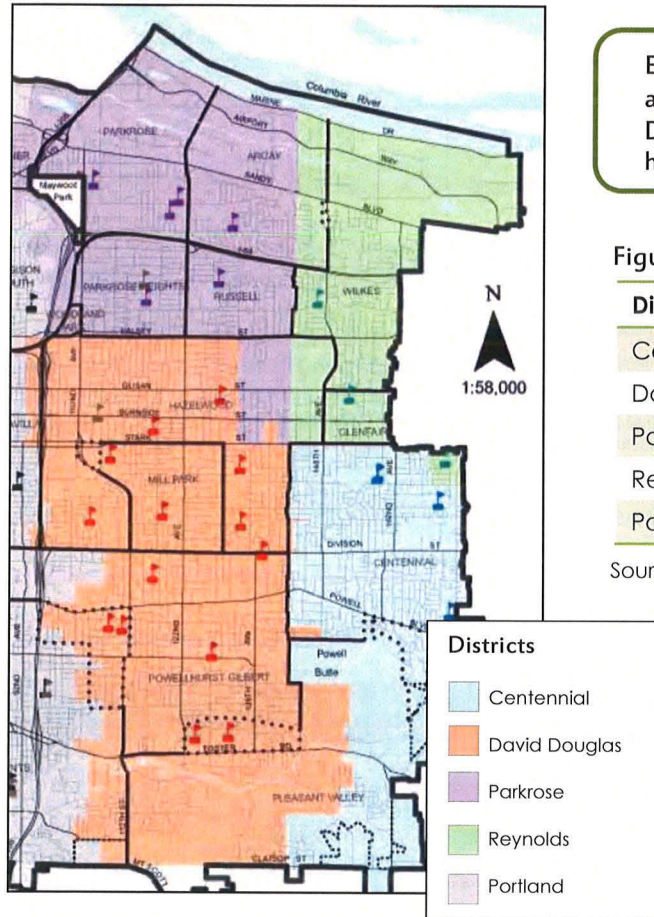
Neighborhood	1996 Median	2000 Median	2006 Median	1996-2000 Change	2000-2006 Change
ARGAY	\$155,300	\$175,000	\$303,750	13%	74%
BRENTWOOD- DARLINGTON	\$80,200	\$116,500	\$195,000	45%	67%
CENTENNIAL	\$114,000	\$135,000	\$215,000	18%	59%
CULLY	\$94,360	\$129,500	\$228,950	37%	77%
GLENFAIR	\$122,000	\$139,000	\$220,500	14%	59%
HAZELWOOD	\$119,500	\$141,700	\$233,800	19%	65%
LENTS	\$89,575	\$125,000	\$193,500	40%	55%
MADISON SOUTH	\$99,000	\$127,000	\$217,280	28%	71%
MILL PARK	\$110,000	\$133,000	\$220,000	21%	65%
MONTAVILLA	\$104,000	\$129,000	\$207,500	24%	61%
MT. SCOTT-ARLETA	\$95,500	\$116,250	\$208,420	22%	79%
PARKROSE	\$118,000	\$129,000	\$220,500	9%	71%
PARKROSE HEIGHTS	\$108,000	\$133,500	\$207,000	24%	55%
PLEASANT VALLEY	\$149,450	\$191,500	\$346,250	28%	81%
POWELLHURST-GILBERT	\$109,750	\$142,750	\$225,950	30%	58%
RUSSELL	\$127,500	\$147,250	\$228,750	15%	55%
SUMNER	\$88,250	\$110,750	\$188,000	25%	70%
WILKES	\$155,000	\$166,950	\$269,000	8%	61%
WOODLAND PARK	\$101,500	\$126,500	\$212,500	25%	68%
<b>CITYWIDE</b>	<b>\$118,000</b>	<b>\$150,000</b>	<b>\$263,000</b>	<b>27%</b>	<b>75%</b>

Source: East Portland Review





## Schools



East Portland school districts and the Portland School District have a similar on-time high school graduation rate

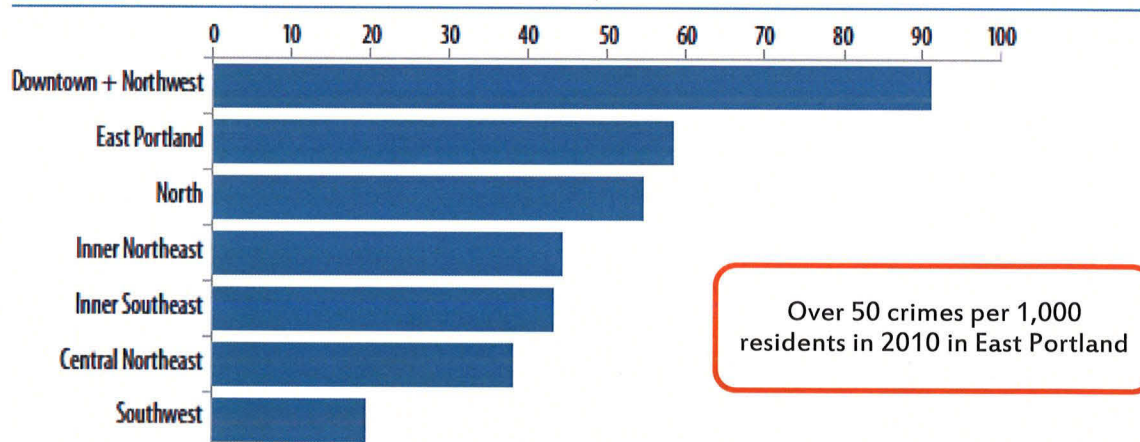
Figure 25. On-Time Graduate Rates, 2008 to 2010

District Name	2009-10	2008-09
Centennial	57.50%	61.60%
David Douglas	61.30%	57.28%
Parkrose	57.93%	54.63%
Reynolds	57.75%	53.26%
Portland	53.55%	53.29%

Source: Portland Plan; Map from the East Portland Review

## Crime Rate

Figure 26. Part I Crimes per 1,000 Residents and Employees by City Sub-Area, 2010



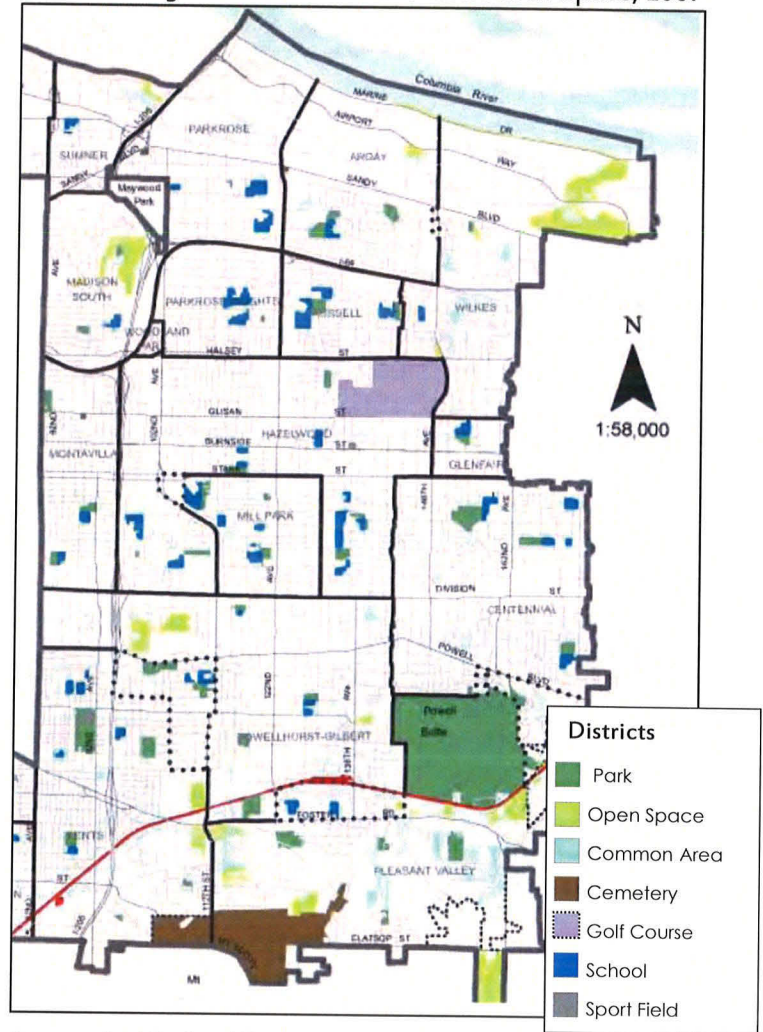
Note: Part I crimes include aggravated assault, burglary, homicide, larceny, rape, robbery, theft from vehicle and vehicle theft.

Source: Portland Police Bureau 2010 Crime Statistics

## Recreation Facilities

East Portland has over 60 parks, natural areas, community centers and community gardens. The East Portland Community Center also includes an aquatic center. The East Portland Review notes that some parks have minimal facilities or are in need of renovations.

Figure 27. East Portland Recreation Space, 2007



Source: East Portland Review

## Community Pride

Sunday parkways are a great example of East Portland's sense of community.





# Other Business Decision Factors

In addition to the indicators presented thus far, other factors come into play when business owners make decisions about location. In terms of transportation, East Portland scores well, with a central location, easy access to interstates and the airport and multiple forms of transit. East Portland is actively engaged in several green initiatives and has seen improvements to its appearance with recent development and other revitalization efforts.

## Transportation

According to the East Portland Review, in addition to a central location and access to highways and the airport, the Study Area is relatively uncongested with very good east to west arterials. However, there are still many unimproved, substandard local streets that offer limited connectivity; pedestrian facilities are also limited.

Transit in the Study Area includes several MAX light rail stops and bus service on most east-west arterials. North-south bus service is less pervasive, and the frequency of bus service is limited in some places.



## Sustainability

East Portland's green initiatives are concentrated in several areas within the Study Area, including Gateway (Gateway Green and Gateway Eco District), Foster Road (Foster Green Eco District) and Lents (Green Lents).

What Makes A "Green" Community?



Promotes green concepts, permitting and other initiatives

Local energy efficiency programs/recycling and reuse programs

Community residents embrace "green" culture

Office/industrial parks meet LEED criteria

Power provider offers energy conservation alternatives



GATEWAY GREEN

## Appearance

### Pros:

Through transportation and storefront improvements and efforts to 'green' roadways and neighborhoods, East Portland's appearance has notably improved in the last several years. 102<sup>nd</sup> Avenue streetscape improvements are widely noted as exemplary of an attractive business environment conveying a greener boulevard look with bike and pedestrian amenities. The 99<sup>th</sup> and Glisan improvements are recognized as a model approach to reinforce and encourage development nodes.



### Cons:



Both East Portland residents and external stakeholders remark that many of East Portland's commercial areas or strips are indistinguishable, 'tired' in appearance and lack character. Contributing to this impression are East Portland's auto orientation and the large parking lots in front of most shopping areas. An increasing vacancy rate at some shopping centers also conveys a negative image.





# Interview Summaries

Marketek conducted telephone interviews with over a dozen East Portland stakeholders – including businesses, brokers and economic developers – to help understand East Portland's competitive posture. The list of interviewees follows:

- Carolyn Meece, Business Oregon
- Teri Bunker, Bridge City Family Medical Clinic
- Sean Robbins, Greater Portland, Inc.
- Shawn Klinkner, Adventist Medical Center
- Dan Cogan, Burgerville
- Bernie Bottomly, Portland Business Alliance
- Tom Dechenne, NAI Norris, Beggs & Simpson
- Greg Nesting, Norris & Stevens, Inc.
- Joe Weston, American Property Management Corp.
- Kristin Erickson, Oregon Clinic
- Andrew McGough, Worksystems, Inc.
- Malcolm Boswell, Oregon Employment Department

Interviewees were asked the following:

1. What are East Portland's best opportunities for business development and expansion?
2. What would you rank as the top three things of most value for businesses who locate in East Portland?
3. What do you believe are the top three weaknesses or barriers in East Portland that negatively impact businesses there?
4. In your opinion of East Portland, what positively differentiates it from other areas?
5. How would you describe East Portland to a colleague considering a location for his or her business?
6. What needs to happen for East Portland to succeed with economic development?

Key assets and challenges identified are incorporated in the summary chart (on page 24). Recommended economic development strategies follow:

- Focus on nodal redevelopment. The 122<sup>nd</sup> corridor, several intersections along 148<sup>th</sup> (e.g., Division, Powell and Halsey) and the Halsey-Weidler couplet would be good locations to focus on.
- Implement a micro economic development strategy not a macro one. Choose a corner or a block with some density to catalyze and signal to the market that change is happening.
- Assemble property and create "superblocks" (as opposed to the 200 x 200 foot blocks throughout most of the City) to attract more business.
- East Portland is not well branded. There is an opportunity to create a stronger identity for the area (EX: Gateway between urban and rural; hub of entrepreneurs; growing green, etc.) Go east!

- The health care cluster should be brought together to understand the supply chain and product/service gaps that may be provided locally.
- Many 'pocket communities' with personality exist within East Portland that are under promoted—Mt. Scott, Gateway, Lents, Airport Way.
- East Portland is comprised of three distinct subareas/business locations that should be marketed to new business:
  1. Airport Way / industrial area along Sandy Blvd and to the north
  2. Gateway Regional Center
  3. Outer Southeast – Lents / Foster-Powell
- Work with economic development partners that are marketing the region and east metro area; when it comes to business development, don't 'go it alone.'
- Leverage the large immigrant populations to build export companies. Create business accelerators/incubators for immigrant community to excel.

Quotes that are representative of interviewees' responses follow:

- *"Property can be leased or purchased for approximately 15 to 20 percent less than in the Westside Industrial area."*
- *"East Portland is a good location for businesses that don't care as much about image, want to locate close to customers and workers, and may be somewhat price sensitive."*
- *"Economic development is a global issue. Businesses/industries may know Portland but generally don't care about jurisdictions/neighborhoods within."*
- *"East Portland is so ready for a hip, cool, Portland-like development—a brewpub, foodie draw, something with character and charisma."*
- *"The area is largely comprised of lower income neighborhoods, which affects the economics of storefronts and commercial areas."*
- *"East Portland lacks a concerted, comprehensive marketing program that would help transform its image, help established businesses succeed and attract new business."*
- *"More people are working from home. Thus, for home-based workers, it is desirable to live in 'complete' neighborhoods with various services and conveniences within walking distance. Focus efforts in nodal/neighborhood development."*
- *"City could support development of more 'quality housing' through stronger zoning/development code standards, improving streets/sidewalks, and streamlining the development process."*
- *"East Portland should promote what's working. Find examples of new business, community pride, businesses has decided to locate there, smaller Mom and Pops that are success stories."*
- *"The east County market area is the (Portland)canvas poised to see the most new development....outside of S. Waterfront."*



# Summary of Assets & Challenges

	Assets	Challenges
<b>Business Climate &amp; Vitality</b>	<ul style="list-style-type: none"> <li>• Strong job growth</li> <li>• Health care cluster</li> <li>• Retail leakage opportunities</li> <li>• Lower workforce costs</li> <li>• Over 70 businesses with 100+ jobs</li> <li>• Proximate to job corridors</li> <li>• Large family-oriented market</li> </ul>	<ul style="list-style-type: none"> <li>• Lower average wages than MSA</li> <li>• Lower average incomes may limit retail success</li> <li>• Transit (MAX) perceived as unsafe</li> <li>• Lack of 'East Portland' identity</li> </ul>
<b>Workforce &amp; Education</b>	<ul style="list-style-type: none"> <li>• Labor force education similar to MSA</li> <li>• Immigrant populations create diverse workforce with strong work ethic</li> </ul>	<ul style="list-style-type: none"> <li>• Lower post high school education attainment</li> <li>• Immigrant population with limited English language skills may create barriers in the workplace</li> </ul>
<b>Real Estate</b>	<ul style="list-style-type: none"> <li>• Abundance of available, affordable land and buildings</li> <li>• Gateway hub is an emerging regional center</li> <li>• Investment is occurring (\$20 million in real estate and infrastructure over last 3 years)</li> <li>• Affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>• Limited industrial land</li> <li>• Few available industrial properties outside of Airport Way</li> <li>• Aging strip centers with non-commercial tenants</li> </ul>
<b>Quality of Life</b>	<ul style="list-style-type: none"> <li>• Population and cultural diversity</li> <li>• Lower housing prices</li> <li>• High school graduation rates on par with City</li> <li>• Recreation and parks offer potential to attract visitors</li> </ul>	<ul style="list-style-type: none"> <li>• High rate of out commuting to jobs</li> <li>• Perception of high crime</li> </ul>
<b>Other Business Decision Factors</b>	<ul style="list-style-type: none"> <li>• Central regional location</li> <li>• Highway and transit access</li> <li>• Airport proximity</li> <li>• Strong green/sustainability ethic</li> <li>• Excellent business development partners in east metro</li> </ul>	<ul style="list-style-type: none"> <li>• Auto-oriented, not pedestrian-friendly</li> <li>• General appearance which affects overall image and identity</li> <li>• No central marketing</li> <li>• Sprawling geography without much definition</li> </ul>

## What are East Portland's top assets?

- ★ Regional location and access
- ★ Health care industry
- ★ Immigrant community

- ★ Strong market growth
- ★ Real estate affordability
- ★ Lower cost of doing business

# Appendix A. Review of Documents

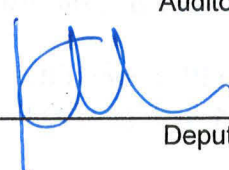
The following documents were reviewed as part of the East Portland Economic Development Assessment. Marketek prepared a separate report, "Plan Review Summary," that provides an overview of these reports and their relevance to East Portland:

- East Portland Review
- East Portland Action Plan
- Portland Development Commission Economic Development Strategy
- City of Portland Economic Opportunity Analysis
- Portland Neighborhood Economic Development Strategy
- Metro 2040 Growth Concept Plan
- Portland Infrastructure Improvement Pilot Study
- Gateway Urban Renewal Area Plan
- Gateway Business Development Strategy
- Outer Southeast Community Plan
- Brookings Institute Market Assessment of Greater Portland's Export Economy
- Gateway Education Center Plan
- EcoDistrict Study
- Lents Urban Renewal Area Plan
- Lents Business Development Strategy
- Freeway Lands Market Studies
- 82<sup>nd</sup> Avenue Market Study
- Division Street Corridor Retail Market Analysis
- Johnson Creek Industrial Revitalization Strategy
- Midway Business Study
- Airport Urban Renewal Study



Agenda No.  
**REPORT NO.**  
 Title

**Transmit East Portland Action Plan Annual Report (Report)**

<b>INTRODUCED BY</b> Commissioner/Auditor: <b>Amanda Fritz</b>	CLERK USE: DATE FILED <b>FEB 03 2012</b>
<b>COMMISSIONER APPROVAL</b> Mayor—Finance and Administration - Adams Position 1/Utilities - Fritz <i>T. Bignard</i> Position 2/Works - Fish <i>Comm. Fritz</i> Position 3/Affairs - Saltzman Position 4/Safety - Leonard	LaVonne Griffin-Valade Auditor of the City of Portland  By:  Deputy  <b>ACTION TAKEN:</b>  <b>FEB 09 2012; ACCEPTED</b>
<b>BUREAU APPROVAL</b> Bureau: ONI Bureau Head: Amalia Alarcon de Morris  Prepared by: Sara Hussein Date Prepared: February 2, 2012  Financial Impact Statement Completed <input checked="" type="checkbox"/> Amends Budget <input type="checkbox"/> Not Required <input type="checkbox"/>  Council Meeting Date <b>February 9, 2012</b>	
<b>City Attorney Approval</b>	

<b>AGENDA</b>
<b>TIME CERTAIN</b> <input checked="" type="checkbox"/> <b>Start time: 2:00 pm</b>  <b>Total amount of time needed: 60 min.</b> (for presentation, testimony and discussion)
<b>CONSENT</b> <input type="checkbox"/>
<b>REGULAR</b> <input type="checkbox"/> <b>Total amount of time needed: _____</b> (for presentation, testimony and discussion)

FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:		
		YEAS	NAYS
1. Fritz	1. Fritz	✓	
2. Fish	2. Fish	✓	
3. Saltzman	3. Saltzman	_____	
4. Leonard	4. Leonard	✓	
Adams	Adams	✓	